

## The School of Law

### Strategic Vision

The University of Manchester's 2015 agenda (as amended for 2020) sets out an exciting plan for making our institution one of the top 25 universities in the world. We share this ambition and seek to be in the top 25 Law Schools globally and top 10 in the United Kingdom. The NSS improvement is having some impact on our league table position, but we hope an improved REF result will have a significant impact on our comparative standing in such tables. Our vision for the next five years is of a Law School which has re-established itself in the top echelon of UK Law Schools and is recognised for its distinctive contribution in the areas of Law, Criminology and Medical Ethics, attracting the best students and retaining and attracting staff of the highest quality. We will seek to retain and attract staff of the highest quality. We intend to achieve this through a collegial environment which values the contribution of both staff and students and in which both staff and students recognize that they are accountable for their contribution to attaining this vision. We believe that achieving this vision will be facilitated by collaboration in research and teaching, both nationally and internationally, with professional, policy-making and academic communities. Being clear about priorities at school, discipline and individual levels will be critical.

The Law School aspires to have three distinctive features: *Law in Action*, *Employability* and *Internationalisation*. We believe we are already well placed as regards the first two goals. *Law in action* means ensuring our research has impact and fits into the University's social responsibility agenda. This is already apparent in much of our research across the whole School and is fed into our research-led teaching. It is reflected in our strong REF impact case studies. Also the Legal Advice Centre (LAC) provides hands on experience of *law in action* for students and we are hoping to integrate this experience into the formal curriculum and also develop courses that build on our current extra-curriculum sessions that engage with legal practical issues. These features are well developed at Manchester and combined with our strong links with the profession ensure that we already score highly in *employability* terms (2011/12 75.1%). We are already *international* in the sense that we have a strong thriving body of international students and links with overseas institutions. However, we want to develop more strategic links, in particular with quality partners in the US and China and to invest in our international law offerings.

We will seek to attract the best students. 80% of Law School students have AAB or better and all postgraduates normally have at least a 2:1 equivalent. Our teaching programmes will be built on rigorous academic foundations and will equip our graduates for professional employment as well as

further study. Our NSS scores will be ranked in the top 10% of Law Schools and similar results will be achieved in PRES and the PGT equivalent. We will be in the top six for employability. We will be the place of choice for international students with them comprising 25% of our undergraduate population and 50% of our postgraduate community. The UK postgraduate taught market is declining and therefore our investment has to be in international commercial and business law, and particularly the development of a Global LLM where there is an international market.

Our research will bring together insights and methods from multiple disciplines which will place our research in its wider context and examine the relationships and connections between law, justice and society, building on our particular strengths in areas such as regulation, criminology, bioethics and international law. All of our research staff will be producing work of international quality. We will be attracting increased research funding from a broader range of sources.

Both teaching and research will be rooted in our deep commitment to social responsibility which is reflected in our established record in our local community through the Legal Advice Centre (LAC) and our other outreach activities and research specialisms which engage with some of the 'grand challenges' of the twenty-first century, including human trafficking, environmental protection and the ethics and regulation of new biotechnologies. We will demonstrate a commitment to communities beyond the UK through our teaching and research on matters affecting developing and transition countries.

We recognize that the next five years will be a challenge for all academic areas, but we believe that the change in the external environment provides opportunities as well as threats for a School such as ours. This strategic vision will guide the School in developing its strategies for contributing to the University's shared goals for Research, Outstanding Learning and Social Responsibility.

## **Executive Summary**

Our vision for the next five years is of a Law School which has re-established itself in the top echelon of UK Law Schools and is recognised for its distinctive contribution in the areas of Law, Criminology and Medical Ethics, attracting the best students and retaining and attracting staff of the highest quality. We seek to achieve this through a collegial environment which values the contribution of both staff and students and in which both staff and students recognize that they are accountable for their contribution to attaining this vision. We believe that achieving this vision will be facilitated by collaboration in research and teaching, both nationally and internationally, with professional, policy making and academic communities.

### **Goal One - Research**

Following a strong REF 2014 submission, our strategic agenda is now moving towards a central focus on research excellence. This will involve work on improving all aspects of the quality of our research (including its impact) and of the environment in which it takes place. Integrating our PhD community into our research culture will be an important element within this programme of change. Raising the profile of the high quality work we produce will also be critical, through a proactive commitment to open access publishing and imaginative use of new social media.

#### **Strategies:**

- Enhance and improve all aspects of the quality of our research, including the quality of publications, our academic influence and the wider social impact of our work.
- Targeted investment in and development of research areas with internationally-excellent or world-leading potential.
- Increase levels of research income, diversify funding sources and increase the proportion of staff involved as grant-holders.
- Develop outstanding researchers by ensuring that research excellence drives our strategies, policies and practices for staff recruitment, probation, promotion and reward.
- Build, support and sustain a vibrant community of PGR students
- Provide an environment for research excellence which is supportive, well-resourced and collegial.

