

2009 University Plan



Faculty of Law

Priority A: Fully embed a high performance culture

Instil an expectation of high achievement in students and staff, and provide the means for this high achievement.

- 1 Strengthen high-achiever programs and pathways to attract and support the top echelon of local, national and international undergraduate and postgraduate students.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Concentrate efforts on core teaching (including maintaining national accreditation standards) and high rating research activities by maximising teaching and research time within the Faculty of Law.</p> <p>Target: 1. Increase overall academic staff percentage of time spent on excellence in teaching and research. Review the workload model to ensure that it reflects this priority. 2. Foster increased research output and income in 2009-2010. 3. Reduction in current high staff/student ratios through the appointment of contract and casual teaching staff and other initiatives. 4. Increased teaching awards including UTAS (merit certificates, citations, Teaching Excellence Awards) and ALTC awards within period 2009-2010.</p>	H1	Dean/HOS	C \$110K Strat. funds/\$100K Op. funds	2009
2	<p>Maintain the current exchange arrangements with Overseas Universities and investigate possibilities of new partners.</p> <p>Target: At least one new exchange partner in 2009.</p>	M	International Services/relevant Faculty staff	B	12/2009
3	<p>Continue to offer direct entry into the law program for high achieving students.</p>	M	Dean/HOS	A	12/2009
4	<p>Support competitive funding to exchange students studying overseas.</p>	M	Dean/HOS	B,C	12/2009

- 2 Optimise the range of support programs for prospective and current students.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Continue to support the International Student Support Program.</p> <p>Target: Designate one staff member to oversee the program and coordinate casual tutors.</p>	M	Staff member	C Op. funds \$35K	11/2009
2	<p>Maintain the successful Law Bridging enabling program for students entering the graduate law course and the PASS Program for Contract and Torts.</p> <p>Target: To assist the smooth transition of graduate students into the law course.</p>	M	Coordinator Law Bridging Program	A	2009

- 3 Review and enhance UTAS' human resources policies and programs to provide the framework and resources to develop, recruit and retain excellent staff.

	Initiative	Priority	Responsibility	Budget	Date
1	Increase overall full-time equivalent academic staff numbers to address the seriously high staff/student ratio in Law. Equivalent staff to include appointments of fractional, honorary, visiting and Summer School staff. Target: Reduce staff student ratio from 31.6 to 28.	H	Dean/HOS, Deputy Dean, Assoc Dean (T&L)	C \$150K New Stars funds	12/2009
2	Ensure the equitable distribution of work amongst Faculty staff, recognising teaching, research, community and administrative duties. Target: Apply Faculty workload distribution formula in 2009 and monitor throughout the year.	H	Dean/HOS	C	2009
3	Strategically manage succession planning for all senior office holders within the Faculty.	H	Faculty Executive	A	2009/2010
4	Identify opportunities to revitalise research and teaching within the University Environmental theme area and to develop this area (possibly with New Stars funding).	M	Deputy HOS	C	2009

4 Develop a broad-based visiting fellowship program.

	Initiative	Priority	Responsibility	Budget	Date
1	Maintain and extend individual and research group scholarly links, including visits by distinguished overseas academics to present lectures and contribute to the Summer School and Law School Seminar Program. Target: Seven distinguished overseas visitors in 2009.	M	Dean/HOS, relevant Faculty staff	C	12/2009

5 Improve implementation of the UTAS performance management system for staff.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to directly link staff performance management and staff development plans to those of the Faculty and University and to maintain a collegial consultative approach to Performance Management within the Faculty.	H	Dean/HOS	C 15-25K (Op. funds)	03/2009

7 Ensure that recognition and reward systems encourage and celebrate excellence at both the individual and group levels.

	Initiative	Priority	Responsibility	Budget	Date
1	Incentive grants (offer Faculty incentive grants to staff that apply for external research, teaching funding or consultancy funding). Target: Encourage three new applications for external research, teaching or consultancy funding.	M	Dean/HOS	B (Op. funds)	12/2009

Priority B: Create and implement a distinctive UTAS teaching and learning model

Develop a UTAS student experience, learning outcomes and graduate profile that ensure contemporary knowledge and skills, generic capabilities and an experience of place, environment and community that is distinctly Tasmanian.

9 Review and strengthen tertiary preparation programs and entry pathways to support a broader range of students.

	Initiative	Priority	Responsibility	Budget	Date
1	Participate in organisation and presentation of Law Fest 2009.	H	Dean, TULS, School Liaison Officer	B	08/2009
2	Continue to develop an incremental pathway for the development of information literacy (legal research) skills, and embed this in appropriate units across the Law Degree.	M	Law Librarian, Assoc Dean (T&L)	B	2009

11 Ensure that on-campus amenities are available at appropriate times to support more flexible learning and research practices.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to emphasise, through staff development, Faculty commitment to improve and streamline unit and course delivery on all campuses through varied assessment techniques, problem oriented tutorials, improved materials, MyLo, pastoral care (including the ISSP and PASS Program) and counselling.	H	Dean/HOS	C \$15-25K (Op. funds)	12/2009

12 Ensure that academic, personal and administrative support services are responsive to student needs.

	Initiative	Priority	Responsibility	Budget	Date
1	To maintain the special and unique relationships between staff and students, particularly with direct cooperation, collaboration and funding of TULS state-wide activities and the Alumni Newsletter.	H	Dean/Pres TULS	B	12/2009

13 Restructure and streamline the course profile to provide: common course structures, multidisciplinary and interdisciplinary learning opportunities; and flexible delivery options that are responsive to students' needs and the University's academic strategic priorities.

