



strategic plan

The Faculty of Law recognizes challenges posed by significant changes in legal education, in our city's legal and business communities and in the Law Faculty's relationship with the University of Calgary. Our response to these developments is outlined in a five-year Strategic Plan, "Fostering Excellence: Seizing the Initiative."



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Meeting the challenges posed by
our city's unique business community and
its presence as a world leader in the natural
resources and energy sector.

Dean's Message

Mission

Fostering excellence: seizing the initiative. As a Faculty of Law, our mission is to prepare our graduates to practise law in both traditional and non-traditional settings, as well as to use their legal training in other contexts, by offering them an excellent high quality professional education.

Vision

To establish the Faculty's LLB program as one of the best in Canada and to achieve international recognition at the LLB and graduate levels for the excellence of our specialization in Natural Resources, Energy and Environmental Law.



Patricia Hughes, Dean
Faculty of Law
University of Calgary

Our community has changed dramatically over the 28 years since the founding of the Faculty of Law. The City of Calgary has become a world leader in the resource and energy sector and has also developed a significant “high tech” industry. These developments are reflected in the legal practices of the major Calgary law firms that support the highly sophisticated financial and cross-border activities of their corporate clients. In-house legal counsel must be aware of international norms and the expectations of a variety of cultures. Internationalization is a fundamental part of contemporary legal practice in many, if not most, areas of law, but it is particularly significant for the large legal firms and in the energy sector. The Faculty of Law is forward looking, vibrant and capable of a transformation that matches the transformation of Calgary.

We have long identified **Energy, Natural Resources and Environmental Law** as our area of specialization in recognition of the Faculty's location in Calgary. While this has been an important area since the Faculty's beginnings, it is of significantly increased importance today. In 2002, we appointed a full-time Chair of Natural Resources Law, after enjoying the contributions of Visiting Chairs from Canada and elsewhere. We have a valuable relationship with the Canadian Institute of Resources Law, as manifested in collaborative research projects and in the teaching and graduate supervision provided to the Faculty by the Executive Director and other members of the Institute.

We aspire to an international reputation in our specialization at both the undergraduate and graduate levels. Indeed, our LLM program, focused on the natural resources, environmental and energy law area, has gained significant recognition and attracts students from around the world. But we have committed, too, to ensuring that our general LLB program deserves a national reputation for excellence.

Over the next five years the Faculty will undergo renewal with growth in numbers of students and Faculty members and in the range of courses available in a new curriculum. We will ensure that our curriculum addresses the international and multidisciplinary developments in contemporary law and practice which have become far more significant since our last curriculum revision. We will also offer practitioners a course-based LLM program.

In order to meet the challenges and expectations arising from changes in legal education, the University and the Calgary legal community, we have initiated this Strategic Plan to guide our progress through the next stage in our development towards recognition as a national Law School with an international reputation in Energy, Natural Resources and Environmental Law.

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ambitious

Over the next five years the Faculty will undergo renewal with growth in numbers of students, faculty and range of courses — a significant move towards achieving international recognition.

We have a “sense” of why law faculties are well-known and respected: the depth/breadth of the undergraduate curriculum; the quality of students admitted to the program; the quality of the learning experience; the quality of the LLB graduates; the nature and quality of the graduate program(s); the reputation for high quality and innovative teaching; the quality and amount of scholarship/research output and the amount of research funding members of Faculty obtain; the quality of library services and collections; and the nature of the physical plant. Our Strategic Plan addresses all these measures.

Future Developments: Components of the Strategic Plan

The Goal

This Strategic Plan outlines the steps the Faculty will take over the next five years, in partnership with the University and the legal and business communities, to establish the conditions necessary to achieving our two-pronged interrelated goal:

- 1) to establish the Faculty's LLB program as one of the best in Canada; and
- 2) to achieve international recognition at the LLB and graduate levels for the excellence of its specialization in Natural Resources, Energy and Environmental Law.



Elspeth Carmichael, Director of Development and External Relations
Faculty of Law
University of Calgary

We must offer a program that trains students for contemporary and future legal practice as well as the ability to use their legal skills in other forms of employment. This requires a new curriculum; additional faculty members, including Chairs; an increase to 100 students in the entering LLB class and to 20 students in the LLM program; the establishment of a PhD program in our specialization; the development of a course-based LLM program that will be attractive to the Bar; and additional library resources and installation of state-of-the-art technology. These changes will require renovations to Murray Fraser Hall.

Strategic Assessment: A Comprehensive & Contemporary Program

The new curriculum will meet the contemporary and developing requirements of practice and other relevant employment contexts and will be taught in a manner consistent with accepted pedagogical standards. The Faculty is prepared to be creative in the delivery of the program, even while being careful to ensure that our students learn the “fundamentals” of law. These are all aspects of ensuring the highest quality student learning experience.

Enhancing Teaching & Research: Increase in Faculty Complement

Our Faculty members make teaching a very high priority to ensure that our entire program produces high quality graduates. We have also committed to enhancing our scholarship and research profile. We will provide the conditions to enable current faculty to devote their time to teaching and research and attract new faculty with excellent credentials. The faculty complement will be increased from 18 to 24, including up to three Chairs. This increase will permit expanding the breadth of the curriculum and establishing a critical mass of faculty in particular areas.

Chairs will contribute to both our general LLB program and our specialization through increased research production, interdisciplinary research and increased interaction with the community. The first Chair will be in Law and Public Policy, with an emphasis on regulatory law. This Chair will have relevance for our entire program, including significance for our specialization, given today's emphasis on regulation/deregulation, and reflects the University's Academic Plan's priority in Environment and Energy. The Chair will contribute to the Institute for Advanced Policy Research and the Institute for Sustainable Energy, Environment and Economy. Other potential areas for chairs include International Petroleum Transactions, International Business and Technology, Private Law, Aboriginal Law, Commercial Arbitration, Global Law and Privacy Law.