### **Goal Two – Outstanding Learning and Student Experience**

The Periodic Review of Teaching carried out by the Faculty in May 2013, the School's review of undergraduate teaching and learning (2012/13), the on-going review of the LLM programme and work carried out on the student experience ( on-going from Autumn 2011) and the Student Experience Action Plan (2012/13) have all informed our strategy with respect to *Outstanding Learning*. These together with the need for the School to improve its NSS ratings have emphasised the importance of teaching within the School. Greater emphasis has been given to teaching in appointment, probation and

promotion decisions. All of this has encouraged a move towards greater parity of esteem between teaching and research.

**Strategies:**

- Improved communication with students and staff
- A cultural shift placing a high value on teaching that is recognised in recruitment and promotion
- Provide opportunities for Law School students to broaden their educational experience and employability
- Improve programme co-ordination and administration of course units
- Maintain the student experience of learning with a resulting increase in student satisfaction
- Regularly review the viability of taught programmes in terms of student demand and resource availability and look for new areas of expansion
- Review our portfolio to take advantage of possible growth areas e.g. Law and Business, Law and Finance and the development of a Global LLM
- Consider expanding and bringing together law joint programmes as a separate cohort
- Progress the development of collaborative degrees with European partners and enhancing our exchange links (e.g. with Seoul National University, universities in Hong Kong, Turkey and US partners)
- Encouraging our best students to enter into doctoral programmes
- To look at the viability of expanding DL provision

**Goal Three – Social Responsibility**

The School of Law has an established record of engaging with the local community through the Legal Advice Centre. The School also mobilizes student volunteering activity with some financial support from the legal profession. A significant number of the School's students are engaged in voluntary legal advice activities beyond the Legal Advice Centre. The StreetLaw programme provides opportunities for students to give an overview of law to communities in need e.g. young offenders' institutions and the Waiyin Chinese Centre. Topics have included housing, family, debt, consumer, and employment. A new public law project dealing with immigration has been launched. Teaching and research has also encompassed significant ethical and policy dimension. This extends beyond the area of bioethics to those fields such as the ethics of warfare, security issues, science and patent issues in the third world and consumers' rights.

**Strategies:**

- Continue to develop further research on topics of significant social and ethical importance.

- To ensure our graduates are socially responsible through ensuring the curriculum incorporates a significant ethical and policy dimension and by encouraging our students to volunteer, particularly in the Legal Advice Centre.
- Engaging our communities through LAC; establishment of a referral centre at the Civil Courts of Justice, student volunteering, public lectures and widening participation.
- To take part in Athena Swan initiatives and support the Apprenticeship and Graduate Intern Scheme.
- Continue to contribute to environmental sustainability in the School's activities and processes.

## **Current Context**

### *Environment*

Legal education is in a state of flux. New commercial providers of LLB degrees are coming onto the scene (BPP and University of Law) offering two year degrees. There has also been a growth in new law schools and competition from established law Schools making unconditional offers to prospective undergraduates. So far these have had minimal impact on a Law School of our quality, but this needs to be kept under review.

### *Communication*

The School recognises that it needs to develop internal and external communication and marketing strategies to engage staff, students, prospective students and the professional communities in the School's activities. We will utilise a variety of media for communicating information in order to raise our profile and improve student satisfaction. Progress has been made in recent years, but the School recognises that there is still more to do in this area. Much of our work is done through committees and we are taking steps to flag up key agenda items and engage staff in more informal discussions about the important issues facing the School. We appreciate the support in developing our external and internal web presence. It is pleasing to note that the Faculty and University recognise the need to invest in additional marketing expertise to support all Schools as we move to a highly competitive market. Such support will be used to project the vision of a School which provides education of the highest academic standard aligned with the professional and academic careers to which our students aspire.

### *Staff Engagement*

The School Plan is currently written by the Senior Management Team and then made available on the School intranet. It is recognised that there needs to be more staff engagement in the process and to this end the School Plan will be circulated to all staff for comment and then this will be a substantive agenda item at a School Board to encourage discussion, engagement, ownership and therefore delivery of the

objectives. More generally we are keen to develop ways in which staff can become more engaged in the School so that change is seen as something influenced from the grassroots and not merely imposed from above. We have developed a detailed action plan based on the results of the staff survey and have developed a specific strategy to deal with equality and diversity issues and are at the forefront of the Faculty Athena Swan initiatives. Improving internal communications is likely to be a central concern. The annual Operational Priorities will allow us to evaluate our progress in achieving our goals and attaining our vision.

#### *Deployment of Resources*

To attain our strategic vision changes will inevitably take place in how we deploy the School's resources. While there are no current proposals to withdraw from major areas of activity, we will be making use of staff resources from underutilised areas to reduce pressure on staff in more popular areas and are moving to 'team teaching' for the large course units. The high SSR in the School has reduced.

