

# Queen's Law Strategic Framework 2021-2026

## Introduction

Our aim for this Strategic Framework is this: by 2026, Queen's Law will be a community of scholarly excellence that provides the best legal education in Canada. We will solidify our intellectual trajectory and elevate our international and national reputation for research excellence. We understand the power of legal education, scholarship and practice to change society and to initiate a lifetime of learning. In our teaching, research, practice, and service, we will reflect an abiding commitment to access to justice and reconciliation and will honour Queen's Law's tradition of dynamic, inclusive, and transformative community.

**Sustaining an aggressive upward trajectory.** The 2014-2019 Strategic Framework pursued two overarching objectives.

First, it sought to ensure the long-term competitiveness of Queen's Law by growing the faculty complement. Doing so would increase our research footprint, JD course offerings, and supervisory opportunities for graduate students—in short, it would affirm and increase the Queen's Law reputation and our capacity to provide for the best educational experience and to excel in the world of ideas. We addressed this challenge primarily by increasing the JD student body and associated tuition revenue. The last five years have seen the Queen's Law JD student body grow by approximately 30%, which has in turn allowed the Faculty to grow from 28 to 37 faculty members and correspondingly to grow our alumni presence in Canada and the world. We have appointed the most dynamic and accomplished group of early-career researchers at any Canadian law school; this faculty growth has improved our student-faculty ratio from 1:19 to 1:16, thereby increasing our standing among our peer institutions. Combined with our reputation for community, students enjoy smaller classes and closer contact with faculty. These developments have been transformational for Queen's Law.

Second, the previous Strategic Framework committed Queen's Law to develop programs for online legal education. This initiative served the dual purpose of broadening access to legal education and securing additional sources of revenue. Since launching our online programs, approximately 300 students have graduated with program credentials and many more have taken individual course offerings. The Faculty's online legal education programs now provide 25% of our basic operating revenue and we are working towards a steady state of at least 500 enrollments in the next few years, which will further contribute to our financial objectives and operating revenue. But we are still at a relatively early stage in the development of programs of this kind. The up-front investment has been significant and putting in place the staffing and technology infrastructure required to support these programs remains a work in progress, as is the integration of these initiatives with the law school's core programs. But the significant investments have positioned us to expand further and to continue to lead in this domain.

Implementation of the vision presented in the 2014-2019 Strategic Framework has secured

Queen's Law in the top tier of Canadian law schools and set in course an aggressive trajectory that has made our Faculty the one to watch. In this Framework, we re-commit to that trajectory and aim to secure our financial future. In doing so, we confront challenges and opportunities.

**Challenges and opportunities for success.** Our challenges today include an uncertain financial horizon. The 2019 decision by Government of Ontario to reduce tuition levels for all post-secondary programs by 10% and to freeze tuition for an indefinite period took the Faculty's budget from surplus to deficit in a single step. Though the financial challenge facing us today is new, the question of tuition revenue has long been a challenge for Queen's Law, where the tuition differential with competitor Ontario law schools is significant.

The longstanding financial pressures on our operating budget and the immediate deficit constraints affect our capacity to invest in teaching and research. To continue building on the aggressive trajectory of growth initiated by the previous Strategic Framework, it is essential to continue to diversify our revenue sources beyond JD tuition. This will involve a more strategic orientation to **funding our growth and ambitions**. In the consultations that informed this Strategic Framework, we heard many exciting ideas about what our Faculty should aspire to over the next five years. Some of our most important priorities for education, for research, and for inclusion and reconciliation will be better realized by further increasing our faculty complement. This we cannot achieve without securing additional sources of revenue.

These challenges also present opportunities. The provision of educational opportunities beyond the traditional law school invites us to re-imagine the meaning of a 'Queen's Law education', innovate pedagogically, reaffirm what distinguishes a Queen's Law education amidst an increasingly competitive environment, and make legal training more accessible by realizing our commitment to access to justice. Distinguishing a **Queen's Law education** means continuing to ensure that our students receive a rich and distinctive JD educational experience that prepares them to practice as skilled and ethical lawyers and developing a portfolio of online certificate, diploma, and masters programs that form a well-integrated part of the law school's educational mission.

