



THE UNIVERSITY OF
SYDNEY

Sydney Law School

STRATEGY 2020-25

Reimagining Sydney Law School



“As a mark of respect to local Aboriginal communities and First Nations people of Australia, and the world, I acknowledge the Indigenous systems of law and justice that have continuously operated in this land. I also wish to acknowledge the law-giving roles of Elders, past, present and emerging.”

– Professor Simon Bronitt, Dean



“In the law schools we ... have to give the new generations of lawyers not merely the bare tools of their profession, but a sense of the greatness of their calling, and the inspiration of an informal and inquiring approach to the problems of law in our complex modern democracies. So that they may enter upon their careers with a vision of the noble role of the law in the development of our civilisation.”

– Professor Julius Stone, Challis Chair of Jurisprudence and International Law, Sydney Law School Dean, 1942- 1972

Contents

A message from the Dean4

Shaped by our history, reimagining our future6

The strategic planning process8

A world-leading Law School: our vision, mission, ambition and strategy.....10

Clear strategic priorities drive our ambitious vision 12

Education 12

Research..... 16

External Engagement 18

Culture, people, resources and governance.....22

Appendix: Consultation Process..... 26

A message from the Dean

About the Law School

Sydney Law School, founded in 1890, has a long tradition of excellence in legal education and scholarship that spans more than a century. This year, on its 130th anniversary, the School embarks on the next exciting chapter with the development and launch of our new aspirational vision and mission, embodied in its 2020-2025 Strategy, Reimagining Sydney Law School.

“When you reduce it to [its] simplest terms, any faculty of any university, insofar as it deserves that name, must turn on a very simple relation of human beings, some older in learning, some younger, talking together not only about what is known, but also about what is not known”

– Professor Julius Stone, Challis Chair of Jurisprudence and International Law, Sydney Law School Dean, 1942-1972

Sydney Law School has a proud history of driving social justice and law reform, with graduates and scholars playing prominent roles in reshaping the fabric of Australian law. From supporting the admission of the first cohort of women law students, through to supporting their admission to the legal profession, the Foundation Dean, Professor Pitt Cobbett, sought to redefine legal education. Requiring more than mere mastery of legal doctrine, Sydney law students undertook compulsory studies in jurisprudence, international law and political science. This founding vision shaped the form of a Sydney legal education across the 20th century. The innovative and path-breaking teaching and scholarship of this community of inspiring jurists, which included Julius Stone and Alice Tay, helped to shape the minds of a generation of judges, lawyers, scholars and business and community leaders that followed.

Today, the development of the School's next strategy sits within the context of a rapidly changing world with shifting expectations from students, employers and the broader community.

As one of the University of Sydney's most recognised Schools, we operate within a highly competitive and highly complex environment. Across the globe, we are witnessing rapid changes, and we, like the University, are having to respond to one of the most volatile, uncertain, complex and ambiguous periods in our history – our ability to speak into this world whilst also navigating it defines both the greatest challenge and greatest opportunity that we face.

Through this strategy of re-imagining the future of Sydney Law School, we build on our tradition of excellence, celebrating and harnessing our foundational DNA. Drawing lessons from our long history of achievement, and wealth of talent across this newly engaged community of students, alumni and staff, the School confronts emerging and uncertain challenges. As we chart this course of innovation in education, research and community engagement, the School remains true to its foundational mission of inspiring legal minds.

Determining our own future

The 2020-2025 strategy was an important process of self-determination for the Law School, grounded on a highly consultative and iterative process with broad engagement across the School's academic community, students, alumni, donors and professional community. I thank my colleagues and the wider Law School community for such positive engagement in this critical process.

– Professor Julius Stone, Challis Chair of Jurisprudence and International Law, Sydney Law School Dean, 1942-1972



Courtesy of the University of Sydney Archives, Julius Stone, Professor of International Law and Jurisprudence, 2010 [G3_224_0672]

An ambitious strategy to inspire legal minds

Over the next five years we will strive towards realising our new and exciting vision through the School's 2020-2025 strategic plan as presented in this document. The plan is centred on three core pillars, Education, Research and External Engagement, and underpinned by a clear approach to our Culture, People, Resources and Governance.

Our strategy will help us achieve our vision and fulfil our purpose to harness our history as a world-leading Law School to inspire legal minds. Above all, the strategy ensures that students, staff, partnerships and community remain at the heart of Sydney Law School.



Shaped by our history, reimagining our future

Our ambition is to be a world-leading Law School, contributing to some of society's most complex challenges, anchored by our longstanding tradition of excellence and shared commitment to law reform and justice.

Since its inception in 1890, Sydney Law School has fostered a proud heritage of excellence and leadership, challenging convention and driving law reform and justice. Today, the Law School is a globally leading institution, consistently ranking in the top 15 law schools worldwide (QS World University Rankings by Subject). We are an internationally engaged academic community working at the forefront of our disciplines. Collectively, we address complex problems and deliver research of the highest quality, creating impact across a wide range of traditional, established and emerging areas of global significance.

TOP 15
GLOBAL
Law School for the past 7 years

Source: QS World University Rankings by subject (2013-2020)

The Law School is a passionate community of educators, instilling a love of the law and learning in our students; providing them with the core legal knowledge and critical thinking skills to challenge the status-quo, be publicly-minded, and shape the law of the future. Our outstanding graduates ensure that the Law School ranks among the highest in Australia for employment outcomes (QILT Graduate Outcomes Survey) and 10th in the world for employer reputation (QS World University Rankings by Subject, 2018).

“A leading law school is one that is instantly recognisable as a thought leader, as are its people. It is called upon by government to participate in reform ideas. Its students are strong ambassadors and it delivers courses that inspire and challenge students and industry.”

