

Allard School of Law Strategic Plan 2016 - Draft

Vision

The Allard School of Law is committed to being one of the world's great centres for legal education and research. As part of an outstanding public university situated in one of the most open, diverse and beautiful places in the world, we offer an inspiring environment that combines rigorous professional legal training with an awareness of the role of law in society.

Priorities & Goals

To be one of the world's great centres for legal education and research, the Allard School of Law will:

Provide an exceptional and inspiring legal education that enables students to excel in professional practice, academic leadership and serving society.

Engage in research that produces outstanding scholarship with local, national and global impact.

Foster a collegial, collaborative environment in which faculty, staff and students participate in a supportive and respectful community that values a range of contributions.

Engage our alumni, the profession, and civil society by providing opportunities to contribute to the success of the law school and therefore to the broader community.

A. Teaching and Learning

Priority/Goal: Provide an exceptional and inspiring legal education that enables students to excel in professional practice, academic leadership and serving society.

1. Action: Continue to attract academically outstanding, intellectually curious J.D. students who are committed to serving society.

a. Project:

Complement the current recruitment of academically outstanding and intellectually curious J.D. students with measures designed to ensure students are also committed to public service and drawn from across society.

2. Action: Partner with the university, government, donors and other groups to ensure student access to legal education, regardless of financial and other challenges.

a. Project:

Promote legal education as an achievable and appealing goal for a broad range of students, including students from underrepresented groups such as indigenous communities and geographical regions in B.C. that are historically underrepresented at law schools.

b. Project:

Ensure that financial aid for J.D. students addresses barriers to legal education and facilitates freedom of career choice after graduation.

c. Project:

Develop comprehensive financial support to attract the most highly qualified students.

d. Project:

Work with the university to develop strategies for increasing residential and child care opportunities for students.

e. Project:

Improve the administration of student financial aid and student awards for the needs of law students and prospective law students, and so that an optimal level of financial aid and awards advising is provided.

f. Project:

Work with the university and the province to ensure tuition is market-appropriate and sustainable.

3. Action: Deliver a broad and relevant program that prepares students for professional legal practice, service to the community, and leadership locally, nationally and internationally.

a. Project:

Ensure the law school is a welcoming and diverse learning environment, with particular focus on implementing the Recommendations of the Truth and Reconciliation Commission on Indian Residential Schools.

b. Project:

Support and strengthen clinical programs with a particular focus on offering services to underserved communities where feasible.

c. Project:

Review clinical and experiential learning offerings to ensure that opportunities are distributed fairly among students and assessed appropriately.

d. Project:

Conduct a strategic review of how best to integrate exposure to international and comparative perspectives into legal education.

e. Project:

Enhance and expand curricular opportunities for legal research and writing.

f. Project:

Conduct a comprehensive review of the moot program to consider optimal resource allocation.

g. Project:

Conduct a comprehensive review of the first-year curriculum.

h. Project:

Develop a strategy to ensure professional programs meet student and faculty needs and respond to market opportunities.

4. Action: Engage committed teachers and students in an active learning environment informed by research and effective approaches to pedagogy.

a. Project:

Attract, recruit and retain effective and innovative teachers, including by creating tenure-track Instructor positions within the law school.

b. Project:

Develop a program of teaching support for full-time and part-time faculty members.

c. Project:

Implement community-wide expectations with respect to teaching including regular office hours, stated learning objectives, syllabi, and methods of evaluation.

d. Project:

Review current system of teaching evaluations to encourage student feedback and to ensure fairness and useful assessment.

5. Action: Assist students to meet their academic and career goals, including non-traditional and academic career paths.

a. Project:

Continue and improve formal academic support programs, supported by faculty, staff and students to ensure that J.D. students are equipped with the academic skills necessary to succeed in law school.

b. Project:

Enhance support for students and alumni of the law school to pursue public interest and non-traditional careers through the building of relationships with alumni and organizations in the local and international community.

c. Project:

Conduct outreach in order to expand employment opportunities for students and alumni of the law school and raise the profile of the law school in the local, national and international legal communities.

d. Project:

Enhance and implement strategies to support students' well-being and mental health.

6. Action: Ensure the graduate program continues to attract the best students and provides an excellent education and training for academic and professional leadership.

a. Project:

Review research-based graduate programs to ensure that they are meeting the needs of students and providing the best possible career preparation.

b. Project:

Secure financial support to attract and support top research-based graduate students, including Indigenous and international students.

c. Project:

Support graduate students to obtain external funding.

d. Project:

Provide appropriate teaching opportunities for Ph. D. students.

e. Project:

Evaluate and improve research-based graduate student opportunities for international engagement and interdisciplinary study.

f. Project:

Enhance academic and professional career services for course-based graduate students and alumni.

B. Research

Priority/Goal: Engage in research that produces outstanding scholarship with local, national and global impact.

