

Faculty of Law

Operational Priorities Plan

2006 – 2008

Last updated: 2<sup>nd</sup> April, 2008

## VISION

The Faculty of Law will be recognised nationally and internationally for the academic strength of its undergraduate and postgraduate programs, and its success in developing productive links with other disciplines, the legal profession, government, business and the wider community.

## MISSION

The pursuit of academic excellence in teaching and learning, and in scholarship and research, in an environment of equal opportunity, through recruitment and development of staff and students whose legal knowledge and skills will benefit the local, national and international communities.

# CONTEXT AND CURRENT SITUATION

## Teaching & Learning

- High student/staff ratios
- Undergraduates have very high expectations (TER scores; socio-economic mix)
- Low CEQ scores on OSI, GTS, LCS
- Students increasingly “time poor” (outside work commitments)
- Overloaded undergraduate degree (subject spread rather than points)
- Accreditation requirements limit curriculum flexibility
- Static/declining postgrad coursework enrolments
- Heavy teaching loads (staff expected to teach across a range of subjects)
- Availability of T&L improvement funds
- Staff receptive to quality T&L

## Research & Research Training

- Relevance and impact of legal research tends strongly to reflect the jurisdiction-specific character of law
- Constraints imposed by:
  - high student /staff ratios
  - accreditation requirements (the need to deliver a comprehensive professional programme across a broad range of rapidly changing subject areas)
  - demanding expectations of students of the highest academic calibre
- School staffing profile reveals areas of strength but of limited “depth”
- Modest track record of success in competitive research grant applications (characteristic of law schools nationally and internationally)

- Limited history (and appeal) of multi-disciplinary research (except CRC)
- Major challenges arising from the RQF include:
  - modest research output
  - low proportion of highly ranked research publications
- Comparatively few Higher Degree by Research (HDR) students (but high quality completions). Serious structural impediments include:
  - no tradition of HDRs in Law; no recognition of HDRs in the legal profession
  - very strong professional employment market (with high salaries and corresponding opportunity cost)
  - high cost and duration of the undergraduate programme (on graduation law students typically have 2 degrees spread over 5-6 years, and correspondingly high HECS debts)
  - fierce national and international competition for the best graduates (top UWA graduates are recognised as quite outstanding and can usually choose from the world's best graduate law schools – for example Oxford, Cambridge, Harvard, Yale – for HDR study)

## External Relations

### **(i.e. UWA faculties, other law schools, legal profession, government, alumni, wider community )**

- Established reputation (sole Go8 law school and premier law school in WA, but now facing competition from Murdoch, Notre Dame & ECU)
- Faculty marketing plan currently being developed
- Visiting scholars and full time staff of international standing, but potential for better marketing of Law School strengths
- Several specialist research centres (2 established centres, 3 newly created)
- Strong existing links with legal profession in WA, but potentiality for enhancement
- Staff and student exchanges established, but potential to expand
- New partnerships with government evolving (eg commitment to new Centres)
- Illustrious alumni, with potential to market these more systematically

## Resourcing

Faculty income is presently almost exclusively EFTSL driven with:

- Poor record of success in competitive research grant applications and limited engagement with government\*
- Low enrolments and completions in HDR program\*
- Little growth in postgrad coursework programs and modest involvement in CLE programs\*
- Negligible financial support from the law firms or alumni\*
- Few fee-paying undergraduate LLB students

(\*indicates opportunities or potential for significant improvement)

## Management

UWA'S strategic objective is to improve the efficiency and effectiveness of the management of the University.

UWA's priority objectives are:

- To strengthen the effectiveness of university policies and planning throughout the institution (individual, school, faculty, central)
- To embed the risk management framework and methodology throughout the University
- To improve coordination between and within central and devolved units in the University structure
- To improve the efficiency and effectiveness of the University's committee system
- To rationalise course structures
- To enhance the use, support and management of IT within the University (in Teaching and Learning, Research Training, Administration and Support)





