

Advancing the Queen's Law Experience



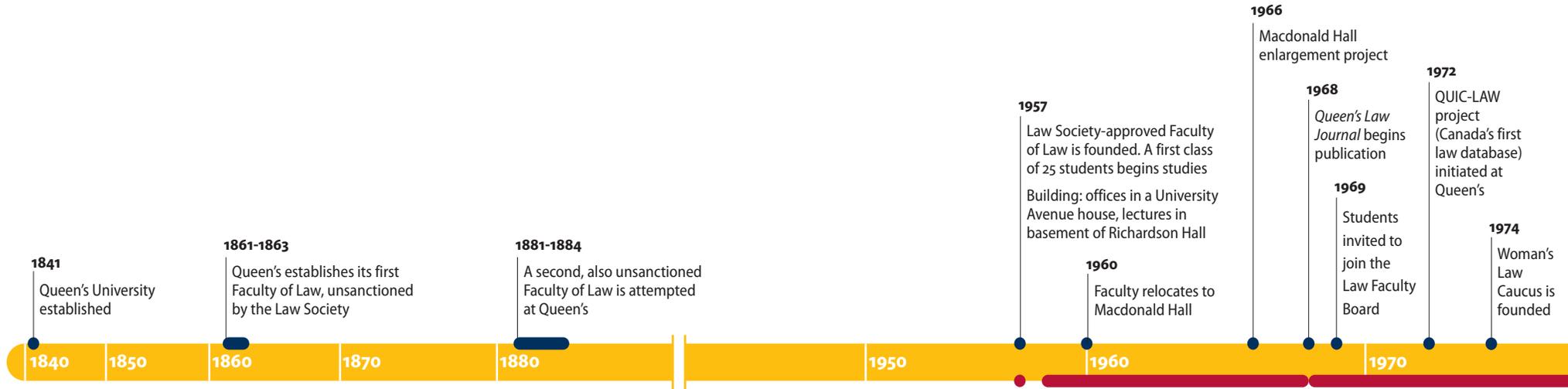
An Overview of the Strategic Framework

2014-2019





Building on the past, innovating for the future: A Timeline of the Faculty of Law at Queen's University



About the Crest

Designed by Andre Bieler, RCA, the Faculty crest combines symbols of the law and the University, superimposing the sword and scales of justice upon the white cross of Saint Andrew. The red, blue and gold of the crest represent Queen's University colours. "Soit droit fait" (Let law be made/Let right be done), the Faculty motto, represents both creation of new law and dedication to the traditional values of the legal order. Adapted from the Norman French, these words symbolize the concept of the rule of law – the democratic ideal of government under just laws – and the dynamic tension between the two sides of law, one side creating the rules that govern our society, and the other side ensuring that these rules result in the greatest common good.



1957
First (Acting) Dean:
Dr. J.A. Corry



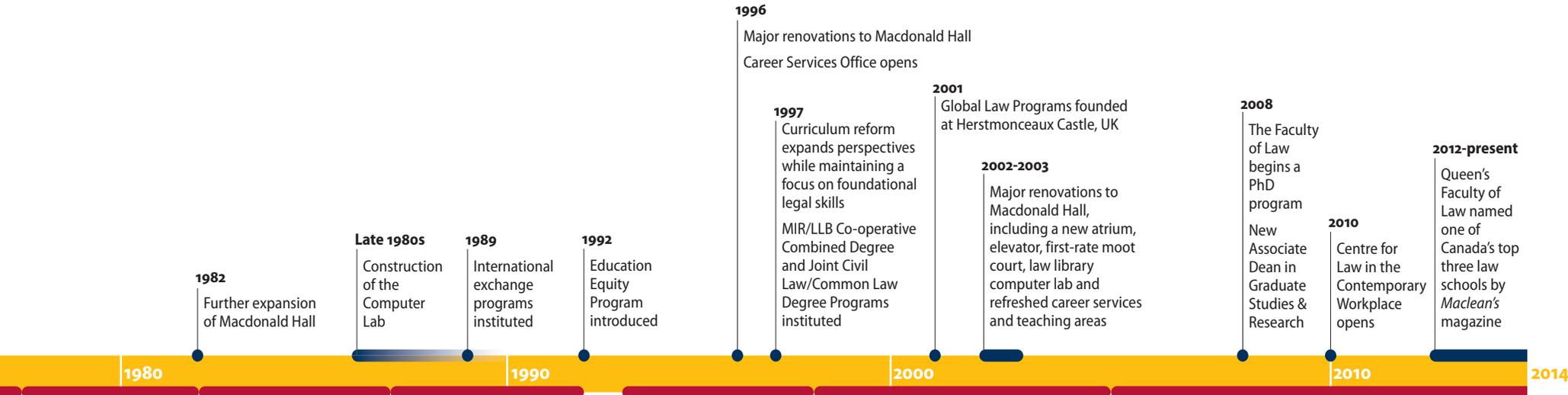
1958-1968
William R. Lederman appointed first Dean of the Queen's Faculty of Law