– Industry professional (interview)

The world around us is highly complex with shifting expectations

Across Sydney, NSW, Australia and beyond, the world is changing rapidly. This decade will continue to be a period of significant complexity and uncertainty in our School's lifetime; business as usual is not an option. It is in this context of a more volatile world, characterised by radical shifts in student and societal expectations, a highly competitive research landscape and an evolving legal profession, that we have chosen to reimagine our Law School. We have set ourselves an ambitious strategy that re-captures the progressive DNA of our School while delivering on our vision: to inspire legal minds.

To achieve our vision demands an ambitious strategy

As a globally leading law school, our strategy must be clear, compelling and ambitious; enabling us to continue to contribute to emerging problems of global significance and the critical issues of law reform and justice.

This Strategy for 2020 - 2025 is characterised by our shared ambition to inspire legal minds within the Law School, the profession and beyond. It builds on our history and collective desire to have a positive impact - transforming the legal landscape and society more broadly. It embeds our determination to increase and celebrate diversity across the Law School and to continue to offer opportunities to those who have been traditionally excluded from the study and practice of law. We will ensure our students are at the heart of this vibrant community of learning and scholarship and maintain our focus on applying our academic rigor to foundational as well as new and emerging areas of law and justice.



[Expressing a New Vision for Sydney Law School:]

“Leading and innovative in legal education... offering exceptional student experience.”

– Law School academic staff member (Strategy workshop)

“The Law School's 'reimagining plan' responds to the call for urgent action on sustainability and climate change. We seek to inspire our researchers and students to address these challenges and the significant justice questions which they raise. Climate change is implicated in every area of the law. In recent times, bodies such as the ASX, ASIC and APRA are demanding that directors disclose the material risks of climate change to corporations. Public and private climate litigation is burgeoning globally while new and disruptive technologies surge. All of this requires the attention of smart legal minds that are switched on to the new order. Our 2020-2025 plan recognises this.”

– Professor Rosemary Lyster, Professor of Climate and Environmental Law, Co-Director, Australian Centre for Climate and Environmental Law

The strategic planning process

The development of our 2020-2025 strategy was a process of self-determination for the Law School. It was initiated in late 2019 with a whole of School strategy day and continued throughout the first half of 2020. We adopted an iterative and highly consultative approach; seeking input and feedback from a broad range of stakeholders including staff, students, alumni and external stakeholders. The process consisted of three key stages:

- Stage 1: Broad consultation and research
- Stage 2: Develop and test high level strategy
- Stage 3: Develop and refine full strategy

PREPARATION Strategy Day

All staff strategy day
All staff survey

STAGE 1 Broad consultation and research

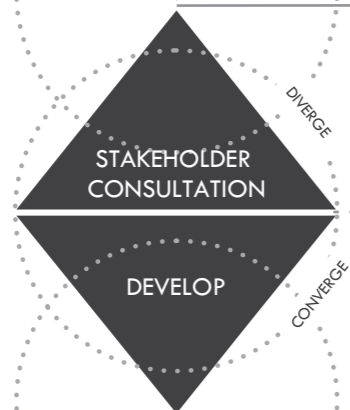


All student survey
Focus groups
1:1 interviews



Deliver insights report

STAGE 2 Develop and test high level strategy

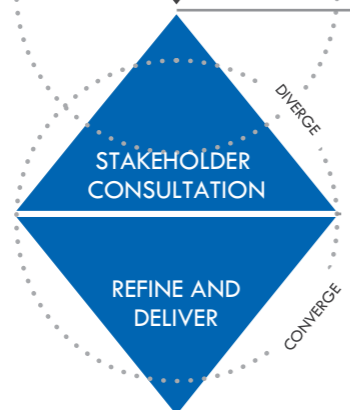


Focus groups
1:1 interviews



Deliver high level strategy

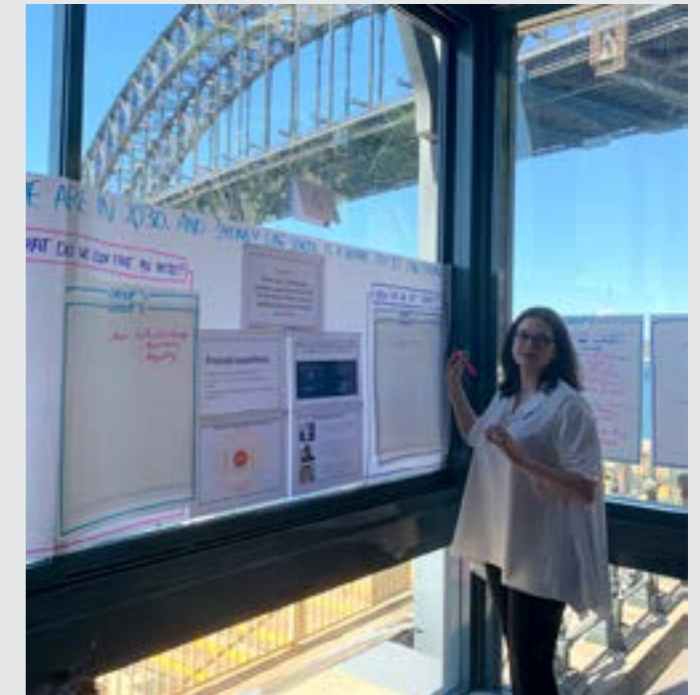
STAGE 3 Develop and refine full strategy



Workshops
1:1 interviews
Written feedback



Deliver strategic plan



A world-leading Law School: our vision, mission, ambition and strategy

VISION

To harness our tradition of excellence and reform to inspire legal minds

MISSION

To be a vibrant, diverse and innovative community of legal scholarship, recognised globally for our excellence; training tomorrow's leaders and addressing societal challenges through law reform and justice