We will continue the process of withdrawing programmes or streams within programmes where demand has been shown to be low over a two year period. Particular attention will be paid to the campus based PGT programmes in Healthcare Ethics and Law and Criminology. We will also look at the development of new programmes, for example an LLB Law with Business and a Global LLM.

#### *Internationalisation*

As a major law school we need to have strong and effective links with significant global players. Plans are being developed for substantial partnerships and collaborations which will be developed in line with the University's internationalisation strategy. The School recognises that the University's strategy is to enter into partnerships or collaborative arrangements with only the major Universities world-wide. The School has been, inter alia, developing links with major law Schools in China such as CUPL and Renmin and have recently been approached by Wuhan. This has the possibility of leading to joint programmes of teaching and research. There are parts of the globe where the School has fewer well functioning links (Canada, USA and Australasia) and therefore we need to consider with whom and for what reason we should develop overseas links. A recent visit to the US shored up our links with North Carolina and led to interesting possibilities with Fordham being discussed. Possible links will be with Bergen and Cyprus. Any new partnerships to be developed will also align with the University's internationalisation strategy. A School internationalisation strategy is being developed.

#### *Balance in Research and Teaching*

The School clearly recognises the need to improve its research and teaching whilst maintaining staff morale and building a sustainable financial model. We have been building these improvements from within the School as this generates commitment from colleagues to the process. Our own review of undergraduate teaching has generated an enormous amount of goodwill for reform and innovation in

this area. Similarly our tougher probation and appointment criteria are designed to ensure that staff changes support the attainment of the highest quality research outputs and commitment to teaching. This is supported by a collegial approach to improving the quality of research outputs within research groups.

### *Management*

The School changed its committee structure in 2012/13 to ensure that decision making and line management is clearly defined and therefore transparent and that the school is managed in a participative and efficient manner. Fourth tier managers in each of the discipline areas and for research and teaching and learning were introduced. The new structure seeks to take a more of a whole school approach to core issues. Its implementation is being monitored and one result has been the reintroduction of discipline meetings. We feel it may be time for a further review, which might use fourth tier managers for school wide functions, whilst also allowing teaching and research clusters to be established which are coherent and allow for close and co-ordinated interaction. We have developed a new Workload Allocation Model again with the objectives of transparency and efficiency. The School is also committed to ensuring the health and safety of its staff and students and that adequate resources are available to support this commitment.

### *Sponsorship*

The School recognises that it needs to attract more sponsorship from law firms, other major commercial players and through our alumni. While accepting that the current recession is not conducive to attracting large amounts of sponsorship, the School does need to be more pro-active in attracting funds. While additional funds can be used for all sorts of activities such as supporting student activity, the Legal Advice Centre and academic activity, it is the added value of relationship building that is equally important. We are working with the University to develop a strategy for the naming rights of spaces in the new building.

### *Estate*

The School will benefit from having a building that is seen as the Law School, University of Manchester rather than the current situation of sharing with another School. One of the few faults found by a recent mystery shopper was that we did not have a Law School sign on the building – something we have long lobbied for. Having our own building we believe will create a sense of identity for current students, staff and alumni and we are optimistic Coupland III will provide good accommodation for staff, provide teaching space and a new location for the Legal Advice Centre.

## Goal One - Research

The School of Law is one of the largest and most diverse in the UK, in terms of its research expertise. Intellectual focus and leadership is largely provided through three research centres which include around two thirds of research-active academics in the School:

- ManReg: The Manchester Centre for Regulation & Governance which was formed in 2011 and brings together a critical mass of researchers working in diverse sectors with a shared focus on regulatory theory and perspectives. ManReg builds on the long tradition of regulation scholarship at Manchester, but is now taking this into new fields and in new directions.
- The Centre for Criminology & Criminal Justice (CCCJ) draws together criminologists with other criminal law and justice scholars. As with regulation research, there is a long tradition of criminology at Manchester but the arrival of fresh intellectual leadership in recent years has given it a renewed vitality and focus.
- The Centre for Social Ethics & Policy (CSEP) is a well-established and internationally-renowned centre for work on bioethics and medical law. It continues to provide a fertile, stimulating and productive home for a diverse group of lawyers, philosophers and socio-legal scholars.

The appointment in 2012-13 of some outstanding international law scholars, combined with existing strengths in that area, is now coalescing into a proposed fourth research centre, MILC (Manchester International Law Centre). There will also be the re-launch of the Melland-Schill international law lecture series. Alongside a number of smaller and more informal research groupings (e.g. public law, commercial law), this means that the vast majority of the researchers in the School have opportunities for intellectual exchange and collaborative working within their fields.

