

THE UBC LAW STRATEGIC PLAN



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

VISION

UBC Law, one of Canada's leading law schools, 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 AND GOALS

To be one of the world's great centres for legal education and research, UBC Law will...

- Provide an exceptional and inspiring legal education that enables students to excel in professional practice and serving society.
(TEACHING AND LEARNING)
- Engage in research that produces outstanding scholarship with local, national and global impact.
(RESEARCH)
- Foster a collegial, collaborative environment in which faculty, staff and students participate in a supportive and respectful community that values a range of contributions.
(UBC LAW COMMUNITY)
- Build and nurture relationships with alumni, the profession, government and civil society to enhance the quality and broader impact of our teaching, research and service.
(EXTERNAL COMMUNITY)

TEACHING AND LEARNING

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

ACTIONS AND PROJECTS

Attract academically outstanding, intellectually curious J.D. and graduate students who are committed to professional practice and serving society.

- Develop and implement a recruitment process that aims to attract J.D. and graduate students who are academically outstanding, intellectually curious, committed to serving others, and drawn from across society.
- Enhance active recruitment of graduate students interested in course-based master's programs and research-based graduate programs in areas of faculty expertise.
- Enhance the global character of UBC Law by strengthening international recruitment.



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

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

- 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 first generation university students.
- Ensure that financial aid for J.D. students addresses barriers to legal education and facilitates freedom of career choice after graduation.
- Develop comprehensive financial support to attract the most highly qualified domestic and international graduate students.
- Work with the university to increase residential and child care opportunities for J.D. and graduate students.

- Ensure that the J.D. program offers a broad range of courses in substantive law, legal theory, legal skills, and professional ethics along with enhanced opportunities for experiential learning and public service through clinics, externships and other forms of community service learning.
- Develop and implement an improved approach to legal research and writing for J.D. students, starting with the first year of the program and including an intensive research experience in the upper years.
- Evaluate and improve student opportunities for international engagement and interdisciplinary study.
- Develop summer programs or intensive courses for J.D. and graduate students in order to increase visitors from other institutions and expose students to different perspectives.
- Expand and improve course-based master's programs and ensure that the research-based graduate program supports students' future academic aspirations by offering solid grounding in legal theory, substantive knowledge, research methodologies and training in pedagogy.

TEACHING AND LEARNING

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

- Attract, recruit and retain effective and innovative teachers.
- Develop a program of teaching support for full-time and part-time faculty members.
- Provide support to faculty members to ensure that they are capable of using the educational technology in the new building and the university's learning management system and course tools.
- Develop and encourage faculty participation in a program of teaching workshops along with individualized support for faculty members.
- Implement community-wide expectations with respect to teaching including regular office hours, stated learning objectives, syllabi, and methods of evaluation.
- Enhance curricular flexibility through the implementation of a summer program, intensive courses, and distance learning.

Assist students to meet their academic and career goals.

- Develop a formal academic support program, supported by faculty, staff and students, to ensure that J.D. students are equipped with the academic skills necessary to succeed in law school.
- Enhance career services for graduate students.
- Improve the integration of law student support systems with university services and resources.
- Enhance support to students and alumni of UBC Law to pursue public interest and non-traditional careers through the building of relationships with alumni and organizations in the local and international community.
- Conduct outreach in order to expand employment opportunities for students and alumni of UBC Law and raise the profile of UBC Law in the local, national and international legal communities.



RESEARCH

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

ACTIONS AND PROJECTS

Improve the quality and increase the quantity of research and scholarship to establish UBC Law as a world-leading centre of legal research.

- Attract, support and retain outstanding faculty members and graduate students who are, or have, the potential to become leaders in their fields of research.
- Increase the complement of research-active faculty by 8-10 faculty members.
- Establish policies and secure resources which enhance research productivity, consistent with the best practices of other leading research institutions.
- Increase research support, including support from external sources.
- Develop strategic plans for centres and research clusters, including the Centre for Asian Legal Studies, the Centre for Feminist Legal Studies, the Centre for Law and the Environment, First Nations Legal Studies, and the National Centre for Business Law.

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

- Improve the quality and distribution of scholarship, including publication in leading journals and presses, to establish faculty members as leaders in their fields.
- Play leading roles in local, national and international academic and policy debates, and in the development of the law.
- Establish a collective presence at local, national and international meetings.
- Develop a comprehensive communication plan for faculty scholarship, including the identification of key audiences and strategies, to increase public awareness, improve knowledge of and enhance the impact of faculty research.
- Develop and implement a strategy to increase the number of external awards to faculty for their research and scholarship.