Sustaining our trajectory of **research excellence and impact** requires ensuring that the Faculty keeps enhancing our international and national profile for research excellence. Research excellence enhances the quality of the educational environment in which our JD and graduate programs flourish. This is core to our ability to attract top students and faculty and to attract investment in the community of scholars, practitioners, and policy-makers who call Queen's Law home. Our success as a research institution is central to fulfilling our responsibility to contribute to strong institutions and a better society.

Remaining true to our core value of community requires us to ensure that Queen's Law is an inclusive community for all, in which all can flourish with equality and dignity. **Equity, diversity, inclusion, and Indigeneity** and **reconciliation** are commitments especially central to Canadian law schools given the role of law in the life of a society. These are challenges and opportunities that inform our ability to attract students and faculty and staff members from all sectors of society. In turn, they inform the very nature of the community that students, faculty, and staff become a part of once they join Queen's Law. We owe it to our students, faculty, staff, and alumni to ensure that our community reflects the broader community.

In this Strategic Framework, we advance the commitments that Queen's University has made in recent years to diversity and inclusion (*PICRDI Final Report*), to reconciliation (*Extending the Rafters: TRC Task Force Final Report*), and to combatting systemic racism (*Queen's Declaration of Commitment to Address Systemic Racism*). This Framework also reinforces the commitment that Queen's University has made to embracing and advancing the United Nations Sustainable Development Goals, especially the idea that tackling the problems of today and tomorrow requires a commitment to peace, justice, and strong institutions, and thus to the rule of law.

# Queen's Law Strategic Framework 2021-2026

Endorsed by Faculty Board on May 18, 2021

**Mission.** Our mission is to contribute to a just, peaceful, and prosperous society through legal education and research.

**Vision.** Our vision is to cultivate professional and academic leaders prepared for and committed to exemplary leadership in law and public service.

**Values.** Our values include:

- (a) community, a distinguishing feature of Queen's Law, here strengthened with a revitalized commitment to free and respectful inquiry, and to equity, diversity, inclusion, and Indigeneity and reconciliation;
- (b) *soit droit fait*, our Faculty's motto, which affirms a commitment to justice and to the highest ideals of law; and
- (c) leadership across the fields of academic inquiry, the legal profession, and public service in Canada and internationally.

**Goals.** Our goals are to be:

- (a) a community of students, teachers, staff, and alumni committed to legal education that develops the skills and capacities to thrive in an evolving legal profession through innovation and educational excellence;
- (b) a community of jurists committed to the legal profession and to public service;
- (c) a community of scholars, committed to academic freedom and respectful inquiry, engaged in internationally recognized research that contributes to a more just, peaceful, and prosperous society;
- (d) a community of students, faculty, staff, and alumni that embraces equity, diversity, inclusion, and Indigeneity and reconciliation between Indigenous and non-Indigenous peoples; and
- (e) a law school community committed to fostering relationships with local, Indigenous, national, and global communities beyond Queen's Law.

**Strategic priorities.** We commit to the following four strategic priorities for 2021-2026:

1. **Distinguishing a Queen's Law education.** We will engage in a comprehensive program of review and reform to secure and enhance the excellence of the educational experience at Queen's Law. Building on the distinctive strengths of our first-year program, which include the formative small section experience, we will ensure that Queen's Law continues to offer the best legal education in Canada.

We will also build and expand our commitment to legal education beyond the traditional

law degree, innovating in the use of online technologies, developing new credentialing options, and improving access to justice through legal education. Securing the long-term success of our 'beyond the JD' programs will expand the reach and relevance of Queen's Law, making us a leader in legal education writ large.

2. **Securing our trajectory for research excellence and impact.** We will initiate institutional changes that will solidify our intellectual trajectory and elevate our international and national reputation as a community of research excellence. Building on the progress made in the last five years, we will secure and appoint more named professorships in areas of strategic importance and will introduce initiatives to foster an even more vibrant culture of academic inquiry, including by increasing our international prominence and research partnerships.
3. **Advancing inclusion and reconciliation.** We will increase the diversity of our community and advance reconciliation to renew the distinctive strength of community at Queen's Law. In addition to embracing and supporting communities of persons that have historically been underrepresented in the legal profession, this strategic priority will empower our students to have the full range of requisite skills and competencies to serve and flourish in Canada's pluralistic society and internationally.
4. **Funding our growth and ambitions.** We will continue to develop new sources of revenue to ensure that we have the financial capacity to invest in all aspects of the Queen's Law mission. This requires building up our fundraising arm, which is critical to our ability to fund our growth and realize our ambitions.