The distinctive multi-disciplinarity of the School's research has led to the development of exciting cross-School and cross-Faculty collaborations, notably work in CSEP with FLS and the Medical School, CCCJ research on food fraud with the Manchester Institute of Biotechnology and MBS, and ManReg research on ethnic disproportionality in the professions with the School of Pharmacy and the Institute of Population Health. Our overall portfolio of research has an increasing richness and intellectual diversity, built around the focus provided by our centres.

Following a strong REF 2014 submission, our strategic agenda is now moving towards a central focus on research excellence. This will involve work on improving all aspects of the quality of our research (including its impact) and of the environment in which it takes place. Integrating our PhD community into our research culture will be an important element within this programme of change. Raising the



profile of the high quality work we produce will also be critical, through a proactive commitment to open access publishing and imaginative use of new social media.

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*Enhance research quality*

We are aiming to develop a process for individual research planning and review, to ensure that all research-active academics are developing suitably ambitious research plans and reaching their full potential. The process will be fully aligned with the Faculty's proposed guidance on Personal Research Planning and any revised University level PDR procedures. If there is identified need, we will consider implementing a mentoring/support scheme, both to address under-performance but also to support continuous improvement and development particularly at key career stages (e.g. moving from SL to Chair). Research Centres will also be required to develop clearer strategies and plans.

In terms of improving our research influence, we are building a multi-stranded approach. First, we are seeking to increase citation rates by raising awareness of citation analysis and how this can be used to inform publication and dissemination strategies. Second, we are exploring how to maximise the accessibility of our publications through an active commitment to the open access agenda and ensuring meta data is provided for all staff. Third, we aim to expand and extend our use of old and new forms of media to publicise our research, encouraging and supporting staff to engage in public debates.

On social impact, we are committed to building on the momentum of our high-quality REF impact case studies, starting with organising a dedicated half-day impact workshop exploring the experiences of the case study authors. We have benefited this year from two awards under the ESRC IAA pilot scheme which have helped to resource focused impact activities and we will encourage further IAA applications in the next three years. We will work closely with the newly-appointed Faculty Impact Support Office to share and mainstream good practice across the School.

### *Targeted investment*

Alongside our general commitment to research excellence, we see our three (four with MILC) research centres as potential flagship world-class groupings in which we will continue to make strategic investments. The establishment of appropriate international alliances with other world-leading institutions in these areas will be an essential part of this strategy. For example, ManReg has in the last few years been working on developing strong links with the RegNet group at ANU which is recognised as the world's leading centre for regulation research (e.g. two Simon/Hallsworth VPs have been from RegNet).

### *Increasing research income*

The School recognises and values the benefits of generating external research income, in terms of opportunities, prestige and resources. In recent years, both research groups and individuals across a range of fields have been successful in gaining funding from a variety of sources. Indeed, an internal benchmarking exercise indicated that we are in the top 10 amongst UK Law Schools for income generation. Nevertheless, we have identified that we can do better. Accordingly, an internal working group was set up in 2012 to consider how might improve performance: increasing overall levels of income, diversifying funding sources (particularly to Europe) and widening the base of staff involved in securing grants.

Our strategy is now to implement the main recommendations of the working group. These are wide-ranging and extensive, but include enhancing our peer review systems, disseminating and sharing funding expertise, and developing a culture within the School in which applying for funding is the norm rather than the exception (whilst recognising it will not always be appropriate for all).

Progress so far has centred on tightening up peer review and we now have a comprehensive working system in place that is improving the quality of applications. We have also been very proactive in encouraging applications to SIRF and UMRI, in order to lever in additional resources to support the preparation of grant proposals. This has been very effective in stimulating activity and generating enthusiasm for grant applications. The consolidation of the RSS Hub has also improved the circulation of information about funding opportunities. We are now beginning to see the early signs of success (e.g. the latest quarterly report for awards in Humanities shows Law as the only School with improved performance compared to the previous year). Next steps will include providing targeted workshops on grant-writing for specific schemes.

### *Developing outstanding researchers*

Delivering our research excellence agenda will require that we have excellent staff. Staff recruitment, probation and promotions are key to this and steps have already been taken to integrate a commitment to research excellence into these processes. We will continue to monitor, review and improve our practice and procedures. More generally, by enhancing our research culture – and by actively cultivating research teams - and making the Law School an exciting and stimulating place to do research, we hope

to retain our existing staff. Transformed research performance, leading to an improved reputation, will, in turn, attract the very best scholars to Manchester.

#### *Supporting a vibrant PGR community*

Our postgraduate research community are an important component of the school's research future. Previously we have relied on our reputation for research excellence to attract PGR candidates. We are committed to developing a robust recruitment strategy in order to ensure that we are attracting the highest calibre researchers to our programmes. There is a particular need to attract the brightest international students and we recognise the need to be more pro-active in our efforts to recruit these. We also acknowledge that the highest calibre visiting students are not incentivised to study for a period at the School of Law because of the tuition fees that payable (indeed, for many, they are precluded from paying fees at a host institution as a condition of the scholarships awarded for their doctoral studies).