AMBITION

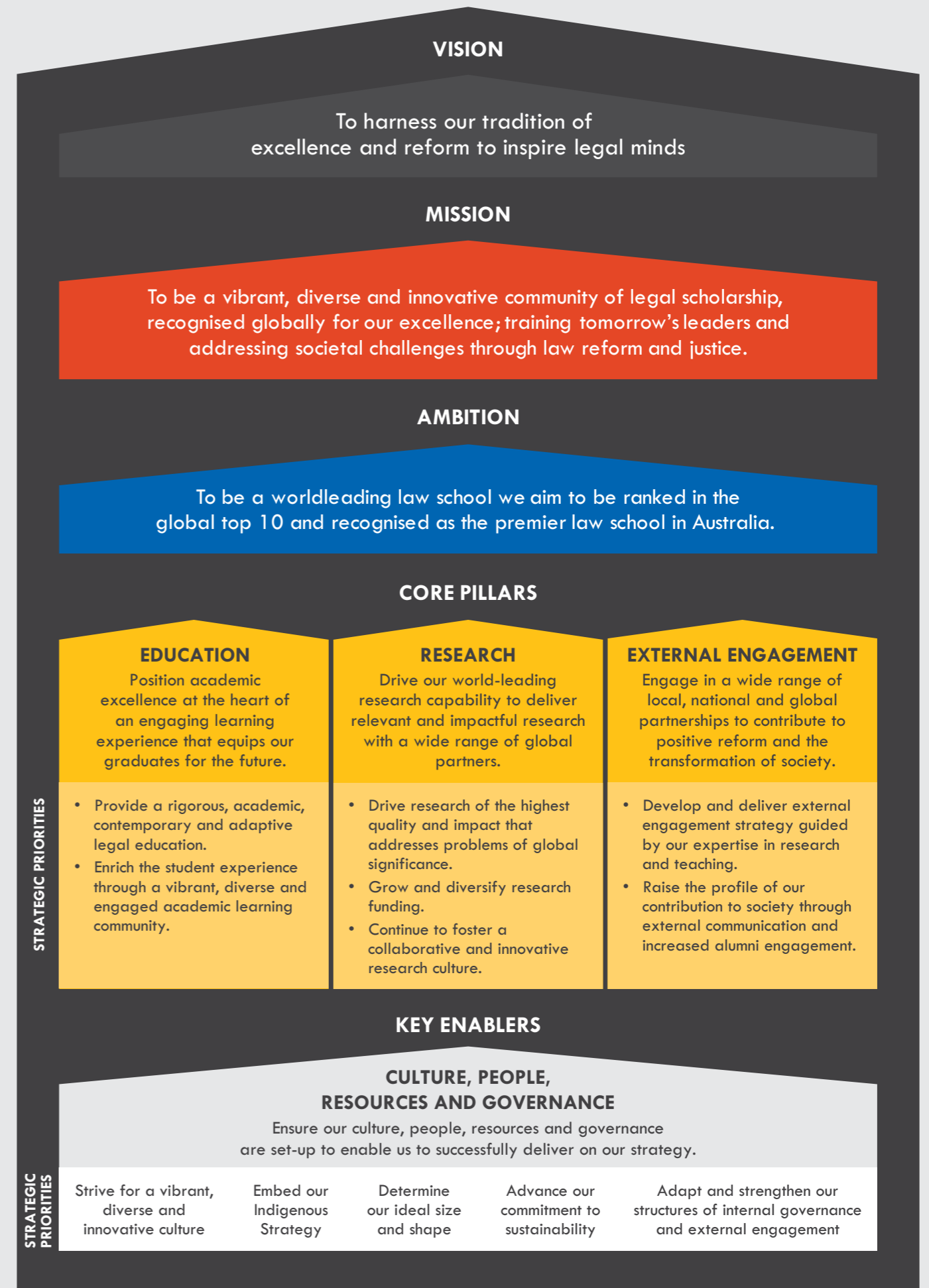
As a world-leading law school we aim to be ranked in the global top 10 and recognised as the premier law school in Australia.

Sydney Law School will achieve this vision and mission through an uncompromising pursuit of excellence in teaching, research and external engagement, underpinned by a commitment to reform and justice. The School will deliver this Strategy through collaboration with our students, alumni and through a wide range of partnerships both within and beyond the University. Our approach will be underpinned by a vibrant, diverse and innovative culture.

The strategy to realise this vision comprises twelve priorities across four core pillars:

CORE PILLARS	Description	Strategic priorities
Education	Position academic excellence at the heart of an engaging learning experience that equips our graduates for the future.	<ul style="list-style-type: none"> Provide a rigorous, academic, contemporary and adaptive legal education. Enrich the student experience through a vibrant, diverse and engaged academic learning community.
Research	Drive world-leading research capability to deliver relevant and impactful research with a wide range of global partners.	<ul style="list-style-type: none"> Drive research of the highest quality and impact that addresses problems of global significance. Grow and diversify research funding. Continue to foster a collaborative and innovative research culture.
External Engagement	Engage in a wide range of local, national and global partnerships to contribute to positive reform and the transformation of society.	<ul style="list-style-type: none"> Develop and deliver on an external engagement strategy guided by our expertise in research and teaching. Raise the profile of our contribution to society through external communication and increased alumni engagement.
Culture, people, resources and governance	Ensure our culture, people, resources and governance are set-up to enable us to successfully deliver on our strategy.	<ul style="list-style-type: none"> Strive for a vibrant, diverse and innovative culture. Embed our Indigenous strategy. Determine our ideal size and shape. Advance our commitment to sustainability. Adapt and strengthen our structures of internal governance and external engagement.

