



Australian  
National  
University

# College Strategic Plan

ANU College of Law

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## Research 1 - Excellence

We will consolidate our reputation as a dynamic national hub of research excellence on critical legal, regulatory and governance challenges in Australia, our region and the world

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Located at Australia's national university, the College has a particular responsibility to provide national research leadership on the most important legal, regulatory and governance challenges facing Australia, the Asia-Pacific region and our world. We are committed to scholarship and thought-leadership that builds a fair society through law reform, responsible innovation and justice for indigenous Australians and other First Nations Peoples.

We will conduct world-class research that pushes the boundaries of scholarship and knowledge on the most important legal, regulatory and governance challenges facing Australia, our region or the world. We will support this world-class research by securing a growing stream of external research income. We will expand our research networks with the world's most influential legal, regulatory and governance scholars.

- By **2023**, our per capita ratio of high-quality publications (books with top university presses and articles in field-leading and/or SCOPUS-listed journals) will increase to **1.5** per annum. By **2025**, it will increase to **1.75**.
- By **2023**, our per capita ratio of external research income will increase to **\$25k** per annum. By **2025**, it will increase to **\$30k** per annum.

### *Linked Strategic Documents*

- ANU College of Law Academic Level Indicators (Research Output)
- ANU College of Law Academic Level Indicators (Research Income)
- ANU College of Law Research Plan 2019-20 (Enhancing our Research Capability)
- ANU Strategic Plan 2021-24 (Strategic Plan Key Performance Indicators) <sup>1</sup>

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<sup>1</sup> <https://www.anu.edu.au/about/strategic-planning/anu-strategic-plan-2021-2024> (PDF)

## Research 2 – Engagement & Impact

We will develop our reputation as a dynamic ‘engagement and impact hub’ that translates top-quality research into theoretically-innovative, evidence-based reform proposals to transform law, governance and regulation in Australia, our region, or our world.

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Located in the nation’s capital, the College has a proud history of engaging closely with leading global institutions and Australian governments, particularly in relation to the promotion of social justice and law reform. ANU Law scholars have also engaged with civil society organisations at both the regional and international levels.

We will expand our engagement and impact relationships with partners in government, industry, legal practice, civil society and international organisations. These relationships are a critical foundation for developing theoretically innovative, evidence-based proposals that transform society and create national capability.

- By **2023** our per capita ratio of external research income that supports engagement and impact projects (ARC Linkage projects, as well as projects funded by the public and private sectors) will increase to **\$2k** per annum. By **2025** it will increase to **\$2.5k**.
- In the 2024 ARC Engagement and Impact process, we will improve our rankings in all three fields of evaluation (engagement, impact, and approach to impact).

### *Linked Strategic Documents*

- 2024 Engagement & Impact Assessment <sup>2</sup>
- ANU College of Law Academic Level Indicators (Research Income)
- ANU College of Law Academic Level Indicators (Research Impact)
- ANU College of Law Research Plan 2019-20 (Enhancing our Research Capability)
- ANU Strategic Plan 2021-24 (Strategic Plan Key Performance Indicators) <sup>3</sup>

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<sup>2</sup> <https://www.arc.gov.au/engagement-and-impact-assessment>

<sup>3</sup> <https://www.anu.edu.au/about/strategic-planning/anu-strategic-plan-2021-2024> (PDF)

## Research 3 - Partnerships

We will expand our partnerships with researchers at the world's leading research institutions.

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International research partnerships provide multiple benefits, including broadening the application and exposure of our research, as well as opening up additional external funding pools. The College has a long-standing commitment to fostering connections with international partners, including through the International Alliance of Research Universities (IARU). Yet we have few active research project collaborations with the world's best research institutions and the post-Pandemic environment present unique challenges and opportunities to international partnerships.

We will develop new international research partnerships with researchers from top quality research institutions, such as those in the top 20 QS Law Schools, IARU, or the National Law Schools network. These partnerships will support our efforts to conduct world-class research that supports and transforms our national, regional and global communities.

- By **2023**, ANU Law will have, on average, at least one high-profile international research partnership per year with a strategically important partner.
- By **2023**, our per capita ratio of external research income<sup>4</sup> derived from non-traditional grant sources will increase to **\$20k**. By 2025, it will increase to **\$25k**.

### *Linked Strategic Documents*

- ANU College of Law Academic Level Indicators (Research Output)
- ANU College of Law Academic Level Indicators (Research Impact)
- ANU College of Law Research Plan 2019-20 (Enhancing our Research Capability)
- ANU Strategic Plan 2021-24 (Strategic Plan Key Performance Indicators)

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<sup>4</sup> Defined as HERDC Category 2-4 Income.