**TEACHING & LEARNING (cont...)**

<p>Improve access to and participation in Law courses</p>	<p>The number of units offered as intensives have increased and further skills-based intensives have been developed.</p> <p>The number of external students in the intensives has increased due to advertising and marketing.</p> <p>The Pre-Law program for indigenous students is established and operating annually.</p> <p>A special resourcing format has been introduced for Legal Process in 2008 and Criminal Law in 2009.</p> <p>Law students are supported in their cultural, sporting and community activities.</p>	<p><b>Review postgraduate coursework offerings for market demand, content, structure and administration:</b></p> <ul style="list-style-type: none"> <li>Review undergraduate and postgraduate coursework programs and adjust offerings and delivery mode to increase accessibility.</li> <li>Market postgraduate offerings on the web and via select publications.</li> </ul> <p><b>Minimise prerequisites via bridging units and expansion of first year learning opportunities:</b></p> <ul style="list-style-type: none"> <li>Support the University's student equity initiatives</li> <li>Support and enhance the learning experience of Aboriginal students (not confined to the Pre-Law Programme)</li> </ul> <p><b>Improve opportunities for students to combine success in study with achievement and leadership in sport, cultural and community activities. E.g., embedding the Elite Athlete Friendly University (EAFU) agreement across the University:</b></p> <ul style="list-style-type: none"> <li>Endorse and apply the EAFU agreement</li> </ul>	<p>Dean Education Committee</p>
<p>To further develop the links between teaching, learning and research</p>	<p>Substantial research and writing assignments have been incorporated into the new LLB curriculum, including:</p> <ul style="list-style-type: none"> <li>an optional undergraduate unit in supervised research</li> <li>advanced research training program offered to Honours students</li> </ul>	<p><b>Expand opportunities for research-based learning in undergraduate courses. (e.g. introduction of fully-funded research projects for undergraduate students):</b></p> <ul style="list-style-type: none"> <li>Incorporate a substantial research and writing requirement into each year of the LLB</li> </ul> <p><b>Further support the development of research skills among UWA undergraduate students:</b></p> <ul style="list-style-type: none"> <li>Maintain and enhance research skills program across the undergraduate degree.</li> </ul>	<p>Dean Education Committee</p>

**TEACHING & LEARNING (cont...)**

<p>To improve the student learning environment and provision of facilities and services both within and beyond the classroom</p>	<p>Small-group teaching has increased in first year units.</p> <p>Co-curricular student competitions (e.g. mooting) are supported by staff.</p> <p>USF Infrastructure funding (2008) has been applied for to upgrade seminar rooms 101, 104, 105 and 207.</p> <p>Statutory materials are provided to student free of charge and print quotas have increased.</p>	<p><b>Faculties to enhance opportunities for interaction in commencing students, e.g. team learning:</b></p> <ul style="list-style-type: none"> <li>• Encourage staff support for and student participation in co-curricular student competitions/ activities.</li> </ul> <p><b>Faculties to encourage the provision of dedicated student space at all levels for team/group learning:</b></p> <ul style="list-style-type: none"> <li>• Progressively improve the quality of teaching facilities.</li> </ul> <p><b>Faculties to ensure that ancillary fees and charges levied on students are minimised as a matter of policy:</b></p> <ul style="list-style-type: none"> <li>• Fund the free provision of statutory materials and increased print quotas to minimise ancillary costs to students.</li> </ul>	<p>Dean Education Committee Academic Staff</p> <p>Faculty Manager</p> <p>Faculty Manager</p>
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## 2. RESEARCH AND RESEARCH TRAINING

**Strategic Objective: To improve the quality and impact, and productivity of research and research training.**

Priority Objectives	Performance Indicators / Targets	Implementation Strategies	Responsibility
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
Increase Publication Output	<p>Staff development plan is in place to support staff with research planning</p> <p>The number of publications has increased</p> <p>Citation rates have increased.</p>	<p>Work closely with the Deputy Vice-Chancellor (Research and Innovation), Pro Vice-Chancellor (Research and Research Training) and Pro Vice-Chancellor (Research Initiatives) on research within the Faculty.</p> <p>In line with evolving UWA policies, develop and articulate clearer publication expectations for “teaching and research staff”</p> <p>Building on PDR processes, assist staff (especially new appointees) to plan short, medium and longer term research agendas</p> <p>Develop existing work in actual research outputs: e.g.</p> <ul style="list-style-type: none"> <li>• legal opinions</li> <li>• tribunal work and decisions (e.g. SAT)</li> <li>• conference and specialist seminar presentations</li> <li>• evidence to Parliament and advice to government</li> <li>• work with non government organisations and community legal work</li> </ul> <p>Encourage and facilitate collaborative and multi disciplinary projects</p> <p>Expand and enhance role of Centres (including publications from conferences &amp; specialist seminars</p> <p>Crime Research Centre to increase publications following completion of funded research reports</p>	<p>Dean</p> <p>Associate Dean – Research (Chair, Research Committee)</p> <p>Academic Staff</p>