Throughout this Framework, we affirm the value of global engagement in research and education. Queen's Law provides more international opportunities than any other Canadian law school through its exchanges, internships, and the unparalleled Castle program at the Bader International Study Centre at Herstmonceux Castle. We have expanded our list of student exchange partners and established new dual-degree programs with universities in China and France. A significant number of our recent faculty appointments conduct research in international and comparative law, which has allowed us to increase our international law course offerings and to increase the number and depth of our international research collaborations. A priority for the next five years is to maintain our standing as the leading Canadian law school for international engagement and to inculcate in all of our students an understanding of Canada's multiple legal systems and their place within the international order.

# 1

## Distinguishing a Queen's Law education

We aim for Queen's Law to be recognized as delivering the best legal education in Canada with the strongest JD graduates.

We already have a good claim to this distinction. Excellence in the legal education experience remains a top factor for why students choose Queen's Law. Our JD and graduate students and alumni affirm our commitment to community, our strong first year program, our broad clinical offerings, the accessibility of our faculty, and our unparalleled international opportunities. To secure and enhance the excellence of the educational experience at Queen's Law, which includes the formative first year small section experience, we will engage in a comprehensive program of review and reform that will explore:

- (a) reforms to the foundational first year so that every Queen's Law student is equipped with a full range of technical legal skills, gains an understanding of Canada's legal traditions, explores law's claim to justice, and appreciates the global dimensions of law;
- (b) a renewed effort to promote excellence in legal writing and research, including by integrating the existing Introduction to Legal Skills course into a more encompassing first year course devoted to the foundations of legal thought;
- (c) semesterization of the first-year curriculum to increase student choice and learning opportunities, which could include a new Foundations of Legal Thought course;
- (d) growing our experiential learning and 'practice-ready' opportunities, including with the Queen's Law Clinics;
- (e) a renewed commitment to a global approach to the study and understanding of law, drawing on Queen's Law's unique Castle program and associated international internship opportunities and reviewing our exchange partnerships;
- (f) the curriculum reforms needed to fulfil the Truth and Reconciliation Commission's Call to Action 28 for law schools;
- (g) revising the number of mandatory courses and the size of the few large classes in the upper year curriculum;
- (h) a '0L module' to prepare incoming students prior to the beginning of the academic year;
- (i) the designation of a JD degree with a specialization to denote a student's academic concentration in a given area of law; and
- (j) new ways of teaching and learning through technology, taking advantage of the ingenuity of our faculty in redesigning their course offerings during the pandemic and best practices from our online programs.

Our LLM and PhD programs are small, enrolling approximately 15 new graduate students each year. The intimate nature of our graduate programs makes it possible to provide each one of our students with an intellectually rich graduate experience that enhances our vibrant learning and research culture by training early career researchers who will thrive in the profession and academia after they graduate. To this end, we will undertake reforms to our graduate programs so as to distinguish further the Queen's Law graduate experience from our peer institutions.

As a result of initiatives envisioned in the previous Strategic Plan, we have expanded our educational mission. We are a leader among law schools in Canada and internationally in providing legal education beyond the traditional law degree by innovating in the use of online technologies. We now offer significant online educational opportunities to new audiences: a wide range of undergraduate students with an interest in learning about the law and professionals across Canada in the field of citizenship and immigration law. These programs advance Queen’s Law’s visibility and reputation as a premier provider of legal education.

Our continued success requires identifying new opportunities in a competitive field and securing the quality of this new generation of Queen’s Law programming. These programs will continue to enable Queen’s Law to extend its reach and impact to new audiences and previously non-traditional entrants into law. Importantly, these program offerings contribute to our commitment to public service, to realizing access to justice through legal education, and to our financial sustainability. Given the significant resources and management time required to make these programs successful, we prioritize sound investment decisions and planning for future growth.