The School has made progress in improving completion rates and this work needs to be reflected on and consolidated. This will be achieved by: annual audit of successful completions data; a detailed review of non-completers (e.g. grounds for interruption awards; review of teaching/other paid commitments undertaken alongside Phd study; review of supervision frequency and quality of supervisory feedback); and provision of support for supervisors by way of supervisor awareness sessions and appropriate training sessions where there is an identified need.

We are also committed to providing support to PGR students to enhance their student experience. This should facilitate student-led initiatives (e.g. student organised discussion events/conferences; support for attendance at mooting events and internships) but also provide a foundation for collaboration and networking in the School (e.g. by way of including Phd students in the research networks that will be reactivated within the School).

The School of Law hosts the largest number of PGR students in law and associated disciplines in the North West region. We seek to extend our PGR expertise beyond the institution to have greater influence and impact regionally. At present we have a collective sharing of training and development opportunities, but the collaborative establishment of research initiatives and training opportunities for researchers across the North West as part of the North West Consortium DTP and ESRC NWDTC will be encouraged.

#### *Provide an environment for excellence*

To transform our research performance over the next five years, we will need to build a culture in which there is an uncompromising commitment to research excellence and an environment which is conducive to its achievement. We have a good foundation in place, aided by the overhaul of our internal

organisation and procedures conducted during 2012-13, but further significant development will be necessary. One key element of this will be the establishment and communication of explicit expectations about research activity and achievement, together with clearly articulated understandings of what constitutes excellence, as part of the development of our individual research planning and review system (see above). We will also need to ensure the continued protection of research time within our new Workload Allocation Model, ongoing investment in our Research Support Fund and more effective use and monitoring of research leave. All staff have a personal annual research allowance of £1250 and can apply for additional funds from the Research Support Fund which has £20,000. We have the most generous scheme in the Faculty for work load adjustments for those with external grants. In 2012-13, we consolidated our research seminars programme to make it more coherent and to improve attendance (staff and student). Enhancing the programme further and other opportunities for discussion and intellectual exchange will help to build a dynamic and vibrant research culture and environment.

## **Goal Two – Outstanding Learning and Student Experience**

The Periodic Review of Teaching carried out by the Faculty in May 2013, the School's review of undergraduate teaching and learning (2012/13), the on-going review of the LLM programme and work carried out on the student experience (on-going from Autumn 2011) and the Student Experience Action Plan (2012/13) have all informed our strategy with respect to *Outstanding Learning*. These together with the need for the School to improve its NSS ratings have emphasised the importance of teaching within the School. Greater emphasis has been given to teaching in appointment, probation and promotion decisions. All of this has encouraged a move towards greater parity of esteem between teaching and research.

### **Strategies:**

- Improved communication with students and staff
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- Encouraging our best students to enter into doctoral programmes
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### *Disparities in teaching loads*

We have introduced policies to reduce disparities in teaching loads across the School. These have had some impact, but further work needs to be done on transparency of workload and accuracy of records as we move towards a new WAM. Staff from areas of low demand are now expected to contribute to teaching and marking in high demand areas where they have competence to so do. There is, of course, flexibility within the Law discipline area. All staff in the law discipline are expected, with suitable notice, to teach in core areas of law. There is less flexibility between disciplines within the School. A new

Workload Allocation Model for 2014/15 aims to give greater transparency to teaching loads across the School.

### ***Student Recruitment***

Applications have increased for the second year running for UG programmes during 2013/14 cycle, but attention needs to be paid to conversion. We anticipate being able to meet our targets. We still are aware of the need to develop better marketing strategies by capitalizing on external opportunities to promote our programmes and make more effective use of the marketing intelligence that we receive.

In terms of government controls of student admissions none of our law programmes will accept students with less than ABB and Criminology does not drop below BBB so there are no plans to drop degree programmes at the moment.

Joint UG degrees, potentially offered as integrated masters, is an area of potential growth and market research needs to be conducted into their viability.

PGT numbers reduced in 2012/13 and there were ongoing concerns over PGT recruitment for 2013/2014 and indeed the future of the PGT market under the new fee regime. While the LLM is likely to remain popular with overseas students, our other programmes in Criminology and Healthcare Ethics and Law have always had small numbers and have been dependant on home students. Criminology have renamed their masters programmes in response to a recommendation from the periodic review and CSEP are exploring alternative delivery patterns so that the programmes are more attractive to professionals who are working full-time. The School recognises that we need to pay particular attention to these smaller programmes and may have to make some difficult decisions moving forward.

The numbers on the LLM remain healthy, but slightly below their previous peak and this gives us the opportunity to revisit our teaching and assessment methodologies. We have reviewed the LLM, withdrawn course units with low numbers, whilst at the same time diverting resources to a new dissertation option.

