



## Topic: Funding our Mission

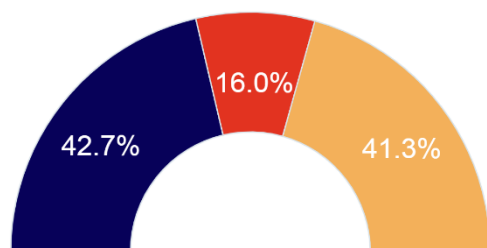
### Introduction:

- The higher education sector is at an inflection point, signaled by declining provincial grants, a mandated reduction in tuition levels by the provincial government, and more recently, challenges posed by the global pandemic in promoting experiential learning during a period of remote course delivery.
- We are also in the midst of a transformative period at Queen's Law: in 2014, the Faculty made a strategic decision to diversify *beyond the JD program*, and focus on new revenue streams, like the online certificate and graduate diploma programs, designed to increase the accessibility and diversity of the Faculty's educational offerings.
- While these programs will play a critical role in securing a strong long-term financial position, in the near-term, it is important for us to explore the possibility of alternative revenue sources while also considering organizational efficiencies and cost savings.

### Questions for discussion:

- Should Queen's Law look to its programs beyond the JD as a way not only to secure financial stability but also to realize other goals?
- How do we reinforce our position as a preeminent centre for legal scholarship and research excellence, while expanding our program offerings to new audiences?
- Should online programs be seen simply as ancillary sources of revenue, or are they part of the Faculty's core mission to contribute to society and to pursue legal education as a public service?
- In expanding access to legal education, and encouraging a more diverse student population, how do we ensure that we have the appropriate institutional mechanisms to attract, retain and position students for success (i.e. increased funding or bursary support, dedicated staff resources, structured mentorship programs, remote learning options, etc.)?

**QUESTION:** Should Queen's Law seek to expand into other revenue-generating activities, such as a professional/executive LLM?



■ YES 43
 ■ NO 16
 ■ N/A 41

### Prominent responses:

#### Yes, in the following areas:

- Business or finance law (tax, securities mediation, arbitration)
- Commercial law
- LLM in Immigration and Citizenship Law
- Leverage existing expertise (e.g. criminal or family)
- Distance learning LLM
- Executive LLM and training for judges (also judicial education)
- Constitutional law
- Indigenous law
- International law
- Paralegal certificate
- CPD Credit Courses designed for lawyers at large firms

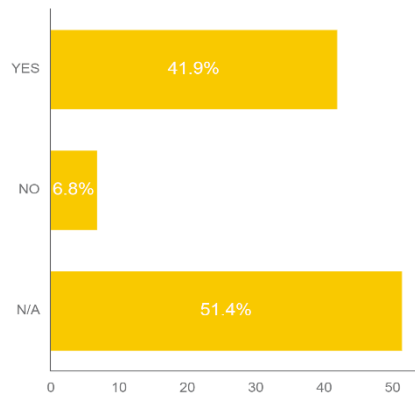
#### No, it should be sought elsewhere, such as:

- Growing and expanding courses that give the general public access to legal information
- Raising funds from alumni base
- Sponsorships and donations from law firms and private donors
- Allow current programs to demonstrate financial viability before making additional investments
- School funding; reducing JD enrolment
- Seek funding from all areas



## QUESTION

Building on the fundraising success of the David Allgood Professorship in Business Law and the Stephen Sigurdson Professorship in Corporate Law and Finance, should Queen's Law fundraise for additional chairs and professorships?



### Prominent responses, if 'yes':

- Indigenous Law
- Human rights law/ marginalized people in law
- Intellectual property law
- Environmental law
- International law
- Public law
- Intellectual property law



## QUESTION: Additional recommendations on fundraising or revenue generation?

### Prominent responses:

- Be cognizant of financial climate when approaching prospective donors
- Full-time staff resource dedicated to fundraising efforts
- Continue to explore non-JD sources of revenue
- Greater targeting of donation requests ('right-sized' for younger alumni)
- Partnership with government funding agencies and private foundations to attract/ retain international students through structured scholarships (Pan-African partnerships)
- The building re-naming process might provide an opportunity for a large-scale donation
- Improvements to website and social assets