<b>Initiatives</b>	<b>Performance measures</b>
<ul style="list-style-type: none"> <li>• Undertake a comprehensive review of the JD program, with special emphasis on the first year program and opportunities for experiential learning</li> </ul>	<ul style="list-style-type: none"> <li>• By 2021, launch advisory committee and begin the comprehensive review</li> <li>• By 2023, conduct annual student satisfaction surveys</li> <li>• By 2024, implement the reform proposals</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance the reputation of our graduate program by offering dual supervision for all new PhD students</li> <li>• Enhance research training for PhD students after the first year of the PhD</li> </ul>	<ul style="list-style-type: none"> <li>• By 2023, offer prospective PhD students dual supervision opportunities</li> <li>• By 2022, develop and implement an annual PhD conference and work-in-progress workshop, and formalize and expand on the peer training available for academic job applications</li> </ul>
<ul style="list-style-type: none"> <li>• Offer specialized LLM degrees in areas of faculty strength</li> </ul>	<ul style="list-style-type: none"> <li>• By 2023, secure University approval of specialized LLM degrees on the model of the Graduate Program in Political and Legal Thought</li> </ul>
<ul style="list-style-type: none"> <li>• Conduct a review of online programs developed to date (including the Graduate Diploma in Legal Services Management) with a view to assessing and ensuring sustainability and to identifying new</li> </ul>	<ul style="list-style-type: none"> <li>• By 2021, initiate a program review of all online programs that also considers potential new initiatives, with a report due by 2022</li> </ul>

<p>initiatives</p> <ul style="list-style-type: none"> <li>• Expand enrolment in the Certificate in Law's courses, including through expanded course offerings and institutional partnerships</li> <li>• Fully implement the Graduate Diploma in Immigration and Citizenship Law and achieve enrolment targets</li> </ul>	<ul style="list-style-type: none"> <li>• By 2023, increase enrollment in the Certificate in Law by 10%</li> <li>• By 2025, achieve intake enrolment target of 500 per year in the Graduate Diploma of in Immigration and Citizenship Law</li> </ul>
<ul style="list-style-type: none"> <li>• Launch a Professional LLM in Immigration and Citizenship Law</li> </ul>	<ul style="list-style-type: none"> <li>• By 2022, submit proposal to Faculty and University for approval with a view to launching in 2024</li> </ul>
<ul style="list-style-type: none"> <li>• Review the infrastructure needs of the Faculty in terms of physical space and information technology</li> </ul>	<ul style="list-style-type: none"> <li>• By 2022, complete a review of space and IT needs and begin developing strategies to address those needs</li> </ul>



## 2

### Securing our trajectory for research excellence and impact

Research at Queen’s Law illuminates our social and political order and explores law’s role in realizing our aspirations for a more just world. Scholarship is intrinsically valuable, but also has real-world impact: on law reform, on the practice of law, on institutions, on social justice and reconciliation. Scholars at Queen’s Law uncover connections between local realities and global challenges and illuminate lessons from local communities for global aspirations of ‘peace, justice and strong institutions’ aligned with the United Nations’ Sustainable Development Goal no. 16. Innovation in research prompts innovation in teaching, ensuring that Queen’s Law students learn to think critically and conscientiously about the law and its role in local, Indigenous, national, and international communities.

Many of our faculty and our faculty research groups are leaders in their field. Our faculty are increasingly internationalized, with vibrant international collaborations, research that is global in scope and relevance, and scholarship that is internationally recognized irrespective of its jurisdictional or subject-matter focus.

It is also the case that many of our faculty members carry a heavier set of teaching and administrative responsibilities than our colleagues in peer institutions. In order to enhance recruitment and retention, we make it a strategic priority to initiate institutional changes that will solidify our intellectual trajectory and elevate our international and national reputation as a community of research excellence.

Initiatives	Performance measures
<ul style="list-style-type: none"> <li>Align the protected research time of research faculty with our peer institutions</li> </ul>	<ul style="list-style-type: none"> <li>By 2023, initiate a transition to a 2:1 teaching load</li> </ul>
<ul style="list-style-type: none"> <li>Cultivate a research culture that values, promotes, and rewards high quality research and academic debate and inquiry</li> </ul>	<ul style="list-style-type: none"> <li>By 2026, aim to establish and fill two more named professorships or chairs, building on the model of the Allgood and Sigurdson Professorships</li> <li>By 2026, secure a second Canada Research Chair</li> <li>By 2024, restore faculty funding for research assistants and travel to 2018 levels</li> <li>By 2022, inaugurate an annual research</li> </ul>