## Education 1 - 'Integrating Aboriginal and Torres Strait Islander Peoples' diverse perspectives'

We will integrate Aboriginal and Torres Strait Islander Peoples' diverse perspectives on law, the environment and society throughout the curriculum and improve the cultural competencies of staff and students.

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In Australia, achieving justice and legitimacy for the nation entails dealing with our colonial past and attaining substantive equality for Aboriginal and Torres Strait Islander peoples. Legal education has a fundamental role to play in this. Integrating Aboriginal and Torres Strait Islander Peoples' diverse perspectives, including the importance of responsible stewardship of the planet, is also crucial in re-imagining the law curriculum in relation to important global challenges such as climate change.

We will consult and work with local and national Elders to reimagine our curriculum. We will employ the necessary staff to support our educational goals. We will provide the necessary training in cultural competency to staff and students. We will reform compulsory course offerings and introduce new electives centring Aboriginal and Torres Strait Islander perspectives.

- By **2025**, all LLB/JD compulsory courses will integrate Aboriginal and Torres Strait Islander Perspectives. We will conduct workshops annually to improve the cultural competencies of staff and students.

### *Linked Strategic Documents*

- ANU College of Law Academic Level Indicators (Course Development & Design)
- ANU Strategic Plan 2021-25, National Mission

## Education 2 – ‘Transdisciplinary problem-solving’

We will produce graduates who know the value and limits of legal solutions and can collaborate with other disciplines to solve complex problems.

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Addressing contemporary social, environmental and political challenges in Australia and around the world requires complex problem solving and collaboration between various disciplines. Whilst maintaining the specificity and rigour of ANU legal education, our graduates need the skills and expertise to problem-solve in a transdisciplinary context. Transdisciplinary problem-solving is crucial to meet the challenges posed by multifaceted problems such as global refugee flows, economic inequality, pandemics, climate change and the relationships between these.

We will increase our transdisciplinary course offerings in all programs. We will collaborate with other colleges in planning and implementing transdisciplinary courses and programs. We will help our students identify and communicate the transdisciplinary skills they gain through our programs

- By **2023**, be able to identify transdisciplinary courses in all law programs that include students from across disciplines. By 2025, build on the collaboration that has begun with other ANU Colleges to introduce programs and courses that combine law with other disciplines.

### *Linked Strategic Documents*

- ANU College of Law Academic Level Indicators (Course Development & Design)
- ANU Strategic Plan 2021-25, Student Experience

## Education 3 - 'Work Integrated Learning'

We will provide work integrated learning opportunities for all students who desire them.

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Legal education has always combined the academic study of law with preparing graduates for the practice of law and careers in other professions. Work integrated learning is desired by our students and seen as essential by our stakeholders (alumni, the profession and employers).

We will work with the profession and with non-legal employers to provide more internships and clinical opportunities. We will explore ways in which we can offer virtual internships. We will provide more “experiential learning and assessment” training for staff and opportunities for students. We will invest in the necessary resources (particularly the employment of staff) to manage and grow work integrated learning opportunities.

- We will increase the proportion of our LLB/JD students who are offered a work integrated learning opportunity by at least 15% per year.

### *Linked Strategic Documents*

- ANU College of Law Academic Level Indicators (Course Development & Design)
- ANU Strategic Plan 2021-25, Student Experience



## Collaboration 1 – Engaged Learning in a Global Context

*We will offer an accessible, engaged learning experience with a global horizon, comparable to world-leading law schools.*

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The College aims to attract the very best undergraduate and graduate student applicants, and offer them an unrivalled set of opportunities. Increasingly our students are seeking engaged learning experiences across the world. World-leading law schools are expected to provide these opportunities.

We will work together with our partners including ANU Colleges, ANU Global Partner Universities including the National Law Schools Network, our alumni community and others to develop these opportunities. These will include offshore ANU courses, brokered internship and experiential opportunities in the Asia-Pacific region and beyond, and prestigious supported places in leading international institutions.

- By **2023**, we will have developed, and be able to offer in most years, a rejuvenated suite of high-quality and in-demand ANU offshore courses.
- By **2023**, we will have developed, and be able to offer in most years, a range of brokered (and, where possible, partly funded) internship and experiential opportunities in the Asia-Pacific region and beyond.
- By **2025**, we will have retained existing prestigious placement relationships abroad and will have negotiated and secured sustainable funding for a further two such placements.