**RESEARCH AND RESEARCH TRAINING (cont...)**

<b>Priority Objectives</b>	<b>Performance Indicators / Targets</b>	<b>Implementation Strategies</b>	<b>Responsibility</b>
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
Enhance Professional, Public & Academic Impact and Relevance	<p>Proportion of publications in “high impact” journals has increased</p> <p>Academic citations rates have increased</p> <p>Citations in judicial decisions, law reform proposals, official policy documents etc. have increased</p>	<p>Work closely with Pro Vice-Chancellor (Research Initiatives) on publication impact within the Faculty.</p> <p>Upgrading the “level of publication”</p> <p>Where possible, internationalise work that is initially jurisdiction-specific</p> <p>Identify and target “high impact journals”</p> <p>Identify and develop other measures of impact, including:</p> <ul style="list-style-type: none"> <li>• input to law reform and legislative and policy change</li> <li>• citations by judiciary</li> <li>• wider community impacts (social, cultural &amp; Indigenous)</li> <li>• Development of measures reflecting input to policy development, legislative reform, judicial “impact” and broader community value</li> </ul>	<p>Associate Dean – Research (Chair, Research Committee)</p> <p>Academic Staff</p>
Increase the number of grants and size of competitive research funding.	<p>Number of successful applications under UWA small grants scheme have increased</p> <p>Number of successful applications to ARC and other funding agencies have increased</p> <p>Research funding from other sources, including tenders and contracts have increased</p>	<p>Work closely with Pro Vice-Chancellor (Research Initiatives) on increasing the application for and success of competitive research funding within the Faculty.</p> <p>Promote multi disciplinary research in relevant areas</p> <p>Promote inter-institutional research linkages</p> <p>Centres to promote the role of law in its broader context</p> <p>Staff to:</p> <ul style="list-style-type: none"> <li>• apply for advertised research contracts and grants (even if not directly within their area of greatest preference)</li> <li>• where relevant, submit applications under the UWA small grants scheme</li> <li>• submit grant applications to the ARC (especially the Linkage scheme) and other relevant funding bodies</li> </ul>	<p>Dean</p> <p>Associate Dean – Research (Chair, Research Committee)</p> <p>Academic Staff</p>

**RESEARCH AND RESEARCH TRAINING (cont...)**

Priority Objectives	Performance Indicators / Targets	Implementation Strategies	Responsibility
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
<p>More Higher Degree by Research Enrolments &amp; Completions</p>	<p>Law website has an informative page dedicated to prospective postgraduate students</p> <p>A strategy is in place that targets potential HDR students, (including via research centres)</p> <p>The number of enrolled HDR students has increased</p> <p>The number of HDR completions has increased</p> <p>Increased publications by HDR students en route to completion</p> <p>HDR student research is integrated with Faculty research centres</p> <p>Increased number of academic staff with postgraduate degrees (especially PhD's)</p>	<p>Work closely with the Pro Vice-Chancellor (Research and Research Training) to achieve Research training KPI's for the Faculty.</p> <p>In collaboration with Graduate Research School, target potential HDR students (who are likely to fall outside the "paradigm" of other disciplines)</p> <p>Encourage staff without PhD's to undertake PhD based on a published series of research papers in order to:</p> <ul style="list-style-type: none"> <li>• promote planned and consistent research output by staff</li> <li>• enlarge the pool of PhD supervisors and PhD experience</li> <li>• enhance staff "marketability" and promotion aspects</li> </ul> <p>Collaboration with other disciplines (&amp;other institutions) in co-supervision</p> <p>Encourage staff to undertake supervision outside areas of primary expertise</p> <p>In collaboration with graduate research school, enhance supervisors' knowledge of UWA resources and support</p>	<p>Dean</p> <p>Associate Dean – Research (Chair, Research Committee)</p> <p>Chair – Higher Degrees Committee</p>