	<p>excellence award for faculty members</p> <ul style="list-style-type: none"> <li>• By 2021, coordinate with the Law Library to integrate research training and resources for faculty and research assistants</li> </ul>
<ul style="list-style-type: none"> <li>• Increase support to faculty applying for funding from external grant programs</li> </ul>	<ul style="list-style-type: none"> <li>• By 2022, establish a Research Committee chaired by the Associate Dean (Research and Graduate Studies) to facilitate peer review of faculty applications for external grants and support the research portfolio more broadly</li> <li>• By 2023, secure dedicated staff support for faculty research initiatives and applications</li> <li>• By 2026, increase to 60% the number of full-time faculty either holding or applying for a research grant in every year</li> </ul>
<ul style="list-style-type: none"> <li>• Maximize Queen's Law's research impact with increased dissemination to scholars, the legal profession, governments, and non-governmental organizations</li> <li>• Communicate the salience and value of our scholarship and research contributions to the broader Queen's Law community, including to our alumni</li> <li>• Increase national and international recognition for our researchers by increasing Faculty support for prize nominations</li> </ul>	<ul style="list-style-type: none"> <li>• By 2022, develop and implement a research promotion and thought leadership plan with the Director of Communications</li> <li>• Continue the 2021 virtual Queen's Law Lecture series to increase dissemination of our research</li> <li>• Increase the number of nominations for Queen's Distinguished University Professors, Royal Society members, and other prizes and distinctions</li> </ul>
<ul style="list-style-type: none"> <li>• Invest in early career researchers to secure their research trajectory</li> </ul>	<ul style="list-style-type: none"> <li>• By 2022, pair each pre-tenure faculty member with a faculty mentor</li> <li>• By 2022, re-instate the Dean's Lecture Series for new faculty members to promote their research agenda to the Queen's Law community</li> </ul>

	<ul style="list-style-type: none"> <li>• By 2022, protect the research time of pre-tenure faculty members by limiting the major administrative responsibilities of early career researchers</li> </ul>
<ul style="list-style-type: none"> <li>• Emphasize and develop fields of research excellence through developing and maintaining informal and formal research groups, especially those involving collaborations with other faculties at Queen's, such as Feminist Legal Studies Queen's (FLSQ), the Conflict Analytics Lab, and the Colloquium in Legal and Political Philosophy</li> <li>• Explore opportunities for establishing additional research centres or institutes</li> </ul>	<ul style="list-style-type: none"> <li>• By 2022, increase the number of faculty research groups as hubs of collaboration and engagement</li> <li>• Maintain and reinforce, through external funding, the Centre for Law in the Contemporary Workplace as Canada's leading centre for labour and employment law</li> <li>• By 2021, formalize an agreement with the Smith School of Business to establish the Conflict Analytics Lab as a joint initiative of the two faculties</li> <li>• By 2026, aim to establish the Conflict Analytics Lab as a Research Centre or Institute of the University, and support a similar initiative for FLSQ</li> <li>• By 2022, apply with the Department of Political Studies and the Department of Philosophy to the University for recognition of a Centre of Ethics, Politics, and Law</li> </ul>

### 3

## Advancing inclusion and reconciliation

The idea of community distinguishes Queen’s Law, where a supportive environment among students, faculty, and staff demarcates our legal education from many other law school environments. This commitment to community improves the educational experience, creates lifelong bonds of trust and camaraderie that serve our alumni throughout their careers, and enriches our professional community.

To empower our graduates to become leaders in law in a modern democratic society and a globalized world, and to remain true to our core commitment to community, we make it a priority to foster a diverse and inclusive community. Our renewed community will answer the imperative of reconciliation and will instil in our students the important professional skills of ethical and collaborative lawyering. By increasing the diversity of the JD class, Queen’s Law will contribute to the diversification of the legal profession and improve access to justice. As a national law school, we commit to increasing our recruitment efforts across Canada. We commit to a law school that is more representative of the society it serves and that seeks to make law more just.

Engagement with Indigenous knowledge and legal traditions is critical for reconciliation; it is also central to what it means to be a proficient lawyer in Canada today and represents an area of future growth and importance in which Queen’s Law could distinguish itself. Building on our efforts to integrate Indigenous knowledge and wisdom into the academic environment, we aim to chart a path for Queen’s Law’s aspiration to be a leader in Indigenous knowledge and in realizing the Truth and Reconciliation Commission’s Call to Action no. 28.