	Initiative	Priority	Responsibility	Budget	Date
1	Review current assessment and examination practices and performances in light of Criterion Referenced Assessment policy against benchmarks in comparator universities and implement recommendations for 2010. Target: Report on review by mid-2009 and implement any recommendations for 2010.	H1	Dean/HOS	C \$60K Strat . funds	12/2009
2	Introduce flexible approaches to teaching and learning in skills and Introduction to Law through the Faculty Teaching & Learning Committee and CALT and also support the PASS Program in Contract and Torts as means to address attrition and retention.. Target: 10% reduction in law student attrition.	H	Assoc Dean (T&L), Pro V-C (T&L)	C Op. funds/Strat funds	2009
3	Increase access to facilities, continue to introduce measures to meet student demand for greater access to facilities (eg, flexible library hours for Summer Schools).	M	Dean/HOS, Law Librarian	B Op. funds	2009

	Initiative	Priority	Responsibility	Budget	Date
4	Continue flexible Summer School program for students which provide units of interest to students taught by international experts. Target: Two distinguished international scholars participating in Summer School units in 2009.	M	Deputy HOS	C \$15K Op. funds	03/2009

16 Expand postgraduate coursework programs specifically aimed at continuing professional development and career start-up.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to pursue a proactive campaign to recruit postgraduate students from targeted overseas universities. Target: Three new international postgraduate students in 2009.	H	Faculty Res 7 Postgrad Ctee	C Op. funds	12/2009

17 Provide a high quality, distinctive and energising student experience that develops life-long learning skills, generic graduate attributes and a global perspective that lead to satisfying and rewarding employment, career and personal development outcomes for students.

	Initiative	Priority	Responsibility	Budget	Date
1	Maintain current Quality Assurance processes under the direction and review of the Faculty Teaching & Learning Committee and Executive Committee and to ensure that the proposed Common Course Structure does not impact in any negative manner whatsoever on the reputation and quality of the Law degrees.	H	Dean and Assoc Dean (T&L)	C Op. funds	2009
2	Develop law in the Graduate school programs and identify units for the LLM in University Graduate Studies Programs.	M	Dean/HOS	B	12/2009
3	Continue to assess and monitor appropriate recommendations resulting from the External Review of the Law School, LLB and Combined Degrees.	M	Dean/HOS, Assoc Dean (T&L)	B,C Op. funds	12/2009
4	Continue to present systematic and regular review of units using SETL in conjunction with the University PM system. Target: Review one third of all units offered.	M	Dean/HOS, Assoc Dean (T&L)	A	11/2009
5	Ensure the integrity, quality and accreditation of the Law and combined degree programs during the transition to a merged Faculty. Target: Review operation, integrity, quality and accreditation of the degrees in mid 2009 and at the end of 2009 and to report to staff and the University Teaching & Learning Committee.	H1	Dean/HOS.	A Under \$10K Op. funds	2009

Priority C: Further strengthen existing UTAS institutes, centres and groups and identify new flagship opportunities

Reassess and renew the focus of UTAS' research strengths and opportunities; Develop the opportunities that arise as a result of the integration of UTAS and the Australian Maritime College.

18 Develop current and identify new areas of research strength.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Prepare for the 2009/2010 ERA exercise by increasing collective research performance and building research infrastructure.</p> <p>Target: 1. ERA documentation to be prepared on time. 2. Ensuring workload model provides sufficient opportunity and incentive for high quality research production. 3. In increasing, ensuring that A* journals are targeted and competitive research grants are obtained. 4. Two A1 or equivalent articles for research classified staff members to a minimum School target of 20 DEST (A1, B1 or C1) publications. 5. Appoint part-time academic level C staff member to encourage and assist staff in applying for external research grants. 6. Offer internal incentive grants for staff applying for external research grants.</p>	H1	Dean/HOS	C \$140K Op. funds/\$100K Strat. funds	2009
2	<p>Increase postgraduate research student numbers.</p> <p>Target: 15 EFTSU</p>	H1	Dean/HOS, Assoc Dean (Res)	C \$80K Strat. funds, \$20K Ext funds	12/2009

19 Develop key areas of strength in the AMC institute as part of completing the integration process.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue discussions on Maritime Law & Policy LLM with the Director of the Australian Maritime College.	H	Dean/HOS	A	12/2009

22 Increase the scale and focus of research to achieve critical mass by clustering activity into groups, centres and institutes.