### 3. EXTERNAL RELATIONS

**Strategic Objective: To improve the University's positioning, reputation and strategic relationships.**

Priority Objectives	Performance Indicators / Targets	Implementation Strategies	Responsibility
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
Build on interdisciplinary links within UWA	<p>Increase number of staff involved in interdisciplinary research</p> <p>Increase number of PhD students being co-supervised with other Faculties</p> <p>MPubAdmin program successfully launched</p>	<p>Work to form research and/or teaching partnerships with other Faculties e.g. FNAS (intellectual property); Medicine (confidential info and privacy).</p> <p>Promote activities of Global Studies Centre</p> <p>Expand PhD co-supervision arrangements involving staff of other Faculties</p> <p>Explore double-badged programs, e.g. MPubAdmin program with Curtin; EMPA program with ANZSOG</p>	<p>Dean</p> <p>Associate Dean – Research (Chair, Research Committee)</p> <p>Chair – Higher Degrees Committee</p>
Strengthen links with other prestigious law schools	<p>Increase:</p> <ul style="list-style-type: none"> <li>• Number of staff linked with other law schools</li> <li>• Number of staff of other law schools visiting UWA</li> <li>• Number of students going on exchange to other universities</li> <li>• Number of students visiting UWA on exchange</li> <li>• Number of attendees at ALTA</li> </ul>	<p>Support and fund increased staff and student visits/exchange</p> <p>Continue existing cooperation with other Go8 law schools, e.g. bench-marking exercises with UQ, Adelaide</p> <p>Link OSP with targeted institutions</p>	<p>Dean</p>

**EXTERNAL RELATIONS (cont...)**

<b>Priority Objectives</b>	<b>Performance Indicators / Targets</b>	<b>Implementation Strategies</b>	<b>Responsibility</b>
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
Cultivate closer relations with legal profession, business, and government	<p>Special MCLE Summer School planned for Jan/Feb 2009</p> <p>Membership of Board &amp; number of meetings held</p> <p>Staff sitting on Law Society committees or otherwise involved in professional activities</p> <p>Number of MCLE courses organised 08-09</p> <p>Number of LLM units modularised</p>	<p>Expand research &amp; teaching associations through Research Centres (CRC, CMENRL, CAGR, CLPP)</p> <p>Promote continuation of Summer School</p> <p>Use Law School Advisory Board to strengthen relationships with legal profession</p> <p>Promote staff involvement in professional activities of Law Society etc</p> <p>PLEC to organise short courses for lawyers for MCLE credit</p> <p>Modularise appropriate LLM units for MCLE credit</p>	Dean Faculty Manager
Build stronger relations with alumni	<p>Database upgraded by 1 Jan 2009</p> <p>Newsletter published twice yearly by 2008</p> <p>Social events program is established by end of 2008</p>	<p>Develop comprehensive alumni database (with Public Affairs)</p> <p>Establish web-based newsletter for alumni</p> <p>Organise and coordinate regular alumni reunions and social events</p>	Faculty Manager
Enhance Law School's community involvement	<p>Increased attendance at courses &amp; lectures</p> <p>Increase in Law School involvement in university community activities (e.g. Law Week, Equity &amp; Diversity week, etc.)</p> <p>Increase in the number of times UWA Law School is mentioned in the media</p> <p>Book launches by Law staff are promoted by the School</p> <p>Increase in number of seminars &amp; other school activities are promoted by the Faculty</p>	<p>Expand offerings of short courses (e.g. Law for Non Lawyers), special lectures and other events for community</p> <p>Expand Law School involvement in Law Society activities e.g. Law Week</p> <p>Work to expand opportunities for Law School staff to comment in media</p> <p>Use web, Uniview etc to disseminate information about Law School activities to community</p> <p>Hold book launches etc to publicise books by UWA staff</p> <p>Work with Law Society and Francis Burt Law Education Centre to promote law in secondary schools and colleges</p>	Dean Academic Staff Faculty Manager

#### 4. RESOURCING

**Strategic Objective: To increase and diversify the University's income, with particular emphasis on general purpose income.**