Reimagining Sydney Law School: Strategy 2020-2025



Clear strategic priorities drive our ambitious vision

EDUCATION

We will position academic excellence at the heart of an engaging learning experience that equips our graduates for the future.

Our strategic priorities for education are to:

1. Provide a rigorous, academic, contemporary and adaptive legal education
2. Enrich the student experience through a vibrant, diverse and engaged academic learning community

10TH IN THE WORLD
For employer reputation

Source: QS Survey Rankings By Subject 2018

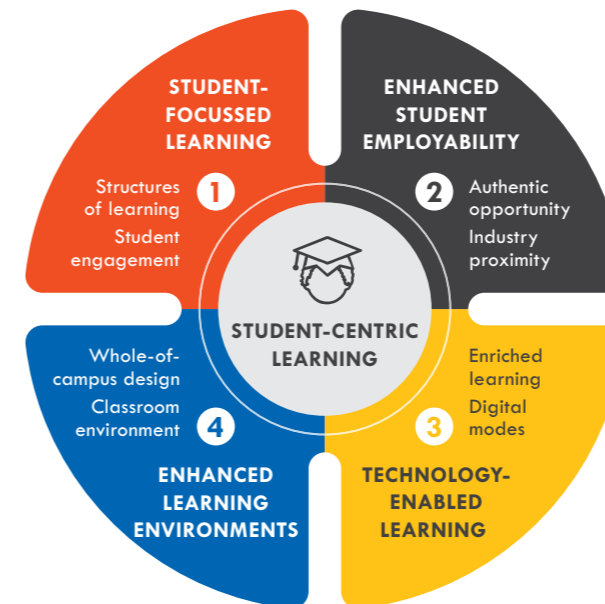
Sydney Law School is a globally leading Law School with a long history of providing an outstanding academic legal education, attracting the most capable and high-achieving students. Our graduates possess exceptional technical legal knowledge, alongside advanced analytical, critical thinking, problem-solving and communication skills. Our graduates continue to serve at the highest levels of leadership, both within and outside of the legal profession, across Australia and internationally. The Law School ranks amongst the highest in Australia for employment outcomes and ranked 10th in the world for employer reputation in 2018. The strategy will ensure that the School continues to harness this strength through the delivery of a rigorous, contemporary, and adaptive legal education.

Rapid shifts in technology, the way we work and social norms have driven significant changes in student expectations over the past decade. As a result, a student-centred approach that engages students in their learning, enhances employability and shapes the student experience, is now a fundamental characteristic of all leading Law Schools.

Sydney Law School will continue to ensure students are at the centre of the academic community; enriching the student experience both in and outside of the classroom; and working ever more closely in partnership with our students. The School will support and enrich the vibrant student community, fostering a sense of belonging, increasing diversity and ensuring resources are available in critical areas of need.

“We need a genuine diversity of experience and opinions to be a world-leading Law School.”

– Law School alumni (interview)



Sydney Law School will continue to support a rigorous and contemporary academic environment that enables our students to flourish, aligning modes of delivery with the specific learning objectives of our courses. The School is committed to increasing student engagement and participation to deliver the highest levels of scholarly outcomes and achievement. We will continue to take a research-led approach to teaching; investing in the professional development of teachers, promoting student autonomy in learning, and developing and adapting the curriculum to stay at the forefront of delivering a world-leading, academic, legal education.

The Law School will know it has been successful when we:

- Have maintained or improved QS ranking for employer reputation.
- Have maintained or improved graduate full-time employment rates.
- Are among the highest ranked Go8 universities for student experience across all indicators as measured by the QILT Student Experience survey.
- Have increased the level and diversity of direct student representation across the School's Committees.
- Are using post-employment surveys to track outcomes of graduates in the workforce.
- Can demonstrate increased participation in micro-credentials and short courses.
- Have successfully increased student engagement, sense of 'belonging' and well-being as measured by student surveys.
- Have increased student satisfaction with career support as measured by student surveys.
- Have a clear process for coordination and delivery of priorities for the Student Life portfolio, including support for the Associate Dean Student Life.

“We have a great depth of knowledge and experience at Sydney. You know that you're learning from the leaders in the industry. To be a part of that is challenging and inspiring; it is shaping me to be a better person.”

– Law School alumni (interview)

What we plan to do to enhance LEARNING AND TEACHING

Enhance curriculum renewal

The Law School will continue to develop and adapt the curriculum to provide a rigorous and contemporary legal education that results in excellent outcomes for students. This includes monitoring and refreshing individual units of study and broader programs on a periodic basis. The School will continue to look at the trajectory of students' learning and development and make changes to programs as needed. We will review the electives offered and assess the flexibility of programs to ensure that we cater for a broad range of interests and specialisations. The School will ensure that curriculum renewal is embedded within the annual performance review process through individual, peer and team assessments.

Enhance learning of core legal and critical thinking skills

The Law School will be uncompromising in its focus on facilitating the learning of core legal knowledge alongside advanced analytical, critical thinking and communication skills in order to position our graduates for extraordinary careers. Through a research-led teaching approach we will continue to bring our expert knowledge and research into the classroom to help students address contemporary and complex problems. The School will work closely with the legal profession and with industry representatives to equip graduates with the skills to adapt to a changing work environment. At the postgraduate level, we will continue to develop our graduates' cross-disciplinary and inter-disciplinary skillsets alongside the depth of their critical thinking capability.

Enhance student engagement in classes

The Law School will support a variety of approaches to teaching and learning, eliciting high levels of critical engagement and adapting our approach in line with learning outcomes. The School will continually reflect on our range of approaches to assessment to ensure these align with learning objectives. The key to success will be the development of a culture and community of practice that shares lessons and insights across the School and celebrates teaching achievements, strengths and diversity.