- Faculty increases with hiring of new core faculty
- Legal curriculum increases in size and scope
- An initial legal library is founded and stocked
- Enrolment increases from 25 students to 306
- Faculty increases



1968-1977
Daniel Soberman becomes second Dean

- Enrolment increases to 450 students
- Master of Laws program is established
- Queen's Legal Aid becomes the Faculty's first legal program (1970)
- Correctional Law Project commences (1977)



1982

Further expansion of Macdonald Hall

Late 1980s

Construction of the Computer Lab

1989

International exchange programs instituted

1992

Education Equity Program introduced

1996

Major renovations to Macdonald Hall
Career Services Office opens

1997

Curriculum reform expands perspectives while maintaining a focus on foundational legal skills
MIR/LLB Co-operative Combined Degree and Joint Civil Law/Common Law Degree Programs instituted

2001

Global Law Programs founded at Herstmonceaux Castle, UK

2002-2003

Major renovations to Macdonald Hall, including a new atrium, elevator, first-rate moot court, law library computer lab and refreshed career services and teaching areas

2008

The Faculty of Law begins a PhD program
New Associate Dean in Graduate Studies & Research

2010

Centre for Law in the Contemporary Workplace opens

2012-present

Queen's Faculty of Law named one of Canada's top three law schools by *Maclean's* magazine

1980

1990

2000

2010

2014



1978-1982
Bernard L. Adell serves as Dean



1982-1987
Denis N. Magnusson serves as Dean



1987-1992
John D. Whyte serves as Dean



1993-1998
Donald D. Carter serves as Dean

- Breadth of research interests increases
- Course offerings broaden in both traditional and emerging areas of law



1998-2005
Alison Harvison Young serves as Dean



2005-Present
Bill Flanagan serves as Dean

Dean's Message



Alumni and friends of the Faculty of Law,

The study and practice of law are by necessity in constant evolution – and none know this better than those involved with the profession. This is why I'm pleased to present our Strategic Framework 2014-2019, our plan to ensure that the Faculty of Law keeps pace with this rapidly changing world as we transition from being historically the smallest law school in Ontario to a medium-sized institution.

As with our Strategic Framework 2005-2010, this is a roadmap that will guide the Faculty for the next five years. It is mindful of the many stakeholders in our faculty – students, alumni, faculty and the profession as a whole; created in a spirit of optimism and openness that embraces change.

It also addresses some significant challenges facing our school.

We need to build our faculty numbers to provide an even more diverse and competitive range of course offerings to our students.

Although the Faculty has long punched above its weight in terms of faculty research output, building our faculty numbers will enable the school to maintain a diverse range of clusters of research excellence, enhance our ability to offer a first-class graduate program, and enable us to continue to attract and retain the very best faculty.

The legal profession is also rapidly changing and the law school needs the faculty and the resources to address these changes in a proactive manner. We must equip our students with the relevant skills and knowledge needed to thrive in a changing profession.

Setting clear objectives

The Strategic Framework 2014-2019 has been built not only to encourage and ensure the continual evolution of the Queen's Faculty of Law, but also to work within the context of a number of specific challenges. The Strategic Planning Committee – a multi-stakeholder group including representatives of the faculty, alumni, professional and student communities – have identified the following as our strategic goals for the Framework.

1 Dynamic faculty

An intellectually vigorous, engaged and diverse faculty that enhances a vibrant research and teaching culture while having a tangible impact on the profession.

2 Innovative education

A pioneering law student experience and curriculum that is responsive to a changing legal profession.

3 Student success

Quality education that positions students to attain their career objectives.

4 Engaging environment

A distinctively collegial, diverse and inclusive experience for faculty, staff, and students.

Meeting challenges decisively

Concrete steps to ensure Framework objectives are met

A

Increase revenue through expanded enrollment

Major steps forward in the evolution of the Faculty of Law have almost always been accompanied by an increase in enrollment. The Strategic Planning Committee has chosen a measured approach to gradually phase more students into the Faculty of Law, increasing the size of our first-year class from 165 to 200 students. Resulting increases in revenue will be converted into new faculty hires and new programs, leading in turn to gains in innovation, research, and opportunities for students.

Outcomes

- Higher number of faculty members; broader areas of research and innovation
- Greater number of students granted access to Queen's education
- Enhanced quality of LLM and PhD programs
- Broader range of students bringing greater diversity to the Faculty of Law
- Increased long-term stature and prominence of the Faculty among law schools
- Increased educational opportunities for students, including expanded clinical programs



*65% of new projected revenue to be directed at faculty hires



B**Increase faculty and research footprint**

The Faculty of Law has historically led the way in innovation in the study of law. Increasing our numbers and broadening our research footprint will preserve that distinction, as we seek out the very best candidates in key areas of need, including hires that will enrich our diversity and breadth of thought.