Support and encourage integration of faculty research and teaching.

- Enhance opportunities for integrating faculty research into teaching.
- Promote scholarship of teaching and learning, and integrate findings across the curriculum.
- Increase involvement of graduate students in faculty research and teaching.
- Develop options for J.D. students to serve as research assistants for academic credit.
- Establish graduate degrees or other graduate programs in areas of faculty research strength.
- Enhance the curriculum in areas of research strength through greater use of intensive courses, distance learning, and visiting faculty.
- Enhance inter- and multi-disciplinary research by promoting connections between the Faculty and other parts of UBC through collaborative research and through joint teaching at the J.D. and graduate levels.

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

- Re-invigorate the mentorship program for pre-tenure faculty.
- Provide tenure-track faculty with a gradual introduction to faculty service and leadership opportunities.
- Enhance opportunities for pre-tenure faculty to engage with local, national and international leaders in their fields.

UBC LAW COMMUNITY

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.

ACTIONS AND PROJECTS

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

- Promote UBC's Statement on Respectful Environment amongst faculty, staff and students.
- Increase awareness of workshops, training and resources to promote equity and diversity, such as UBC's Positive Space Campaign.
- Encourage the active reflection and discussion of diversity and equity in law school events and programs.



Support student well-being and development.

- Strengthen opportunities for faculty and senior students to provide student mentorship and advice.
- Recognize and support the needs of students entering UBC Law from a broad range of backgrounds and life experiences.
- Support and encourage faculty participation in student activities and public and professional events.

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

- Implement the University's Focus on People framework into UBC Law workplace practices.
- Promote and emphasize the importance of learning opportunities for staff and faculty and for those in leadership roles, and encourage participation in professional development and wellness opportunities.
- Create and support an annual staff retreat to recognize and enhance staff skills and to help build and nurture a collegial environment.
- Enhance flexibility for staff while continuing to meet UBC's standards and the Faculty's needs.
- Encourage, support and recognize individuals and teams that contribute to the success of UBC Law.
- Encourage dialogue and efforts to enhance the understanding of the interdependency of the contributions of faculty and staff.

Ensure that policies and procedures foster transparent and accountable governance.

- Regularly review and revise UBC Law policies and procedures manual.
- Enhance access to UBC Law policies and procedures.
- Communicate decisions and decision-making processes to the various parts of the UBC Law community.

EXTERNAL COMMUNITY

Build and nurture relationships with alumni, the profession, government and civil society to enhance the quality and broader impact of our teaching, research and service.

ACTIONS AND PROJECTS

Provide meaningful local, national and international public service through academic programs.

- Expand opportunities for UBC Law students to provide legal services to underserved communities through clinical and externship programs.
- Provide opportunities for life-long learning to members of the legal profession through the CLE Society and UBC Law's own programs.
- Enhance relationships with the British Columbia Law Institute, the International Centre for Criminal Law Reform and Criminal Justice Policy, and other law reform entities to facilitate knowledge transfer from faculty research to policy development and law reform.

Engage community volunteers to enhance research, teaching and learning opportunities at UBC Law.

- Develop and implement a volunteer recruitment plan that reaches out to alumni, members of the profession and other external audiences.
- Equip volunteers to serve as knowledgeable advocates in support of UBC Law.
- Ensure volunteer experiences are meaningful and celebrated by the broader UBC Law community.



Welcome and value UBC Law alumni as stakeholders who contribute to and benefit from the Faculty's achievements.

- Build positive regard for UBC Law through inspiring events, effective communications and outstanding services.
- Partner with alumni in building UBC Law's presence in key communities.
- Enhance Faculty-wide capacity to engage alumni.
- Foster a culture of engagement among students and recent alumni.
- Double engagement of UBC Law alumni with the Faculty by 2015.

Create inspiring opportunities for alumni and donors to help realize UBC Law's Strategic Plan.

- Provide exceptional stewardship to our past, current and future donors.
- Work with alumni, donors and other supporters to ensure that UBC Law has the resources necessary to achieve its strategic objectives.
- Work with faculty, staff and students in order to maximize the breadth of opportunities available to alumni and donors.

UBC | FACULTY OF LAW

If you have any questions or comments about the Strategic Plan, please contact the UBC Faculty of Law Communications Office at 604 822 4172 or communications@law.ubc.ca.



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