We hope to raise the quality of our entrants by creating a more diverse portfolio that is less dependent on overseas students wanting a commercial law LLM, however, we suspect market forces will mean that the overseas market remains strong whilst the home market may be vulnerable. International law is a field in which we have invested heavily and where we hope we are able to develop attractive programmes that recruit reasonably well, permitting us to be more demanding on the quality on some of the commercial law programmes. Also on a positive note, we intend (subject to University support) to introduce a stream of the Global LLM in 2015/16.

We need to consider the opportunities afforded by a move to a more rationalised and collective School approach where units are available to a number of programmes. Also we need to explore options with other schools such as a joint law and finance masters.

### *Student experience*

SSRs have significantly reduced for the School so for 2013/14 the School SSR is 1:21.7, we are therefore moving closer to the Faculty target of 1:20. While there is still some variation between the discipline areas we are aware of the methodological difficulties surrounding SSR calculation and therefore always see these as only part of the picture.

There has been progress in developing compatible expectations with regard to teaching and learning between staff and students since our Undergraduate Review. Staff student communication is improving: there is a dynamic Staff Student Committee (chairing is shared between the Director of Student Experience and student representatives) which meets five times a year and regular focus groups are held with UG students. However, we have sought to raise levels of student participation. For instance, the Manchester Law Review, a student led peer-reviewed journal, was founded in 2012 and enables students to publish their work.

A major review of the LLB curriculum took place during 2012/13 for introduction in 2014/15 and we are moving to a model of year long course units for subjects students find difficult such as Contract Law. Detailed plans are well advanced and we are grateful for the constructive input of current students.

There was a major review of the Criminology Curriculum during 2011/12 which was implemented in 2012/13. All course units now offer a blended programme of learning that not only offers traditional lectures and seminars but capitalises on the opportunities afforded by the virtual learning environment for more interactive forms of continuous learning and feedback.

We need to ensure that University, Faculty and School Teaching and Learning Policies are implemented effectively and complied with so that we do not compromise the high quality standards of the University.

A new induction programme was introduced in 2011/12 which was successful in engaging students at the earliest opportunity. Changes to PGT induction were introduced in 2012/13 with further improvements in UG/PGT and PGR Welcome Week and Induction for 2013/14 based on evaluation of the previous years' programmes and engagement with DSE. As the nature of the student population is changing (e.g. more students living at home) we are responding by incorporating 'focused' events in welcome week.

The creation of a number of new roles across the School has been successful in providing greater student support when difficulties arise. These roles include the Director of Student Experience, Student Support Liaison Officers (additional one to one support for students), School Tutor and LLM Senior Tutor. The responsibilities of programme directors and course unit directors have been comprehensively defined in new job descriptions which reflect developments in School feedback, eLearning and teaching and learning policy in general.

All of these changes are being monitored and evaluated with student participation. This will not only contribute to the design of improved methods and processes but will engage with students in ways which enhance mutual understanding between staff and students.

### *Employability of our graduates*

Employability of our students has been a priority within the School of Law for over 10 years. We have worked with the Careers Service and Law Employers to ensure that our students have enhanced transferable skills in addition to their academic knowledge. To this end we have GILP (Getting Into the Legal Profession) programme every Tuesday afternoon, which includes a mixture of workshops and lectures from the careers service together with the Director of External Relations and employer presentations on such matters as applications and interview skills. We have enhanced our offerings by developing more formal teaching by practitioners e.g. a course on advocacy, delivered by a head of chambers; lectures on civil procedure by the senior county court judge; and, a series of interview skills seminars, delivered by a senior lawyer and alumni of the Law School. We will be looking for opportunities to expand this provision and ways in which we can incorporate these activities into the formal curriculum. For instance, we are working with law firms to develop a Business of Law voluntary course introducing students to the different sizes and types of law firms and how they operate.

Work at the LAC in itself makes our students more employable by enhancing academic learning through interviewing, practical research and drafting legal letters. We have mainstreamed some of this work into the law curriculum through a final year option which combines advocacy training with the development of portfolios of work undertaken in the LAC.

Due to the national shortage of summer placements in Law firms we offered internships using the Legal Advice Centre and local and national law firms and the bar to deliver talks on working as practitioners, as well as mini placements. We are looking to develop a scheme for placements with local firms around Manchester. Further placements will be offered for 2013/14. We also recognize that a proportion of our law graduates do not go on to practice law and we need to encourage them to avail themselves fully of the guidance provided by the careers service as well as considering what more we can do within the School for them.

Criminology have been pro-active in developing their own tailored sessions since 2011/12 which were further developed during 2012/13 and have since developed a second year course unit – Criminology and Criminal Justice in Action dedicated to CV development and exploring career options. The



criminology employability rate of 90% is exceptionally high for that discipline. We want to increase the number of vacation placements available. 12 student placements with Greater Manchester Police took place in 2011/12 and 2012/13.