### *Linked Strategic Documents*

- ANU Strategic Plan 2021-24 (Delivering on our Unique National Responsibilities)
- ANU Strategic Plan 2021-24 (Excellence in Education and the Student Experience)

## Collaboration 2 – International Student Cohort

*We will attract and satisfy a quality, diverse international student cohort*

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To secure a diverse and high-quality international student cohort, the College must ensure that our competitive scholarship, articulation and other pathways remain appealing. We need to ensure that these students, when they arrive at our College, are supported to succeed and have the best possible experience both inside and outside the classroom. We need to ensure that our international student cohort is from a broad demographic including to ensure a vibrant multicultural community dynamic.

To do so, we need to engage with these students to determine their needs and interests in a more considered way. We will need to ensure we best use the broader support that might be available from the University, ACT Government and other potential partners in the wider community.

- By **2023**, we will have pathway agreements in place with 3-5 more National Law Schools, each with at least 75% of places filled. By **2023**, we will have at least 2-3 LLM articulation agreements in place and a global qualification pathway for JD (and LLM) international students in place.
- By **2024**, the College will have at least four joint-disciplinary Masters programs with other ANU Colleges.
- By **2025**, we will have increased the proportion of international students in a college-brokered internship or work placement scheme.
- By **2024**, we will have seen sustained improvements on relevant surveys of student satisfaction, as well as increased international postgraduate coursework student retention.

### *Linked Strategic Documents*

- ANU Strategic Plan 2021-24 (Delivering on our Unique National Responsibilities)
- ANU Strategic Plan 2021-24 (Excellence in Education and the Student Experience)

## Collaboration 3 – Engaging Others

*We will engage others in supporting the achievement of the college's strategic vision.*

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To ensure the College can achieve its broader strategic vision, we need to ensure that we receive the best possible advice and assistance. We are fortunate to have an exceptional community of engaged alumni and stakeholders. In the coming years, we must work to ensure that the relationships in place around such stakeholders are beneficial to all.

The importance of these communities touches on every aspect of what we do and across research, education and service. We need to ensure that we engage these communities and seek their contributions in a respectful and coordinated way that always seeks to advance our broader goals.

- By **2021**, the College will have established an Advancement Advisory Council to assist with strategic initiatives and the completion, in **2022**, of the College Advancement Strategy.
- By **2023**, the College Advancement Strategy will have been integrated into Operational Plans across the Education, Research and International portfolios.
- By **2023**, the College will have formally integrated criteria based on Advancement Strategy goals into College promotion and performance indicators as well as the 'Service' dimension of academic roles.

### *Linked Strategic Documents*

- ANU Strategic Plan 2021-24 (Building a Culture of Collegiality and Engagement)
- ANU Strategic Plan 2021-24 (Strategic Plan Key Performance Indicators)

## Community 1 – Inclusion, Diversity, Equity & Access

*We will ensure that the national law school is representative and inclusive of the Australian community.*

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As Australia's national law school, at Australia's national university, we must strive to ensure that our whole community (staff, student and visitor) is reflective of the diversity of Australian society. Furthermore, we must ensure that everyone at this College has the tools, opportunities and support that they need to succeed. This applies to our entire community but is of particular importance when looking at certain roles, for example gender diversity amongst senior academic staff.

A diverse community facilitates opportunities to understand and engage with our world from multiple perspectives. Alongside targeted support to attract, develop and retain diversity, we will aim to create an a mutually respectful and inclusive community.

COVID-19 has had ramifications for how we all balance our work and home lives. Staff surveys and feedback have shown that many of us have struggled or do not feel supported. The College will need to work closely with the broader University to ensure that these issues are addressed across the ANU, but also with targeted support within our College.

- By **2023**, the College will have put in place an operational plan for systematically attracting, retaining and supporting diverse staff from traditionally under-represented groups. By **2025**, we will achieve a measurable increase in the diversity of staff (measured across multiple indicators).
- By **2023**, the College will have established an operational plan focused on increasing the diversity (measured across multiple indicators) of our domestic undergraduate, postgraduate and HDR cohorts and seeking measurable increases in those from traditionally under-represented groups.
- By **2023**, the College will have a program in place, building on the existing mentoring scheme, to support female early and mid-career academics in their career aspirations, with a specific focus on increasing female promotion to Professor. By **2025**, the College professoriate will be *at least* 30% female with a clear plan to reach 50% in future.

- By **2021**, the College will have worked with the ANU IDEA Committee and consulted broadly to develop a plan to identify and address areas of unconscious bias that might inhibit inclusion and diversity. By **2023**, the College will have implemented that plan.