1. Action: Improve the quality and increase the quantity of research and scholarship to strengthen the law school's standing as an internationally recognized centre of outstanding legal research.

a. Project:

Attract, support and retain outstanding faculty members and graduate students who are or have the potential to become leaders in their fields of research.

b. Project:

Increase the complement of research-active faculty by 8-10 faculty members.

c. Project:

Track and celebrate the research accomplishments of present and former graduate students.

2. Action: Enhance the centrality of scholarly research in our law school consistent with our position as a law school located in a leading research university.

a. Project:

Provide opportunities for researchers to collaborate on research projects and present work-in-progress and research ideas to each other.

b. Project:

Forge stronger links between law faculty researchers and researchers in other parts of the University.

c. Project:

Build targeted research linkages in areas of shared strength, including through international partnerships.

d. Project:

Increase research grant writing support.

e. Project:

Increase the number and quality of external research grant applications to support leading research and provide graduate student support.

3. Action: Disseminate outstanding research that influences scholarly and public policy debates and the development of the law, and improves people's lives.

a. Project:

Improve the quality and distribution of scholarship, including publication in leading journals and presses, to establish faculty members as leaders in their fields.

b. Project:

Develop a comprehensive communication plan for scholarship and engagement, including the identification of key audiences and strategies to enhance the impact of the law school's research.

4. Action: Support and encourage integration of faculty research and teaching.

a. Project:

Provide opportunities for integrating faculty research into teaching.

b. Project:

Give graduate students opportunities to become involved in faculty research.

5. Action: Support pre-tenured faculty as they develop and implement their research agendas.

a. Project:

Assist pre-tenure faculty to establish their research agendas and encourage research collaboration between pre-tenure and tenured faculty.

b. Project:

Provide tenure-track faculty with a gradual introduction to faculty service and leadership opportunities.

c. Project:

Provide pre-tenure faculty with appropriate resources for establishing links with leaders in their field.

C. Law School Community

Priority/Goal: Foster a collegial, collaborative environment in which faculty, staff and students participate in a supportive and respectful community that values the diverse contributions of its members.

1. Action: Celebrate, support and promote the importance of diversity, equity and a respectful community to a vibrant law school.

a. Project:

Encourage the active reflection and discussion of diversity and equity in all activities undertaken by the law school.

b. Project:

Develop strategies to implement the Recommendations of the Truth and Reconciliation Commission on Indian Residential Schools.

c. Project:

Promote UBC's Statement on Respectful Environment amongst faculty, staff and students.

d. Project:

Foster faculty participation in important student milestones such as orientation and graduation, and encourage students to participate in faculty events such as public research presentations.

2. Action: Cultivate a workplace and learning environment that inspires excellence and well-being and is responsive to the varied needs of staff and faculty.

a. Project:

Promote and emphasize the importance of learning opportunities and professional development for staff and faculty and for those in leadership roles.

b. Project:

Foster well-being and mental health among staff and faculty.

c. Project:

Review flexible working policies to enhance staff satisfaction and retention and meet law school needs.

d. Project:

Encourage, support and recognize individuals and teams who contribute to the success of the law school.

e. Project:

Foster mutual understanding among staff and faculty about roles and responsibilities.

3. Action: Design and implement policies and procedures to foster transparent and accountable governance.

a. Project:

Ensure stakeholders have opportunities for input into decision-making processes that affect them and communicate decisions to affected stakeholders in a timely manner.

b. Project:

Build community and improve working relationships by fostering effective internal communications.

c. Project:

Have research centres and research clusters develop strategic plans.

D. External Community

Priority/Goal: Engage our alumni, the profession, and civil society by providing opportunities to contribute to the success of the law school and therefore to the broader community.

1. Action: Engage our alumni and the profession through opportunities to enhance research, teaching and learning opportunities at the law school.

a. Project:

Build relationships with community stakeholders and affiliated organizations.

b. Project:

Develop strategies to implement the Recommendations of the Truth and Reconciliation Commission on Indian Residential Schools, in the law school's relationship with all external communities including our engagement with Indigenous communities.

c. Project:

Enrich volunteer opportunities to create a more meaningful experience for our volunteers.

d. Project:

Ensure our volunteers are recognized and celebrated for their contributions to the law school.

2. Action: Encourage alumni to become active stakeholders who contribute to and benefit from the law school's achievements.

a. Project:

Create opportunities for students to connect with alumni to demonstrate the value of the law school alumni community and develop future alumni networks.

b. Project:

Actively engage recent alumni as they transition from accomplished students to distinguished alumni.

c. Project:

Provide opportunities for our diverse alumni community to connect with the law school and one another through meaningful events and communications.

d. Project:

Partner with alumni in building the law school's reputation and presence in key communities in B.C., throughout Canada and around the world.

3. Action: Identify and share opportunities for alumni and donors to help realize the law school's goals.

a. Project:

Provide exceptional stewardship to our past, current and future donors.

b. Project:

Work with faculty, staff and students in order to identify opportunities available to alumni and donors that support the law school's goals.

c. Project:

Work with alumni, donors and other supporters to ensure that the law school has the resources necessary to achieve its strategic objectives.