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.

### Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1841</td>
<td>Queen’s University established</td>
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<tr>
<td>1840</td>
<td>Queen’s establishes its first Faculty of Law, unsanctioned by the Law Society</td>
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<tr>
<td>1860</td>
<td>A second, also unsanctioned Faculty of Law is attempted at Queen’s</td>
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<td>1861-1863</td>
<td>First (Acting) Dean: Dr. J.A. Corry</td>
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<tr>
<td>1870</td>
<td>Law Society-approved Faculty of Law is founded. A first class of 25 students begins studies</td>
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<tr>
<td>1880</td>
<td>Building: offices in a University Avenue house, lectures in basement of Richardson Hall</td>
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<tr>
<td>1957</td>
<td>First Dean of the Queen’s Faculty of Law</td>
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<td>1958-1968</td>
<td>William R. Lederman appointed first Dean of the Queen’s Faculty of Law</td>
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<tr>
<td>1960</td>
<td>Faculty relocates to Macdonald Hall</td>
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<tr>
<td>1966</td>
<td>Enrolment increases from 25 students to 306</td>
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<tr>
<td>1968</td>
<td>Queen’s Law Journal begins publication</td>
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<tr>
<td>1969</td>
<td>Students invited to join the Law Faculty Board</td>
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<tr>
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<td>Queen’s Legal Aid becomes the Faculty’s first legal program (1970)</td>
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<td>Correctional Law Project commences (1977)</td>
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1861-1863
Queen’s establishes its first Faculty of Law, unsanctioned by the Law Society

1881-1884
A second, also unsanctioned Faculty of Law is attempted at Queen’s

1957
Law Society-approved Faculty of Law is founded. A first class of 25 students begins studies
Building: offices in a University Avenue house, lectures in basement of Richardson Hall

1960
Faculty relocates to Macdonald Hall

1966
Macdonald Hall enlargement project

1968
Queen’s Law Journal begins publication

1969
Students invited to join the Law Faculty Board

1972
QUIC-LAW project (Canada’s first law database) initiated at Queen’s

1974
Woman’s Law Caucus is founded

1978
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)
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

20% increase in enrollment

20% increase in faculty budget*

20% increase in faculty members*

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

20% increase to financial support for PhD students by 2016
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
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**
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

Ongoing commitment to students with financial need

Continued top rankings in student exit surveys and the LSSSE evaluation
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 2016

Maintained or increased funding for students in need

New sources represent 20% of total faculty revenue by 2019
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
- Sustained funding for four clinic programs
- Faculty IT upgraded and new site launched
- Expanded incoming class in place
- Family Law Clinic established
- Clinics move into shared space with shared infrastructure and support services

2014
- Faculty library renovations complete
- Report on program to respond to changes in the legal profession
- Report on professional qualification programs, including LPP
- 20% increase in financial support for incoming PhD students
- New graduate course introduced; linked to Visitor’s program
- Develop additional pilot undergraduate classes
- Plan for standalone Legal Research and Writing Program completed
- Increased number of research funding applications submitted
- Additional pilot undergraduate programming
- Implement pilot programs with adequate staffing resources
- Increased net revenue for Faculty of Law
- CLCW researchers apply for $500,000 in external research grant(s)
- Queen’s National Scholar or a second Canada Research Chair established
- 10% increased applications for graduate programs
- Plans begin to establish second research centre
- Faculty numbers increased to at least 34
- Two funded chairs or professorships established
- $2 million raised to support CLCW
- Experiential opportunities available for all students
- 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.