Priority Objectives	Performance Indicators / Targets	Implementation Strategies	Responsibility
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
Increase income from research grants, contracts and tenders	Increase in the number of visiting research fellows to the Faculty.  Increased number of successful external grant applications by Research Centres	Research Centres to drive grant applications  Program of distinguished visiting research fellowships based on research plans of specialist centres  Enhance collaborative arrangements with similar centres overseas  Associate Dean (Research) to coordinate the research programs of the specialist centres	Dean  Centre Directors
Increase income from HDR enrolments and completions	Numbers of HDR students completing have increased  The time it takes for HDR students to complete is decreased.	Award HDR scholarships formally linked to Research Centres  Support short-term "completion" scholarships from RRT funds	Dean  Chair – Higher Degrees Committee
Increase income from intensives and Expand coursework enrolments and enhance CLE involvement	The number of intensives have increased.  The number of external students enrolled in the intensives increased.	Complete market analysis and feasibility study into the provision of mandatory CLE (including the marketability and feasibility of leveraging off modularised PG units) with major law firms, business and government to identify coursework opportunities.  Collaborative arrangements with outstanding practitioners in postgraduate coursework teaching program  Engage high profile staff for intensive teaching in the postgraduate coursework program  Modularise selected postgraduate units  Explore flexible delivery arrangements for teaching of LLM etc.	Dean  Faculty Manager  Chair Higher Degrees Committee

**RESOURCING (cont...)**

<b>Priority Objectives</b>	<b>Performance Indicators / Targets</b>	<b>Implementation Strategies</b>	<b>Responsibility</b>
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
Increase fundraising	Amount raised from the profession. An active alumni group is established.	Seek financial commitments from major firms for Law School Futures Fund (using the Law Advisory Board with a target of \$1 million)  Promote undergraduate scholarship scheme to be funded by alumni  Use of web to develop a regular e-news-type interaction while students are at university – one that then becomes the basis for stronger alumni links	Dean Faculty Manager
To increase income from fees	Feasibility study on the options for converting the LLB intake into a fee-help JD programme  Increase in proportion of the intake allocated to domestic fee-help students who fulfil those selection criteria defined by revised entry policy.	Explore conversion of graduate LLB intake into fee-help JD program  Market the availability of fee help places based upon different entry criteria	Dean Faculty Manager

## 5. STAFFING

**Strategic Objective:** To recruit, develop and retain the highest quality staff, supporting development of their full potential, within a 'one staff – one university' philosophy.

Priority Objectives	Performance Indicators / Targets	Implementation Strategies	Responsibility
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
To recruit the highest quality staff and ensure an appropriately balanced staffing profile.	Increased number of academic staff holding doctorates. Increased number of professional staff holding Bachelor degrees. Increase in the number of professorial and associate professorial staff.	Improve selection and appointment processes so that we recruit the highest quality staff Increase skills and knowledge of staff participating in the selection process. Introducing induction process to all new staff in the Faculty Developing the means to reduce the time it takes to fill vacancies. Develop budgetary strategies to ensure staffing profile is optimal.	Dean Faculty Manager
To retain the best-quality staff.	Decline in the number of quality staff leaving the School.	Provide and promote attractive employment conditions within the Faculty Offer flexible working arrangements for staff	Dean Faculty Manager
To work towards an equitable representation and distribution of staff from diverse backgrounds	Increase in the number of staff from diverse backgrounds Increase in the number of indigenous staff.	Build a positive and inclusive workplace environment through work culture and Faculty activities. Enlist the help of a supported team and other staff from diverse backgrounds	Dean Faculty Manager Chair – Equity Committee
To support the ongoing development of staff	Increase in staff feeling satisfied with work conditions and life balance as indicated in the working life survey.	Improve career opportunities for staff and create career paths internally within the School. Provide access to career development training and other opportunities (e.g. secondments, university committee work, etc.) Develop research grant management skills for researchers	Dean Faculty Manager Associate Dean – Research (Chair, Research Committee)
To embed performance management (The Professional Development Review) in the Faculty	100% of staff receive PDR's on an annual basis	Ensure full implementation of the PDR system for all staff.	Dean Faculty Manager

## 6. MANAGEMENT

**Strategic Objective:** Ensure that management practices allow for responsible and accountable management of staff, students and resources.