Invest in the professional development of our teachers

The Law School will develop the capability of teachers, embrace innovation, and engage with contemporary learning methods to ensure we continue to deliver teaching of the highest academic rigor and quality. The School will support teachers to become more intentional in how they teach and to develop core legal and critical thinking skills of students, equipping them to succeed as graduates.

Develop new micro-credentials and short courses to support continual professional development

The Law School will grow and innovate postgraduate course options and delivery methods to help upskill a broad range of professionals, including our alumni. This will include working closely with government and industry to develop and deliver new multi-disciplinary products that meet continuing professional development needs (e.g. virtual learning, seminars, courses delivered on site and micro-credentials). We will work closely with our alumni to identify gaps in pathways to further professional development and study.

Raise rankings and graduate reputation

The Law School will enhance its profile by celebrating and promoting the achievements of our exceptional alumni, within and outside of Australia. We will continue to identify and prioritise initiatives to drive the School's reputation and rankings performance more broadly.

“Providing capstone experiences for professionals – supporting them to apply a legal framework to a wide range of multi-disciplinary contexts – would be transformational, both for Industry and for the Law School.”

– Law School alumni (interview)

What we plan to do to enhance the STUDENT EXPERIENCE

Nurture a vibrant, engaged and inclusive student community which fosters a sense of belonging

The Law School will foster a vibrant, engaged and inclusive community that generates a strong sense of belonging in our students. We will:

- Increase the visibility of senior leaders across the Law School.
- Improve the level of direct student engagement across the School.
- Grow the number of formal and informal engagement opportunities between different student cohorts, academics, professional staff and alumni.
- Continue to foster a culturally safe environment for students and staff.

Celebrate student diversity

The Law School will increase and celebrate the diversity of the student cohort across a range of measures, including students who are from low socio-economic backgrounds, regional, rural and remote areas, Aboriginal and Torres Strait Islander heritage and those with disabilities. The School will diversify our international student recruitment. We will engage with high schools and improve educational access to communities experiencing disadvantage through a wide range of access pathways (see External Engagement section). The School will support more diverse student cohorts as they join the University, ensuring a smooth transition and the foundation for a successful study program.

Enable students to articulate their skills and identify employment pathways

The Law School will articulate the links and pathways between our curriculum and excellent employment opportunities in a broad range of professions and areas. In addition to academic learning and skill development, the School will identify and promote opportunities for students to meet with successful leaders and professionals across a wide range of industries and engage in workshops, mooting competitions and clerkships.

Ensure high quality student support

Working closely with the University and with the Sydney University Law Society (SULS), the School will listen attentively to the needs of students and ensure that we connect them to high-quality university-wide programs and support services. Where appropriate, the School will develop bespoke programs of support for students, for example for new and commencing students, international students and those from diverse and non-traditional backgrounds. The whole-School student survey, which was undertaken in early 2020 in order to inform this Strategy, confirmed that the areas of most importance to students included:

- **Academic enrichment and study support:** The Law School will work closely with students to facilitate access to study support, including through the University's Learning Centre and peer mentoring schemes. The School will provide bespoke and tailored programs for students during Welcome Week. Our goal is to ensure that high-quality academic support is available to both domestic and international students outside of the classroom, to provide them with the best opportunity to succeed in their studies. Our efforts will focus on first year students and key transition phases in the student journey.
- **Career guidance:** The School will promote the University's career advice services and career related events to students. We will identify opportunities to raise students' awareness of the range of career pathways available to them both within and outside of the legal profession.
- **Health and Wellbeing:** The Law School will promote the health and wellbeing of students and ensure that students are aware of the wellbeing and mental health resources and support services available at the University. This will require all academics and professional staff to become familiar with the supports that are available, to be proactive in assisting students in need, and to develop the skills to do so effectively.

RESEARCH

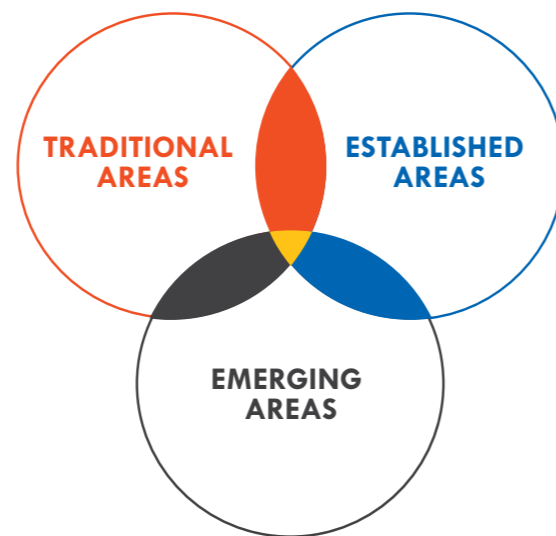
We will drive our world-leading research capability to deliver relevant and impactful research with a wide range of global partners.

Our strategic priorities for research are to:

1. Drive research of the highest quality and impact that addresses problems of global significance
2. Grow and diversify research funding
3. Continue to foster a collaborative and innovative research culture

Sydney Law School has a longstanding tradition of excellence as a world leading, research-intensive law school. It ranks in the top 13 law schools worldwide (QS rankings by subject 2020), consistently receiving the highest available Excellence in Research Australia (ERA) rating of 5. Our dynamic research community is made up of leading scholars at the forefront of their disciplines delivering research of the highest quality that shapes, transforms and inspires the world around us.

key emerging areas of global significance: sustainability, health, and innovation and technology.