Across the School we have made it compulsory for UG students to discuss their CV with their academic advisor and link this to personal development planning. CV sessions are held for students and for members of staff to support them in advising students. We encourage PGT students to partake in school activities such as mootings and employability sessions and now have a PGT staff student committee.

We have made a number of honorary appointments (the most high profile recently being Shami Chakrabarti) and will continue to add to this as we believe exposure to active practitioners enhances our students' knowledge and awareness of the external environment which in turn enhances their employability. We also need to ensure our PGT and PGR students' access proper employability support.

#### *Internationalisation*

We are developing an internationalisation strategy that not only aims to bring quality international students to Manchester but also enhances the opportunities for Manchester students to study abroad. This year we developed a programme involving several staff travelling to Africa and Asia to recruit students while exchange programmes were developed in Hong Kong and with Seoul National University. We continue to look for new links in China (our future participation in EU-China summer school is uncertain) and S. E Asia. We are exploring how best to develop a US strategy. Our European links are being developed through the exploration of collaborative degrees with Münster, Lorraine and Cyprus. We have initiated discussions on links with Bergen and Cyprus and also want to explore the Turkish and Singapore market. We have links with partners in Malaysia that provide for entry into our second year.

#### *CPD and DL*

The School recognises that in the current and future economic and funding climate there is a need to develop a more balanced portfolio of delivery mechanisms. The School already provides a DL programme in medical law and as noted active consideration is being given to a Global LLM that will incorporate some DL. CSEP has engaged in a limited amount of CPD activity at home and abroad. A suite of DL CPD units on medical law and ethics was launched during 2011/12 and student numbers are building steadily and the courses have been bought by Audiology, Optometry and further opportunities for these units to be utilised by other parts of the University and indeed other Institutions need to be explored. We have considered the CPD market within the legal profession. However this is already highly competitive with experienced private sector providers. We believe that our comparative advantage lies in providing CPD in specialised and rapidly developing areas of law. We are considering an approach to provide intensive courses to Chinese lawyers. We will develop our CPD and DL activities

where we have an advantage over other providers. We believe there may be scope for masters level teaching for prospective partners linking up with MBS.

### **Goal Three – Social Responsibility**

The School is very proud of its flagship Legal Advice Centre which continues to flourish and attract more clients and develop new strands, including a specialist clinic in environmental law. Our curriculum covers specialist courses in environmental law as well as corporate social responsibility and a range of ethics courses. We contribute courses to the University College. The School is also proactive in the area of widening participation and is successful in achieving the University benchmarks and participates in the highly successful 'Pathways to Law' programme and attracts students from the Manchester Access Programme

#### **Strategies:**

- Continue to develop further research on topics of significant social and ethical importance.
- To ensure our graduates are socially responsible through ensuring the curriculum incorporates a significant ethical and policy dimension and by encouraging our students to volunteer, particularly in the Legal Advice Centre.
- Engaging our communities through LAC; establishment of a referral centre at the Civil Courts of Justice, student volunteering, public lectures and widening participation.
- To take part in Athena Swan initiatives and support the Apprenticeship and Graduate Intern Scheme.
- Continue to contribute to environmental sustainability in the School's activities and processes.

#### **Research with social impact.**

The many dimensions of social responsibility are firmly embedded in all areas of teaching and research. We are also seeking to engage actively with our community by embedding public dissemination in research projects. The School is committed to continuing and developing its research in the area of social responsibility, widely defined. CSEP is at the core of this area of research activity and the School is committed to continuing its role in collaboration with others within and beyond the School. We are also committed to continuing support for research in other areas of social responsibility. Colleagues in the Centre for Criminology and Criminal Justice are well recognized for their work on drugs, gangs and similar social phenomena. In the Law discipline research will continue on such diverse issues as war and warfare, terrorism, housing, family and child law, gender and sexuality, health law, consumer protection, and administrative justice etc. New areas of activity are being developed such as corporate social responsibility, particularly within law firms.

## **Socially responsible graduates**

### *Teaching*

Teaching and research in the School incorporates a significant ethical and policy dimensions. We are not simply concerned with the content of the Law but also the social factors which lead to the development of particular areas of the Law and its consequences for policy, administration and individuals and groups in society. This extends beyond traditional areas such as jurisprudence to the area of bioethics and to fields such as the ethics of warfare, security issues, science and patent issues in the third world, consumers' rights, gender and sexuality, corporate social responsibility and the role of the legal system in the process of economic development.

### *University College*

The School has a commitment and capacity to contribute to wider student awareness of social issues through courses under the auspices of University College. The School (CSEP) offered two courses through the University College for Interdisciplinary Learning in UCIL's first year of functioning (UCOL 23001 Science and Humanities: Bridging the Two Cultures & UCOL28002 You Can't Say That: Learning to think and argue critically). For 2013/14, Criminology developed a course 'Security, policing, counter-terrorism and cyber-security', where appropriate we will expand our portfolio further.