	Initiative	Priority	Responsibility	Budget	Date
1	Further develop ARC multidisciplinary network in Law and Genetics to formalise links with overseas researchers/institutions.	H	Centre for Law & Genetics research staff	C \$10-15K (ARC Funds)	10/2009
2	Augment existing areas of international research by developing research in Environmental Law to international standards.	M	Dean/HOS	B	12/2009

Priority D: Strengthen relationships with UTAS' communities, including the Tasmanian State Government

Further develop relationships with the Tasmanian State Government and UTAS' communities of interest; Seek collaborations that enhance UTAS' distinctiveness and provide unique opportunities for all stakeholders.

24 Renew major partnerships with State Government and industry and develop new partnerships with the private sector.

	Initiative	Priority	Responsibility	Budget	Date
1	Support the operation of the two Law Research Centres and particularly identify new projects and continue to identify new sources of funding for the Tasmanian Law Reform Institute, particularly from the State Government with matching University contributions. Target: Identify new TLRI projects - new external funding of \$75K.	H	Dir of TLRI	C Ext Funds \$75K	10/2009

25 Undertake biennial review of UTAS' economic impact on Tasmania and widely communicate the results.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to promote the Tasmanian Law Reform Institute and its role in shaping the Legal Policy Framework in Tasmania. Target: Release at least four working papers to the public/government on current law reform issues.	H	Dir of TLRI	C Ext. funds/Op. funds	12/2009
2	Support financially and provide facilities to appropriate law related activities (Mental Health Advocacy, Community Legal Centres, Australian Institute of Health Law and Ethics, United Nations Human Rights, etc).	L	Faculty staff	C \$15K Op. funds	2009

26 Work with local communities to further develop the University's northern campuses.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to offer Introduction to Law on the Launceston and Cradle Coast campuses.	H	Dean/HOS	C	2009

27 Continue to support and reward staff in their efforts to engage with UTAS' communities of interest.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to maintain and foster the unique and special relationships with government and community groups through advice, service and sponsorship.	M	All staff	C Op. funds	2009
2	Continue to maintain close relations with the legal profession within Tasmania and in other jurisdictions.	M	Dean/HOS	A	2009

29 Explore the opportunities for additional national and international collaborations in areas of excellence and distinctiveness.

	Initiative	Priority	Responsibility	Budget	Date
1	Build on existing and new agreements and exchange relationships with prestigious international institutions. Also, continue to develop and approve consultancies in areas of established research expertise that will also establish long-term collaborations. Target: Investigate links with one or two Asian regional partners.	M	Dean/HOS	B	12/2009

Priority E: Maximise support for core activities by aligning resources and improving business services

Optimise financial resources and physical infrastructure to support core activities and strategic priorities; Optimise human resources and support systems and staff infrastructure to support core activities and strategic priorities; Achieve efficiency gains and the best use of strategic and operational resources.

36 Further diversify funding sources, particularly from the non-government sector.

	Initiative	Priority	Responsibility	Budget	Date
1	Increase numbers of commencing interstate and international students, with consequent flow on advantages to the other Faculties. Target: Marketing aimed at: 1. Interstate - 30 students into 1st year Law. International - 70 UG EFTSL offshore and 80 UG EFTSL onshore. 2. Introduction of a compulsory Bridging Program for all new international students to address oral and research skills.	H1	Dean	C Op. funds \$100K / Strat. funds \$100K	10/2009
2	Increasing enrolments of onshore international students and particularly investigate marketing to students from Singapore. Target: Increase onshore FFPOS to 55 UG EFTSL, 11 Coursework PG EFTSL and 6 RHD EFTSL.	H	Dean/HOS, Intern. Services	C Op. funds	12/2009
3	Retention of offshore FFPOS EFTSL from the formal Twinning Agreement with KDU (retain increased enrolments of international students in 2009). Target: Retain KDU offshore FFPOS of 75 EFTSL.	H	Dean/HOS, Intern. Services	C Op. funds	12/2009
4	Recognition of UTAS Law degrees in India by December 2009.	H	Dean/HOS	A	12/2009
5	Continue to work closely with Student Administration and International Services to market the Law Degrees interstate and internationally. Continue to publicise fee paying opportunities for international and local students, particularly the Legal Practice Course.	H	Dean/HOS, Student Admin, Int Services	C	10/2009
6	Continue to identify and undertake consultancies that area consistent with research expertise, establish long-term collaborations and which achieve genuine financial returns for the University and Faculty.	H	Dean/HOS	B	10/2009

38 Plan and implement major capital projects in line with the UTAS Master Plan.

	Initiative	Priority	Responsibility	Budget	Date
1	Locate suitable accommodation for the Centre for Legal Studies.	H	Dean/Director of CLS/Director of Asset Management	C Capital Management Plan project	2009