The impact of our research is widespread and significant, but we need to improve how we measure and communicate our achievements. Core to the delivery of our research strategy will be our renewed research culture, which will foster innovation, multidisciplinary collaboration and celebrate diversity.

“We need to see the impact of research as synonymous with the quality of research.”

– Law School professor (interview)

The Law School will know it has been successful when we:

- Attain 1st place in Australia and top 10 in the world in QS rankings.
- Maintain a rating of 5 in the Excellence in Research for Australia (ERA) assessment.
- Achieve a “high” score across all categories in the Excellence in Research Engagement and Impact assessment.
- Have grown our research income across a wider range of sources.
- Have increased the number of collaborative research projects.

What we plan to do

Build strengths in core research areas and address global challenges

The Law School will build on our research strengths in traditional areas of law and further develop scale, capability and reputation in established areas of international, commercial, public law and criminology. The School will leverage our strengths in these areas to develop and foster multidisciplinary research activities, including global research collaborations, whilst building our capacity to have impact on three emerging areas: sustainability, health, and innovation and technology.

Drive excellence and impact

The Law School will prioritise and support our scholars to further deliver world-leading research of significance that is internationally recognised and cited by scholars, governments and courts. The School will continue to embed expectations and standards of research excellence and improve how we plan, record, quantify and communicate research impact at an individual and whole of School level, including for our Excellence in Research Engagement and Impact submission.

Further developing our capability for research

The School will develop and foster the next generation of leading researchers in key fields of excellence. This will involve both growing internal capability and attracting external expertise. Internally, we will nurture and build our research capability, particularly Early Career Academics (ECAs) and PhDs. The School will develop and support ECAs and Middle Career Academics (MCAs), for example through workshops, mentorship programs, and structured professional development. Alongside this, we will recruit a diverse range of highly talented researchers, through an open and competitive global process, in line with our key areas of research.

Foster a culture of collaboration and external focus

The Law School will foster a collaborative culture that is outward-looking and actively seeks to engage in multidisciplinary opportunities across the University, the profession, government and wider society. Internally, our focus will be to foster a vibrant, diverse and innovative research community where ideas are openly shared and collectively celebrated.

Diversify and grow research income

The School will grow and diversify research funding and market share across the full range of funding sources, targeting international and domestic sources and across all categories of funding. This will involve increasing the volume of grant submissions and actively seeking opportunities for multidisciplinary collaboration. We will also provide support to ECAs and MCAs to apply for small-scale interdisciplinary grants with industry.

Raise rankings and academic reputation

The Law School will identify and prioritise initiatives to drive the School’s rankings performance for research.

“We want to take the very best of our tradition, heritage, rigor, academic quality, method of research and doctrine and apply it to real world problems.”

– Law School professor (interview)

ERA5 “Outstanding research performance, well above world standard for the past 3 assessments”

Source: Excellence in Research (ERA) 2012, 2015, 2018

In a world that is increasingly volatile, uncertain, and complex we must continue to invest in our capability to further advance the quality and impact of our research, providing clear solutions to complex problems.

Our research focus is broad with a commitment to advancing equity, diversity and justice, but we cannot expect to do everything in an environment of limited resources. We will harness our world-leading capability in core areas of legal research, whilst building our capability to address three

EXTERNAL ENGAGEMENT

We will engage in a wide range of local, national and global partnerships to contribute to positive reform and the transformation of society.

Our strategic priorities for external engagement and reputation are to:

1. Develop and deliver external engagement strategy guided by our expertise in research and teaching
2. Raise the profile of our contribution to society through external communication and increased alumni engagement

The social contract between universities, government and society has transformed over the past decade, with a significant shift in accountability, transparency and expectations. Australian universities have become increasingly sophisticated in their approach to external engagement, alumni engagement and communication; contributing to society, establishing strong partnerships with the legal profession, industry, government, NGOs and local communities and being more intentional about the impact they want to have both in Australia and internationally.

engaging our alumni, raising graduate outcomes, advancing our research agenda, growing revenue and creating social impact.



13TH LAW SCHOOL
in the world

Source: QS Survey Rankings By Subject 2020

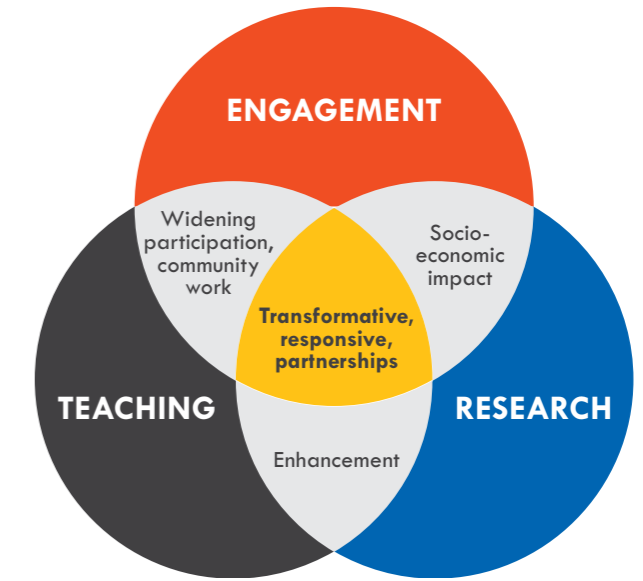
The Law School is a community of scholars proactively committed to transforming the legal landscape through promoting reform. The School and its alumni have a long history of driving significant law reform that is now embedded in the fabric of Australian society. Historically, the School has often relied on individual connections and relationships in its approach to external engagement. By adopting a more strategic approach to who the School engages with and why, we aim to build on the Law School's profile and reputation; enriching the student experience,

The Law School's staff, students and alumni will continue to make significant contributions to the legal and constitutional landscape across Australia and internationally, communicating and sharing stories of our impact more widely.

