

Queen's University
Executive Summary of the Review of the Academic Programs in the Faculty of Law

In accordance with Queen's University Quality Assurance Processes (QUQAP), the faculty of law submitted a self-study on October 7, 2015 to the school of graduate studies and the office of the provost and vice-principal (academic) to initiate the cyclical program review of its professional and graduate programs [JD, LLM, PhD and combined programs: MPA-JD, MIR-JD, MA(Econ)-JD and MBA-JD]. The approved self-study presented program descriptions, learning outcomes, library report and analyses of data provided by the office of institutional research and planning and the school of graduate studies. Appendices to the self-study contained CVs for each full-time member in the faculty of law and the library report.

Three arm's-length reviewers (Daniel Jutras, Dean of Law and Professor, Wainwright Chair in Civil Law, McGill University; Mayo Moran, Provost and Vice-Chancellor, University of Trinity College, University of Toronto; and, Elspeth Murray, Associate Professor, Smith Faculty of Business, Queen's University) examined the materials and conducted a site visit on November 10, 11 & 12, 2015. The site visit included interviews with the vice-provost (teaching and learning), vice-provost and dean graduate studies, dean, associate deans and meetings with JD students, graduate students, post-doctoral fellows, librarian, staff and faculty. The site visit also included a tour of the Queen's Law Clinic facility.

In their report (November 26, 2015), the review team provided feedback that describes how the faculty of law's programs meet the QUQAP evaluation criteria and are consistent with the university's mission and academic priorities. The review team noted that the credentials of the faculty were impressive and perfectly appropriate to the delivery of a high-level JD and graduate programs. They also noted that the quality of the student learning experience is very high and that the curriculum does an excellent job of reflecting the current state of legal education.

The review team did note that in view of emerging trends in legal education, the JD program might consider bringing knowledge and skills together, particularly through more creative assessment of learning outcomes in lecture courses.

Based on all of the above documentation, a *Final Assessment Report* and an *Implementation Plan* were prepared by the vice-provost (teaching and learning) and approved by the provost (April 19, 2016).

The academic programs in the faculty of law have been approved to continue and are scheduled for their next review in eight years (2023-2024)

Prepared by the vice-provost (teaching and learning)

April 15, 2016

Final Assessment Report & Implementation Plan for the Cyclical Program Review of the Academic Programs in the Faculty of Law

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the professional and graduate programs [JD, LLM, PhD and combined programs: MPA-JD, MIR-JD, MA(Econ)-JD and MBA-JD] delivered by the faculty of law. This report identifies the significant strengths of the programs, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.

The report includes an implementation plan that identifies who will be responsible for approving the recommendations set out in the final assessment report; who will be responsible for providing any resources entailed by those recommendations; any changes in organization, policy or governance that will be necessary to meet the recommendations; who will be responsible for acting on those recommendations; and, timelines for acting on and monitoring the implementation of those recommendations.

Summary of the Cyclical Program Review of the Academic Programs in the Faculty of Law

The faculty of law submitted a self-study to the school of graduate studies and the office of the provost and vice-principal (academic) on October 7, 2015. The self-study presented the program descriptions and learning outcomes, an analytical assessment of the academic programs, and program data including the data collected by the office of institutional research and planning and the school of graduate studies. Appended to the self-study were a number of documents including CVs for each member of the faculty of law and the library report.

Two arm's-length external reviewers (Daniel Jutras, Dean of Law and Professor, Wainwright Chair in Civil Law, McGill University; Mayo Moran, Provost and Vice-Chancellor, University of Trinity College, University of Toronto) and one arm's-length internal reviewer (Elspeth Murray, Associate Professor, Smith Faculty of Business, Queen's University) were selected by the vice-provost (teaching and learning) in consultation with the dean of the school of graduate studies, from nominations submitted by the faculty of law. The review team evaluated the self-study documentation and then conducted a site visit to Queen's on November 10, 11, & 12, 2015. The site visit included interviews with the vice-provost (teaching and learning), vice-provost and dean graduate studies, dean, associate deans and meetings with JD students, graduate students, post-doctoral fellows, librarian, staff and faculty. The site visit also included a tour of the Queen's Law Clinic facility.

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faculty were impressive and perfectly appropriate to the delivery of a high-level JD and graduate programs. They also noted that the quality of the student learning experience is very high and that the curriculum does an excellent job of reflecting the current state of legal education.

The review team did note that in view of emerging trends in legal education, the JD program might consider bringing knowledge and skills together, particularly through more creative assessment of learning outcomes in lecture courses.

The dean of law, after consultation with faculty and staff in the faculty, submitted a response to the review team report (January 4, 2016). The dean of the school of graduate studies also submitted her response to the provost's office (January 6, 2016). Specific recommendations were discussed, and clarifications and corrections presented.