Priority Objectives	Performance Indicators / Targets	Implementation Strategies	Responsibility
<u>Operational Objectives:</u>	<u>Specific Indicators:</u>		<u>Operational:</u>
To improve efficiency and effectiveness of the management of the Faculty		<p>Implement efficient, accountable and cost-effective management practices, including transparent budgeting</p> <p>Ensure compliance with the University's accountability requirements</p> <p>Ensure that the University's rules and governance are applied in an equitable and timely manner</p> <p>Ensure that adequate staff and other resources are in place to cater for the administrative and management requirements for managing the teaching and research programs of the Faculty</p> <p>Establish and maintain best practice in ensuring transparent and efficient decision making processes underpin the Faculty's operations</p>	<p>Dean</p> <p>Faculty Manager</p>
To rationalise course structure	<p>Feedback from students</p> <p>Feedback from staff</p>	Undertake a full review of the LLB and implement the new course structure by 2010	<p>Dean</p> <p>Chair – Education Committee</p>
To embed the risk management framework and methodology	Risk management plan is operational and effective	<p>Faculty has an up-to-date risk management plan.</p> <p>Faculty budget ensures strategies for future developments (e.g. as a result of the curriculum review) are in place to compensate for a decline in FFM funding or to support Research Centres at risk.</p>	Faculty Manager

**APPENDIX A – PERFORMANCE INDICATORS / TARGETS SCHEDULE****Teaching and Learning Indicators**

Indicator	2002	2003	2004	2005	2006	2007	2008
1. CEQ Overall Satisfaction Index- % Agreement	75.0%	68.6%	69.2%	66.3%	70.3%	72.5%	75.0%
2. CEQ Good Teaching Scale- % Agreement	34.1%	35.1%	36.2%	37.6%	38.6%	44.8%	47.1%
3. CEQ Generic Skills Scale- % Agreement	64.9%	67.7%	65.6%	70.0%	68.0%	70.0%	72.0%
4. CEQ Graduate Qualities Scale % Agreement	71.7%	68.1%	65.8%	68.5%	71.4%	71.7%	72.0%
5. CEQ Learning Community Scale % Agreement	37.9%	36.9%	44.9%	41.8%	40.9%	42.0%	43.0%
6. % Grads in Desired Mode of Employment	93.1%	90.6%	91.9%	95.5%	97.4%	97.4%	97.4%
7. SURF Q6- % Agreement	n/a	n/a	88.7%	88.1%	88.0%	88.0%	88.0%
8. NSSE Q14- % Excellent or Good	n/a	n/a	n/a	82.6%	n/a	82.6%	82.6%
9. Completions per Separation %	76.9%	72.0%	61.8%	59.9%	63.0%	64.0%	65.0%
10. Student Progress (% load passed)	94.4%	94.1%	94.3%	95.0%	94.8%	94.8%	94.8%
11. Relative Progress Rates - Offshore	n/a	0.94	0.71	n/a	n/a	n/a	n/a
12. Relative Progress Rates - Regional	0.85	n/a	1.06	n/a	n/a	n/a	n/a

**Notes:**

- 1-5. The % of respondents with a value of 4 or 5 on the respective CEQ scale items. Year refers to year of the survey; i.e. year after completing the course.
7. The % of respondents agreeing that the unit was 'a good educational experience'(SURF item 6). Year refers to year of enrolment.
8. The % of respondents rating their entire educational experience at UWA as excellent or good (NSSE item 14). Year refers to year of enrolment.

**Research and Research Training Indicators**

Indicator	2002	2003	2004	2005	2006	2007	2008
1. Research income per FTE (Acad Lvl B+)	\$13,469	\$11,339	\$15,855	\$16,057	\$15,500	\$16,500	\$17,500
2. Weighted publications per FTE (Acad Lvl B+)	0.77	0.85	0.92	0.64	1.00	1.10	1.20
3. HDR Load (EFTSL)	13.40	12.38	11.98	14.98	17.50	18.00	18.50
4. International Student HDR (EFTSL)	1.90	2.00	1.60	2.10	3.88	4.50	5.00
5. Weighted HDR completions per 10 Academic Staff FTE	0.97	0.51	0.27	2.58	0.58	0.80	0.80
6. % HDR completions per separation	0.00%	33.33%	8.33%	25.00%	40.00%	40.00%	40.00%
7. RTS Load / (RTS Load + Time-Limit Load)	95.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
8. % overall satisfaction on PREQ	50.0%	n/a	n/a	100.0%	100.0%	95.0%	95.0%

**External Relations Indicators**

Indicator	2002	2003	2004	2005	2006	2007	2008
1. Number of students going on exchange to other universities				24	35	39	50
2. Number of students visiting UWA on exchange							