Initiatives	Performance measures
<ul style="list-style-type: none"> <li>• Increase the diversity of the JD class by recruiting and supporting students from groups under-represented in the legal profession, including Indigenous, Black, racialized, and lower-income students</li> </ul>	<ul style="list-style-type: none"> <li>• By 2022, implement the Black Student Application Process</li> <li>• By 2022, align the Indigenous application category with the University-wide Indigenous Admissions Pathway</li> <li>• By 2023, review the admissions process to identify other under-represented groups and formulate plans to recruit and support students from those groups</li> </ul>
<ul style="list-style-type: none"> <li>• Support ‘first-generation professionals’ to ensure that they flourish in law school and the profession</li> <li>• Ensure that dedicated staff have the</li> </ul>	<ul style="list-style-type: none"> <li>• By 2021, appoint a Director of Indigenous Initiatives and EDII programs</li> <li>• By 2022, establish an Office of</li> </ul>

<p>necessary resources and expertise to support students, and ensure that these staff members are themselves adequately supported</p>	<p>Indigenous Initiatives and EDII programs</p> <ul style="list-style-type: none"> <li>• By 2022, provide all staff with University EDII training opportunities</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage a climate of scholarly inquiry and debate, including about matters that address the important relationships between the law and EDII</li> </ul>	<ul style="list-style-type: none"> <li>• As part of the JD curriculum review, explore a new Foundations in Legal Thought course in the first year curriculum that prepares students to reflect on the roles of law in a society in which EDII and other social issues are prominent</li> <li>• Through faculty appointments, reinforce faculty expertise in Indigenous law and the important relationships between the law and EDII</li> <li>• That efforts initiated to establish a named professorship in Indigenous law continue with a view establishing such a professorship by 2026</li> <li>• Enhance course offerings that explicitly address relationships between the law and EDII</li> <li>• By 2022, introduce a dedicated speaker series on EDII and reconciliation, taking advantage of virtual sessions and the longstanding contributions of FLSQ</li> </ul>
<ul style="list-style-type: none"> <li>• Realize the Truth and Reconciliation Commission's Call to Action no. 28 beyond curriculum reforms by emphasizing the centrality of reconciliation to the practice of law in Canada</li> <li>• Develop, maintain, and deepen mutually beneficial relationships and partnerships with Indigenous communities, including those neighbouring Queen's</li> </ul>	<ul style="list-style-type: none"> <li>• By 2021, strike a TRC Committee to make recommendations on Queen's Law's contributions to reconciliation</li> <li>• By 2022, take meaningful steps toward innovative approaches to teaching and learning about Indigenous law, including 'on the land' teaching and learning classes in Indigenous communities</li> <li>• By 2023, explore with local and regional Indigenous communities the creation of an Indigenous Legal Clinic or internship</li> </ul>

	<p>program</p>
<ul style="list-style-type: none"> <li>• Maintain a high level of financial support for students with financial need</li> </ul>	<ul style="list-style-type: none"> <li>• Award fundraising priority for bursaries and other forms of financial support, including for internships</li> <li>• By 2021, launch a new EDII fund to support students with emergency financial needs, including resources needed in the recruitment process.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure staff have the skills and resources to support the delivery of professional services across the full range of our educational mission</li> <li>• Provide staff with opportunities to map a career pathway within the Faculty and University</li> </ul>	<ul style="list-style-type: none"> <li>• By 2022, develop and implement a staff professional development policy, including annual training, mentorship, and shadowing opportunities</li> <li>• By 2023, ensure that each staff member has an individualized professional development plan that includes opportunities for advancement within the Faculty and University</li> <li>• By 2023, conduct annual staff satisfaction surveys</li> <li>• Explore flexible and remote working options to promote recruitment and retention of diverse staff and ensure an equitable work environment in accordance with University policies</li> </ul>

## 4

### Funding our growth and ambitions

We outlined above the uncertain financial horizon that Queen's Law faces. We have been able to confront this challenge with more resilience than many other law schools by reason of our expanded educational mission. In 2013, Queen's Law began offering educational opportunities to undergraduate students who may never attend law school and later to professionals in the fields of citizenship and immigration law. These program offerings contribute to our commitment to public service, contribute to realizing access to justice through legal education, and contribute to our financial sustainability. They are now a necessary part of our funding strategy and an opportunity for securing our long-term financial security.