Our own students have a low participation rate in University College which we believe is due to the constraints of professional degrees. Within our curriculum we do cover ethical, environmental and corporate social responsibility issues. Undergraduates have a broad span of options and to some extent can mix law and criminology options so we have some in built diversity of offerings due to the broad span of our school compared to other law schools.

## **Engaging our communities**

### *Legal Advice Centre*

The School of Law has an established record of engaging with the local community through the Legal Advice Centre. The School also mobilizes student volunteering activity (over 300 students annually, both UG and PGT plus over 40 local lawyers supervising interviews) with some financial support from the legal profession.

The Legal Advice Centre is a key component of the School's commitment to our local community. In addition to our office in the Precinct we are keeping our outreach activity at East Manchester Annex but incorporating administrative support for this at the precinct office. This year we have worked with administrative lawyers and the courts so that our student will be advising litigants in person at the civil courts under the supervision of the Director of External Relations and Clinical Legal Education and

lawyers acting pro bono, a unique experience for Law School undergraduates. We have established new programmes on domestic violence with the Chinese women's Centre (Wai Yin Chinese Centre) and we have a contract with the Environmental Law Foundation (ELF) to provide an environmental law clinic that will expose our students to real life environmental legal issues. A new project is a partnership with Manchester legal services and Lawworks for a referral centre at the CCJ this is to be funded by Manchester Council for up to 2 years for a full time coordinator and part time PG intern.

We are pleased that our LAC will be located within the proposed Coupland III Law School building and hope to be able expand our activities there. There is increasing demand for our help as access to legal services becomes more difficult to obtain. We are having a review of our advice services to ensure we maximize our impact within the constraints of our budget. We need to be looking at finding funding for the LAC beyond the current period of HEIF – 2016/17, to include outreach activity in East Manchester. The School already contributes a significant element of the LAC's core funding and given the importance of the LAC to our student's education the School needs to consider incorporating more of its cost to the baseline. We need a dialogue with Faculty and University about the contribution of each to a project that benefits the University as well as the law school immensely. The support of the local legal profession is essential to supervise the students and we need to ensure that this continues through effective links to the profession and to our alumni.

Securing a stable funding environment for the LAC will not only be necessary to sustain and grow the benefits to our local community but will also be necessary to enhance the attractiveness of our undergraduate and PGT activities as we incorporate participation in the activities of the LAC formally in our teaching programmes.

#### *Other Volunteering*

We also wish to expand and develop the volunteering activities available to our students in the local community. A significant number of the School's students are engaged in voluntary legal advice activities beyond the Legal Advice Centre. The StreetLaw programme (involves over 150 first years) provides opportunities for students to give an overview of law to communities in need e.g. young offenders' institutions and the WaiYin Chinese Centre. Topics have included housing, family, debt, consumer, and employment.

#### *Public Lectures*

For the last three years we have trialled a series of three Public Lectures which were well attended and is an activity we will continue with in 2014/15. We also will be hosting lectures by eminent external speakers, such as Geoffrey Robertson QC, Lord Neuberger, the President of the Supreme Court, and Shami Chakrabarti.

#### *Widening participation*

The School is very proactive in the area of widening participation with the percentage of young full-time first degree entrants from state schools and colleges at 22.9%, which is just above the University's

benchmark of 22.8 and from low participation neighbourhoods at 9.9% which is above the OFFA target of 7.9%.

The School also participates in the highly successful Pathways to Law programme. Pathways to Law offers 6<sup>th</sup> form students from state schools, who are from under represented backgrounds and first generation attendees at University in the Greater Manchester area, the resources and advice needed to apply for a degree in Law and prepare for life as a legal professional. The programme provides support throughout years 12 and 13, and beyond into university; this includes events such as networking sessions, workshops, law firm placements, London trips etc. The programme is now in its 7<sup>th</sup> year. We are pleased to have been chosen by the Sutton Trust to continue to deliver the programme, albeit with reduced funding.

### **Responsible Processes**

The School is very committed to addressing equality and diversity agendas and as such will be taking part in the Faculty of Humanities in the Athena Swan initiatives.

From September 2014 the PSS are supporting the Apprenticeship Scheme and will also recruit two Graduate Interns, we aim to give them a variety of experiences so they are better placed to find permanent employment.

### **Environmental sustainability**

The School is committed to reducing its energy footprint. Whilst there are physical constraints to how we can achieve this because of our location, we are endeavouring to reduce our impact where this is under our control. The replacement of windows and the roof as well as cavity wall insulation in the Williamson Building has made a major contribution to reducing our energy footprint. When the Law School moves to Coupland III, a newly refurbished building, within the next two years the refurbishment will take account of the energy footprint.