*Linked Strategic Documents*

- ANU IDEA Governance Framework
- ANU Disability Action Plan
- ANU SAGE Athena Swan Action Plan
- ANU Strategic Plan 2021-25, Strengthening our national mission
- ANU Strategic Plan 2021-25, Being a standard-bearer for equity

## Community 2 - Reconciliation

*The College will aspire to be the destination of choice for Aboriginal and Torres Strait Islander intellectual leaders and students.*

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The University must also remain aware of the commitments we made in our 2019 Reconciliation Plan for Action and redouble our efforts to deliver on them, despite the impact of 2020. As Australia's national law school, we have an important duty to ensure the Aboriginal and Torres Strait Islander peoples feel welcome, respected and celebrated on our campus.

Since the publication of that plan, the ANU has taken further steps including the creation of a First Nations Portfolio and the appointment of our first Vice President (First Nations). The College must work closely with this new portfolio to ensure that we can both contribute to and benefit from its long-term success.

- By **2023**, to ensure that we have the resources and capacity to better incorporate indigenous perspectives into our law curriculum, we will have identified a plan to recruit and support indigenous staff, particularly targeting academic staff. By **2025**, people who identify as Aboriginal and Torres Strait Islanders will make up at least 5% of College staff.
- By **2025**, we will have built on our role as NAAJA's original development partner on the *True Justice: Deep Listening* project. We will be the first *Initiative* partner and will be delivering 1-2 Aboriginal-led, on-Country intensive courses each year.
- By **2023**, the College will have made substantial progress towards, or delivered on, all remaining items in the 2019 Reconciliation Plan for Action.
- By **2021**, the College will have worked with the ANU RAP Working Group and consulted broadly to develop a local 'implementation' plan to outline specific actions to implement the ANU Reconciliation Action Plan.

### *Linked Strategic Documents*

- ANU College of Law Reconciliation 'Plan for Action'
- ANU Reconciliation Action Plan 2020-21
- ANU Strategic Plan 2021-25, Strengthening our national mission

## Community 3 - Sustainability

*The College will play its part as a small college towards ANU environmental sustainability.*

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The ANU Council has acknowledged that the events of early 2020 highlighted the importance of our long-term environmental sustainability. The unprecedented severe weather events showed the need for the ANU to respond through research and actions to minimise emissions and adapt to climate change. The College, although small, must play its part in ensuring that the ANU can succeed in its strategic goal to bring its greenhouse gas emissions ‘below zero’.

The College will seize this unique opportunity to ensure that its operations are as environmentally sound as possible, whilst ensuring that its research and education program can inform and support the development of policies and initiatives at both national and international levels that will effectively deal with climate change.

- Throughout **2022**, work with the ANU Below Zero Initiative to identify practical measures to reduce our emissions across energy consumption, travel, procurement and waste. By 2025, the College will have achieved the ANU Council’s target of net-zero emissions for direct on-campus activities.
- Throughout **2022-25**, invest more through our Advancement strategy and with key stakeholders, to develop a sustainably funded ‘green law’ student programs including experiential learning and advocacy opportunities.

### *Linked Strategic Documents*

- ANU Council Climate Change Resolution
- ANU Below Zero Initiative
- ANU Strategic Plan 2021-25, Strengthening our national mission
- ANU Strategic Plan 2021-25, Student Experience

## Linked Strategic Documents

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### University

The College plan references several University documents both current and superceded, they can be found at the following links.

ANU Strategic Plan 2021-25 - [\(Link\)](#).

ANU Strategic Plan 2021-24 - [\(Link - PDF\)](#).

ANU Below Zero Initiative - [\(Link\)](#).

ANU Council Climate Change Resolution - [\(Link - PDF\)](#).

ANU IDEA Governance Framework - [\(Link - PDF\)](#).

ANU Disability Action Plan 2020-24 - [\(Link - PDF\)](#).

ANU SAGE Athena Swan - [\(Link\)](#).

ANU Reconciliation Action Plan - [\(Link\)](#).

### College

The following College Documents can all be found on the 'S' Drive (S:\A Intranet\Executive Minutes & Document Library\Document Library) as PDFs.

- ANU College of Law Academic Level Indicators.
- ANU College of Law Reconciliation "Plan for Action".
- ANU College of Law Strategic Research Plan 2019-20
- ANU College of Law Strategic Education Plan 2019-20

### External

Australian Research Council Engagement and Impact Assessment.

More information on ARC EIA exercises can be found [here](#).