Law School staff will further raise their profile as eminent thought-leaders in Australia; advisors and influencers on key issues relating to the law and policy reform. Alongside these efforts, we will actively seek to hear from external voices—including those with different perspectives, views and values – to engage with the Law School community, challenging our thinking and reinforcing a culture of collaboration.

The Law School will know it has been successful when we:

- Have a clear engagement strategy in place.
- Have increased references to our work and our colleagues in the press and media.
- Can demonstrate an increase in alumni engagement through surveys and feedback.
- Have increased our engagement with the legal profession, industry, government, NGOs and local communities.
- Are effectively drawing on the collective expertise of a diverse and active law advisory board, comprising leaders in the legal profession, government, business and local communities, including alumni.
- Consistently achieve a "high" rating across all categories in the ERA Engagement and Impact Assessment.
- Can demonstrate that an increasing number of disadvantaged students are entering the Law School through our outreach and access programs.



"We must continue to engage globally and locally."

– Law School staff member (focus group)



What we plan to do

Develop and implement an engagement strategy

The Law School will develop a clear external engagement strategy to guide our international and domestic engagement with a wide range of partnerships including the legal profession, industry, government, NGOs and local communities. The strategy will support our priorities for research, education, and international engagement as well as improving educational access and outreach for disadvantaged communities. The engagement strategy will align with the University's External Engagement Strategy by articulating clear goals and messages and simplifying how we engage with partners. This will include providing clear and regular information to colleagues about the range of external engagement opportunities available to them and supporting them to prioritise activities. The strategy will elaborate on each of the areas of work presented below.

Raise our profile and take a leading role in shaping the public discourse

The Law School will continue to raise its profile and reputation by delivering a compelling and comprehensive communications plan that articulates its collective contribution to society both internally and externally, including through the website and social media platforms. We will actively seek opportunities to further raise our position as eminent thought leaders, advisors and influencers on key issues relating to the law, justice and policy reform in order to maximise our impact in these areas.

Develop a vibrant global community of alumni

The Law School aspires to provide the very best opportunities and networks for both students and alumni. As such, we will develop a targeted engagement strategy to foster a vibrant global alumni community. The School will draw on the knowledge and expertise of its alumni to enhance our student experience, inform our teaching and learning priorities. We will develop new offerings such as short courses and micro-credentials to support their lifelong learning. The

School's approach will encourage and support this engagement; delivering a meaningful alumni experience as part of their lifelong involvement with Sydney Law School.

Develop global engagement and partnerships

The Law School will continue to target our global engagement with priority partners and countries to support our research, student experience (including student exchange opportunities), recruitment and alumni priorities.

Bring a range of external voices and expertise into the School

The Law School will bring a range of external voices and expertise into the School to help foster a culture of collaboration. The School will establish and implement a Sydney Law School External Advisory Group to provide global and domestic insights from the legal profession, industry, government, NGOs and local communities. We will continue to attract guest researchers and lecturers to support education and research priorities and draw on external expertise for conducting independent reviews. This will involve revitalising and expanding the role of visitor coordinators to proactively identify and manage target visitors for the School.

Maintain access and outreach

The School will continue to develop our broad ranging outreach programs aimed at lifting the educational achievements and aspirations of disadvantaged students. We will aim to ensure that those groups that traditionally experience barriers to legal study and practice will have the opportunity to join the Law School.

"We have influenced international law for over a century, contributing to significant reform – particularly across the Asia Pacific region."

– Law School staff member (interview)



CULTURE, PEOPLE, RESOURCES AND GOVERNANCE

We will ensure our culture, people, resources and governance are set-up to enable us to successfully deliver on our strategy.

Our strategic priorities for culture, people, resources and governance are to:

1. Strive for a vibrant, diverse and innovative culture
2. Embed our Indigenous Strategy
3. Identify our ideal size and shape and optimise resource allocation
4. Advance our commitment to sustainability
5. Adapt and strengthen our structures of internal governance and external engagement

Culture and People

The Law School has a unique culture and ethos based on our history of driving law reform and justice. Together, we form a vibrant community of legal scholarship made up of students, academics, professional staff and alumni who are all passionate about the law, dedicated to inspiring legal minds and contributing to reform. The School will build on our friendly and collegiate culture and strive for an increasingly engaged, diverse and inclusive environment characterised by excellence, innovation, collaboration and shared endeavour.

“Creating a diverse law school is a priority, we need an integrated ‘One School’ approach... a community united in its diversity.”

– Law School academic staff member (focus group)

“The step to reconciliation is to work together.”

– Law School student (interview)

The School will embed the voice of First Nations through our Indigenous Strategy in all areas of work, ensuring the self-determination and engagement of our Aboriginal and Torres Strait Islander colleagues and students is a defining feature of our future. The School will celebrate our First Nations cultures in our built environment, research and educational programs, and engagement strategies. More effective dialogue with and representation of Aboriginal and Torres Strait Islander communities will be a priority.

The Law School will support our colleagues at all stages of their career to enable them to reach their full potential alongside an integrated strategy to recruit highly talented staff through a competitive recruitment process, in line with strategic priorities.

With regard to the student body, the School's guiding principle will be to ensure that those people who have previously been excluded from the access to justice, which includes access to the study of the law, be given the opportunity to play an active role in this academic community.

Resources

Following a period of rapid growth, the key to the School's Strategy in this next phase is to identify the ideal size and shape of the Law School, along with a plan to adapt and manage this issue over the medium term. Key considerations will include ensuring that resources, income and staffing are sustainable and in line with our School and the University's strategic priorities. The Law School will ensure that our commitment to sustainability informs each element of the Strategy as it is taken forward, including the approach to physical spaces and the School's Master Plan.