Outcomes

- More diverse educational opportunities for students
- Reinforced status as a preeminent centre for legal scholarship and research excellence
- Maintaining and expanding research clusters
- Broader opportunities for students to specialize, diversify, and innovate

Increased staff support
and research funding by **2016**

2016

New research promotion
program in

2015**2+**

named chairs
by 2019

34

faculty
members
by 2019

Integration of
new technologies to
disseminate
research

research

C

Deliver educational outcomes that ensure student success

As the profession changes, so must we – and the Framework is designed to prioritize opportunities that are responsive to the continual evolution of law. Our ongoing commitment to global perspectives and experiential learning will be enriched and deepened over the next five years.

Outcomes

- Experiential learning opportunities that expand to meet student numbers
- Dedicated co-location space for clinics
- International study opportunities
- Continued excellence in placement rates, remaining among the highest in Ontario

4 clinical programs with sustained financial support:

Queen's Legal Aid

Prison Law Clinic

Business Law Clinic

Elder Law Clinic

1 new clinic,

Family Law

in 2014

50% of students benefitting from

international studies

by 2019

Capacity to provide 100% of students with

experiential opportunities

by 2019

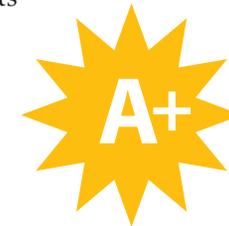
D

Maintain and enhance a Faculty community that is collegial, diverse and inclusive

One of the Faculty's greatest strengths has always been its high level of faculty, staff and student engagement. Accessibility, commitment to quality teaching and high levels of service to students are all reasons for our success at recruiting the best and brightest to study at Queen's Law. Preserving this is paramount to the Framework's mission.

Outcomes

- Increased faculty/student interaction
- Enhanced opportunities for faculty and staff professional development
- Ongoing student satisfaction, preserving both our reputation and capacity to recruit top students
- Ongoing recruitment of the best students and faculty at Queen's Law



Continued top rankings in student exit surveys and the LSSSE evaluation



Ongoing commitment to students with financial need

E

Create diverse and innovative revenue streams

Increased undergraduate programming and the expansion of graduate diploma and certificate programs will increase the accessibility and diversity of the Faculty's educational offerings, teaching and research opportunities.

Outcomes

- Increased revenue
- Diversified revenue
- New revenue directed to support enhanced teaching and research opportunities

Additional pilot
undergraduate
and professional
programming by



Maintained or increased
funding for students in



New sources
represent **20%** of
total faculty revenue by



A tradition of success

Since its inception, the success of the Faculty of Law has been closely linked to the success of its students and alumni. The Strategic Committee has constructed the framework to help carry the Faculty forward as an institution that continues to innovate and make an important contribution to the legal profession.

Alumni support is a key element of our continued mandate. Your contributions to the Faculty are a source of great pride, showing that our graduates are committed not only to this school, but to the continued wellbeing and evolution of the legal profession itself.

The Faculty welcomes alumni support, particularly for defined initiatives where your influence can be directly seen – and commits to sharing the results of these successes with you in a timely and continuous manner.



The next five years

Signposts for success

- Ongoing Among the best placement rates in Ontario
- 2014 Sustained funding for four clinic programs
- 2014 Faculty IT upgraded and new site launched
- 2014 Expanded incoming class in place
- 2014 Family Law Clinic established
- 2014 Clinics move into shared space with shared infrastructure and support services
- 2015 Establish Queen's working paper series on SSRN with pages for faculty members
- 2015 Expanded staff support for research dissemination
- 2015 Faculty library renovations complete
- 2015 Report on program to respond to changes in the legal profession
- 2015 Report on professional qualification programs, including LPP
- 2015 20% increase in financial support for incoming PhD students
- 2015 New graduate course introduced; linked to Visitor's program
- 2015 Develop additional pilot undergraduate classes
- 2016 Plan for standalone Legal Research and Writing Program completed
- 2016 Increased number of research funding applications submitted
- 2016 Additional pilot undergraduate programming
- 2016 Implement pilot programs with adequate staffing resources
- 2017 Increased net revenue for Faculty of Law
- 2017 CLCW researchers apply for \$500,000 in external research grant(s)
- 2018 Queen's National Scholar or a second Canada Research Chair established
- 2018 10% increased applications for graduate programs
- 2018 Plans begin to establish second research centre
- 2019 Faculty numbers increased to at least 34
- 2019 Two funded chairs or professorships established
- 2019 \$2 million raised to support CLCW
- 2019 Experiential opportunities available for all students
- 2019 At least of 50% of students participate in international studies

Mission Statement

Embracing our proud tradition of community, collegiality and service to society, we develop outstanding and innovative legal professionals with a global perspective and create new knowledge that advances the understanding and development of the law.

Vision Statement

To promote excellence in teaching and research with a broader range of programs for our students and an enlarged Faculty research footprint, maintaining and enhancing our rank within the top tier of Canadian law schools, with graduates who make ever more distinguished contributions to public service and the legal profession.