Although the vision charted in our previous Strategic Framework helped to secure our expanded educational mission as an important source of revenue to fund our mission, our overall financial picture has not materially changed for the better due to the recent government-mandated 10% reduction in tuition and associated tuition freeze. These events have reinforced the strategic importance for our Faculty to invest in developing alternate sources of revenue. Despite the success of our 'beyond the JD' programs, our budget remains in deficit. Yet, having invested in and built an infrastructure and team of dedicated staff to support our existing programs, we now have the capacity to grow this aspect of the Queen's Law educational mission. With the right investment, we can increase our footprint, further distinguish Queen's Law as the premier provider of legal education in Canada and fund the growth and ambitions outlined in this Strategic Framework.

In addition to tuition revenue, Queen's Law funds its mission by fundraising. When we have pursued focused fundraising goals, as with the Allgood and Sigurdson Professorships, we have been successful. The annual donations we receive are an important part of our funding strategy, but our alumni and development team is a fraction of the size of comparator law schools, as are our endowment and trust funds. In order to keep building on our fundraising successes and to further diversify our sources of revenue, our strategic priorities include expanding the depth and reach of our alumni and development team. Our aim is to double the value of annual donations to Queen's Law by fostering a culture of philanthropy across all of our communities—students, faculty, staff, and alumni—so that all recognize the importance of building lasting relationships with the former students who received an educational experience like no other at Queen's Law.

In addition to the funding priorities outlined above, another must be added: our building and its facilities. Neither have kept pace with our growing student body and faculty and staff complement. Our faculty and staff now stretch beyond our historic home to two other University buildings. Too many of our classrooms hinder pedagogical innovations and inclusive learning practices necessary to provide the best educational experience. And our building, which was modern when it was first constructed in 1960 and which has undergone a number of refurbishments over the years, is no longer fully aligned with the vision of Queen's Law as a community of scholarly excellence that provides the best legal education in Canada.

Initiatives	Performance measures
<ul style="list-style-type: none"> <li>Enhance a culture of philanthropy and alumni engagement in support of our mission</li> </ul>	<ul style="list-style-type: none"> <li>By 2021, initiate a review of the composition, structure, and size of our professional development team in the light of teams in comparator law schools and implement changes in 2022</li> <li>By 2022, formulate a development strategy incorporating the priorities identified in this Strategic Framework</li> </ul>
<ul style="list-style-type: none"> <li>Build relationships across alumni, students, faculty, and staff, building on the increased accessibility online platforms enable</li> </ul>	<ul style="list-style-type: none"> <li>By 2022, formally inaugurate the virtual Queen's Law-wide lecture series so that all community members can engage with the ongoing research and policy work of Queen's Law faculty</li> <li>Use online technologies to make faculty talks, such as the Dean's Lecture series and student presentations, more generally accessible</li> <li>Enhance the increased involvement of alumni in the learning experience through guest lectures and other learning opportunities</li> <li>By 2022, expand a mentorship program that pairs Queen's Law students with alumni</li> </ul>
<ul style="list-style-type: none"> <li>Increase revenue from the Certificate, Graduate Diploma, and other new 'beyond the JD' programs</li> </ul>	<ul style="list-style-type: none"> <li>By 2022, initiate a program review of all existing programs that also considers potential new initiatives, with a report due by September 2022</li> <li>By 2026, generate an additional \$750,000 net revenue from our 'beyond the JD' programs</li> </ul>
<ul style="list-style-type: none"> <li>Increase the number and value of contributions to Queen's Law to fund strategic priorities in student bursaries, international internship opportunities, experiential learning opportunities, inclusion and reconciliation initiatives,</li> </ul>	<ul style="list-style-type: none"> <li>By 2023, formulate a development plan and begin implementing measures that will facilitate long term growth in annual donations and number of donors</li> <li>By 2026, generate an additional \$1M in</li> </ul>



and new professorships or chairs	annual donations to Queen's Law compared to the 2021 base amount
<ul style="list-style-type: none"><li>• Plan for a new or expanded building to house our growth and ambitions</li></ul>	<ul style="list-style-type: none"><li>• By 2023, formulate a development plan with the University to fund a new or expanded building for Queen's Law</li></ul>