Subsequent to receipt of the review team report and the internal responses from the faculty and the dean of graduate studies, the senate cyclical program review committee (SCPRC) dedicated its meeting of February 2, 2016 to this particular discussion.

The SCPRC would like to recognize the following strengths of the faculty of law:

- Offers a high quality JD program that provides its students with an enriched learning experience;
- Accomplished faculty who continue to look for teaching/learning opportunities that diversify and constantly improve the JD learning experience;
- High quality staff who are engaged and invested in their students;
- Excellent physical space that provides an appropriate array of multi-purpose, active and traditional learning environments.

The SCPRC identified the following opportunities for enhancement. The faculty is encouraged to continue to explore:

- The appropriateness of the three-year PhD program and ways to introduce more structure into the program, including explicit expectations for progress and faculty-student interaction;
- Ways to strengthen communications with students regarding their role in and the importance of academic integrity;
- A review of the structure of the LLM program including exploring whether or not to replace it with and/or introduce a professional Master's program that is geared to the strength of the faculty members' expertise.

Summary of the Reviewer's Recommendations with the Deans' Responses

Length of PhD Program

The review team questioned the appropriateness of the three-year design of the PhD program.

The Faculty of Law responded that it recognizes the challenges presented by the unusually short (three-year) duration of the PhD program in law and plans to review the budgetary and other implications of lengthening the program to four years. The response went on to say that the faculty expected the review should be completed during the 2016-2017 academic year.

The vice-provost and dean of the school of graduate studies noted that this issue has been discussed in the past. However, with more information available (including financial details and comparator data across programs and universities) a more thorough analysis is required to inform the discussion.

Evaluation of the LLM Program

The review team recommended that the LLM program be evaluated and consideration be given to replacing the research Master's degree with a professional Master's targeted at areas of professional need, consistent with the faculty's areas of strength.

The dean of the faculty of law noted that recruiting a viable cohort of high-quality research-Masters students has been a perennial challenge. It is expected that with the recent introduction of the new and distinctive collaborative LLM in Political and Legal Thought enrolments will increase in 2016-17. However, the faculty is actively considering various options for the future, including the possibility of focusing its graduate research program on the PhD and folding the Master's program into a professionally oriented LLM degree.

The vice-provost and dean of the school of graduate studies replied that there are many options that could be explored including ones that retain the existing structure if there is justification in doing so. The response went on to explain that unlike Master's programs in other departments, the LLM does not typically serve as a feeder into Queen's Law PhD program. Therefore, alterations to the LLM should not negatively impact recruitment to the PhD program.

Innovations in Teaching/Pedagogy

The review team recommended that the faculty of law continue innovating on the teaching/pedagogy front by building on the strong foundation of new approaches already in place.

The dean of the faculty of law responded that a professional educational developer has been hired to provide additional support to innovations and to prepare for a migration to the OnQ learning management system in 2016-17. Also, the faculty is working on developing a Teaching Assistant policy for large classes and hiring additional IT staff to support faculty members with the transition to the new learning management system and to support innovations in the classroom.

Implementation Plan:

Recommendation	Proposed Follow-up	Responsibility for Leading Follow-up	Timeline for Addressing Recommendation
1. That the faculty of law explore alternate ways of assessing JD student success by moving away from 100% examination and introducing multiple modes of evaluation throughout the term. More innovative and formative assessment of learning outcomes, especially in lecture courses, will allow for the evaluation of a broader range of important skills and knowledge.	Initiate discussions with centre for teaching and learning, relevant associate deans, faculty members teaching in the JD program and senior staff	Dean faculty of law	Dean faculty of law's <i>annual report</i> to the provost 2017
2. That the faculty of law create a staffing plan that outlines strategies for faculty recruitment and retention. The plan should address the desired balance between teaching and research, especially in light of possible changes/growth in law's graduate programs. To build	Initiate discussions with relevant associate and assistant deans and senior staff	Dean faculty of law	Dean faculty of law's <i>annual report</i> to the provost 2017

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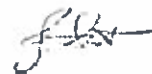
on the existing scholarship within law, attention should be paid to enhancements that will improve the research environment for faculty members. The plan should also address ways to promote equity and diversity within its faculty complement.			
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The dean of the faculty of law shall be responsible for monitoring the implementation plan. The details of progress made will be presented in the dean's annual reports and filed in the office of the provost and vice-principal (academic). Monitoring reports will be posted on the university web site.

Final Assessment Report & Implementation Plan


April 19 2016
Approval Date

Vice-Provost (Teaching and Learning)



Signature


Dean, Faculty of Law



(Acting Dean)

Signature

Vice-Provost and Dean, Faculty of Graduate Studies



Signature

**Final status of academic programs in the
Faculty of Law**

Approved to Continue

Date of next program review

2023/2024 Academic year