Governance

The Law School will maintain our commitment to good governance, creating structures and processes of governance based on the following key principles: clarity; transparency; representation; sustainability; consultation and efficacy.

The Law School will know it has been successful when:

- We have a more vibrant, diverse and innovative community; staff, students, leadership and external partners.
- We have a more engaged community; students, academics, professional staff and alumni, leadership and external partners.
- Our Indigenous Strategy is fully realised.
- Academics and professional staff feel well supported to succeed in their work and progress in their career.
- There is a clear strategy in place to identify, attract and secure external expertise in line with strategic priorities.
- We are an increasingly sustainable School, with an integrated approach to sustainability across the School.
- Our School has adopted an ongoing process of identifying and achieving our ideal size and shape.
- We are developing and adapting our governance structures across the whole School, including our Research Centres, based on the key principles of clarity, transparency, representation, sustainability, consultation and efficacy.



What we plan to do

Strive for a diverse, inclusive and innovative culture

The Law School will strive for a more diverse and inclusive culture built on our longstanding tradition of excellence, innovation, collegiality and shared endeavour. The School will advance our commitment to equity and diversity by attracting and supporting a more diverse staff body at all levels and roles. For our student body, we will target those from low socio-economic backgrounds, regional, rural and remote areas, Aboriginal and Torres Strait Islander communities and those with disabilities. The School will also seek to recruit students from a more diverse range of countries.

Embed our Indigenous strategy

The Law School will attract, support and celebrate our Aboriginal and Torres Strait Islander students and colleagues through implementing and embedding our Indigenous Strategy. The strategy will include clear goals and measures to inform all areas of work across the School, including to: attract external Aboriginal and Torres Strait Islander staff; develop training on Aboriginal and Torres Strait Islander-led teaching and Aboriginal Lore; retain a critical mass of Aboriginal and Torres Strait Islander students and staff; and improve support and representation of Aboriginal and Torres Strait Islander students and staff.

Support and grow our internal capability and attract external expertise

The Law School will support colleagues through their career, to reach their full potential and maintain positive wellbeing by providing formalised mentoring, professional development and targeted support. The School will strive to support leadership at every level and give staff the skills to work flexibly and with agility, while being recognised for doing so. We will continue to actively identify, attract and secure external expertise to the Law School in line with our strategic priorities, including raising Aboriginal and Torres Strait Islander, international and gender diversity.

Identify our ideal size and shape and optimise resource allocation

The School will adopt an agile approach to identify and adjust our ideal size and shape. We will optimise the effectiveness of our resources and staff in line with our income and strategic priorities. The Law School will continue to improve its allocation of roles and responsibilities and use of technology to enable staff to allocate time to priority activities. We will ensure staff and students have access to physical and virtual spaces that are fit-for-purpose, sustainable and personalised where appropriate. This includes spaces for teaching, study and work as well as social activities and events.

Advance our commitment to sustainability

The School will take an integrated and comprehensive approach to sustainability, tracking and recording progress. This will include taking a sustainable approach to the design and operation of our working spaces, facilities and infrastructure.

Adapt and strengthen our structures of internal governance

The Law School will maintain our commitment to good governance; adapting and strengthening structures that support transparent and accountable decision-making. Our governance structures will be based the following key principles; clarity, transparency, representation, sustainability, consultation and efficacy.



Appendix: Consultation Process

The 2020-2025 strategy was an important process of self-determination for Sydney Law School. It was developed through a highly consultative and iterative process with broad engagement across the School's academic community, students, alumni, donors and professional community. Our strategic planning process was facilitated and supported by Nous Group, an international management consultancy with expertise in the development of higher education strategy.

The School embarked on this process in late 2019 with a whole-of-school strategy day focused on the long-term future of the Law School. The full-day workshop, all staff survey, and student interviews began a discussion where we reviewed and reflected upon the changes to the external environment, our competitive performance, identity and ambitions for the future.

Following the strategy day, we embarked on a strategic planning process that consisted of three key stages.

STAGE 1 Broad consultation and research

We conducted a detailed competitor analysis, consulted broadly across the Law School – staff and students – and engaged with alumni and external stakeholders to paint a clear picture of the School's current state, external environment and its shared ambitions for the future.

STAGE 2 Develop and test high level strategy

We developed, tested and refined a high-level strategy; engaging School and University colleagues through a series of workshops and 1:1 interviews. The high-level strategy started to reveal the vision, mission and ambition of the Law School.

STAGE 3 Develop and refine full strategy

Through a series of co-design workshops, we developed the detail of the strategy in each of the core pillars: education, research, external engagement and 'enablers' to underpin our strategy (culture, people, governance and resources). Together, we developed, tested and refined the strategic priorities, key areas of work and measures of success through these workshops.

We conducted the strategic planning process over 3 key stages; consulting broadly across the Sydney Law School through a series of focus groups, workshops, 1:1 interviews and staff and student surveys



- Students
- Sydney University Law Society (SULS)
- Alumni
- Industry professionals
- Donors
- Associate Deans
- Research Centre Directors
- Professional staff
- University staff
- Mid-career academics
- Early-career academics
- PhD candidates
- Senior Leadership Team

- SULS
- Associate Deans
- Research Centre Directors
- Professional staff
- Mid-career academics
- Early-career academics
- PhD candidates
- Alumni
- Senior Leadership Team
- University staff

- Associate Deans
- Research Centre Directors
- Professional staff
- Mid-career academics
- Early-career academics
- University staff
- Senior Leadership Team

- Focus groups
- Workshops
- 1:1 interviews
- Staff survey
- Student survey





THE UNIVERSITY OF
SYDNEY