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The quality of the learning experience, the students, the resources and innovative teaching are measures of success and determining factors in establishing a reputation for excellence.

Chair of Natural Resources Law

Professor Alastair Lucas, appointed Chair of Natural Resources Law in 2002, will enhance the relationship the Faculty of Law has with the profession and the natural resources community both locally and internationally.

Professor Lucas recently received 'The President's International Achievement Award' for his significant contribution to "the sustainable internationalization of the University of Calgary", recognizing his international involvement and connections between our Faculty and other international institutions.



Alastair Lucas, Professor and
Chair of Natural Resources Law
Faculty of Law
University of Calgary

Establishing a Critical Mass: Growth in the Number of LLB Students

The Strategic Plan is premised on the admission of 100 students to the first year LLB class, an increase which will allow us to offer a more comprehensive curriculum. Limiting the number of entering students to a maximum of 100 for a total student body of up to 300 students will permit maintenance of the current "small school" environment favoured by faculty and students. With an increase in Faculty members, we will be able to maintain the faculty-student ratio of between 1:12 and 1:13 which we now enjoy and which is positively comparable to other "small" law schools. We will require additional funding for scholarships and bursaries as a means of attracting excellent applicants and of ensuring that students are not prevented from attending the Faculty for financial reasons.

Enhancing the Graduate Experience: Growth in the Number of Graduate Students

The Plan is premised on an increase from the current five LLM graduates to 10 graduates a year, approximately 20 LLM students in the two-year program. The Faculty's LLM program is already recognized as an excellent research-based thesis degree program and we will establish a PhD program, also in the specialization. Supervisory potential for the increased number of LLM and PhD candidates can be found in the Canadian Institute of Resources Law and in Chairs in areas related to, albeit not exclusively in, the specialization.

The attraction of the program will be enhanced by increasing the funding available for travel for LLM students to attend conferences to present papers and network with other students and scholars in the area. The growth in the graduate programs will be an asset to students, will contribute to the research profile and provide opportunities for research funding available to the Faculty. It will also enhance the opportunities for interdisciplinary research.

Return to Community: A Course-Based LLM Program

The ties between the Calgary legal community and the Faculty of Law have always been strong. We therefore propose the implementation of a course-based LLM program which will offer practitioners, and others from Canada and around the world, the opportunity to enhance their knowledge and credentials.

Improving our Tools: Enhanced Law Library Resources Centre

The reputations of both the general LLB program and the specialization, particularly at the graduate level, will be enhanced only if the "tools" are available for studying, teaching and research. These tools are found in large measure in library holdings and through the assistance of librarians. We will build our library collections and invest in state-of-the-art technology.

Renovations to Murray Fraser Hall: Professional Environment

Canadian law schools are expected to be located in a physical space that is accommodating, functional, attractive and technologically advanced. The ability to study in a professional environment is now sought after by entering students.

Growth in the number of students and faculty requires growth in our physical space. Additional LLB students will require more classrooms, additional work rooms in the Library, expansion of the computer lab and a new student lounge. The capacity of the Moot Courtroom will be slightly increased to hold an entire class after it has been increased to 100. Additional Faculty members, LLM and PhD candidates will require office space and computers and a bigger conference room. The Library requires renovations for additional student work-rooms and renovations of the reference desk.

Achieving Excellence

Chairs	\$6 million
Additional Faculty Members	\$2.5 million
Increased Financial Aid - Endowed	\$2.5 million
Library Acquisitions and Information Technology	\$1 million
Technology Infrastructure	\$1.5 million
Renovations to Murray Fraser Hall	\$6.5 million
Total:	\$20 million

(A detailed breakdown is available, please contact the Dean's office.)

Keeping Faith: Our students, graduates, community & history

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Students from the University of
Calgary, Faculty of Law.

We will be better placed to position ourselves among Canadian law schools, build an even stronger partnership with the Calgary legal and business communities, attract excellent applicants, and develop our participation in and influence on pan-University projects in the area of the environment, natural resources and energy law if we are clear about our own expertise and commitment to the area. Our status as a professional school requires recognition that the specialization must develop within an excellent LLB program consistent with the hybrid nature of professional education, with both academic and skills components, and the training of a profession with obligations to diverse communities.

With the increased cost of a legal education across the country and increased mobility in the legal profession, all faculties of law are positioning themselves to attract the best students in a highly competitive law school market. To remain competitive and ensure excellence, the Faculty requires the resources to expand our general program with the objective of being recognized as a national Canadian Law School and to ensure that our specialization is sufficiently comprehensive and at a level of quality which will support a reputation of being one of the best internationally.

The Strategic Plan contemplates enhancement of our entire program through the ability to appoint more Faculty members, to offer applicants to the program additional scholarship and bursary monies, and to develop a program which reflects the community in which we reside today.

The potential inherent in our current program for academic growth, our natural relationship to the University's Academic Plan and the need to engage in revenue generation requires us to work with a Strategic Plan that sets out a definite — and ambitious, albeit realistic — goal.

In identifying our dual Goal (establishing our general program as one of the best in Canada with a specialization in Energy, Environmental and Natural Resources Law at all levels with international recognition), we are renewing our commitment to realizing the potential established at the inception of the Faculty.

In today's world of legal education and legal practice and our location in a city with the status of Calgary we can do no less than make that commitment.