

UNIT REVIEW MIDTERM REPORT - FACULTY OF LAW  
 Prepared June 2025; Updated January 2026  
 Unit Review Site Visit: February 8-9, 2022

Recommendation	Status Completed/ Under review/timeline for completion	Comments	
		Original response to recommendation	Additional Actions to Date
1. In succession planning for the new Dean, the University should consider engaging the current Dean, Ian Holloway, as a consultant after his term ends with a view to assisting the new dean to foster networks within the legal community.		The process for onboarding and transitioning of the new Dean, Faculty of Law will be a decision for the Provost and Vice President (Academic).	This is a decision for the Provost and Vice-President (Academic).
2. Consider how faculty service assignments are allocated.		There is strong support for ensuring that people feel that work is allocated fairly and equitably. The review noted models in place at other institutions, and these will be examined.	Service assignment processes in the Faculty of Law have been revised by the new Dean to take account of faculty's total workload and are made in conversation with individual faculty members. In order to prioritize fairness, faculty preferences are carefully considered, but not determinative. Workload assignments/fairness continue to be a priority for the Faculty.
3. Faculty need to make greater efforts to respond to requests from staff for assistance and information in a timely fashion.		There is agreement with this recommendation. Ensuring that staff are felt by everyone to be equal partners in the Faculty's successes is core and a principle that has been important to Dean Holloway since the beginning of his term.	
4. The Faculty of Law should consider when and how to		There is agreement with this recommendation and that the Faculty of Law should consider the timing of the development	Leadership of the Faculty of Law has been in transition for the past year, but a new Dean of Law assumed office on July 1, 2025. The

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engage in its next strategic plan.		of the next Strategic Plan. It is integral that the plan align properly with <i>Framework through Growth</i> , which along with the Pandemic, has delayed its initiation. There are pros and cons to waiting another two or three years, until the new dean is in place and this is something that the faculty and staff need to discuss together.	new Dean will oversee a curriculum review and strategic planning process for the Faculty of Law.
5. The Faculty of Law and the University should be given the flexibility to offer new professors a salary that includes an appropriate market differential component. Furthermore, when possible, salaries of current professors should be reviewed to ensure that that they are comparable with salaries paid to comparative professors at comparable universities.		This recommendation is true empirically, but the financial reality is that without additional revenue, there are simply no financial resources to pay for market supplements. That is one of the reasons why we have no alternative but to think of revenue generation – including tuition increases as, and when, they are possible. There is also an issue of differences within sub-disciplines. That is a phenomenon well-known in Business Schools, but, to date, has not been as prominent in Law schools. This is an issue that would have to be considered if salaries are adjusted based on market forces.	We introduced a market supplement (\$10,000.00) about two years ago. However, this amount does not significantly narrow the gap between our salaries and the salaries of law professors at the University of Alberta. To sustain and increase the market supplement, we will need to generate more revenues by introducing new programs and fundraising.
6. The University should endeavor to increase the salaries of the MaPS staff		There is agreement with this recommendation, however it is outside the jurisdiction of the Faculty of Law.	This is a decision for the University of Calgary. It is outside the jurisdiction of the Faculty of Law. Nevertheless, if the budget permits, the Faculty of Law will make efforts to pay at the higher end of salary ranges where appropriate.
7. Where possible, post pandemic, staff should be allowed some flexibility as		This recommendation is already in place as the University of Calgary has initiated a flexible remote working pilot program.	Our staff work remotely (from home) once a week during the Fall and Winter terms, while in the Spring and Summer months, they work from home twice per week.

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to where they work such as being able to work one or two days from home.			
8. The Faculty of Law should employ an additional staff member dedicated to alumni relations.		There is support for this recommendation, however, there are currently no available resources for a new position.	There are currently no available resources for a new position.
9. Attention should be paid to updating the Calgary Curriculum.		We are glad that the reviewers noted that our approach is to be continually tweaking the Calgary Curriculum and experimenting with new courses. This is not the norm in Canadian law schools, and it is one of the things that allows us to be (and to be seen to be!) nimble and responsive to our rapidly changing professional world. We would like to explore more about what the recommended “stock taking” would look like, but it cannot be to make us more like other law schools in their approach to curricular reform. That would represent a tremendous step backwards for the Faculty of Law at the University of Calgary.	Our approach is to continually tweak the Calgary Curriculum and experiment with new courses. Thus, we update the Calgary Curriculum every year by introducing new courses. For example, last year we introduced 3 new courses: (1) The Law of Agriculture, (2) Corporate Counsel Externship, and (3) Mental Health and the Legal Profession.  A full curriculum review is planned for 2026-2027, and we are searching for a new Director of Experiential Learning/Clinical Programs.
10. Greater support should be provided to support and reward teaching excellence.		We agree with the recommendation in principle, but we would like to have further understanding of the current issue. The Faculty of Law has teaching awards, including a dedicated one for Sessionals. Moreover, there is a significant financial benefit for winning the faculty teaching award.	The Faculty of Law has 2 teaching awards, including a dedicated award for Sessional instructors. In addition, teaching excellence is rewarded in the appointments of Chairs.
11. The Faculty should consider the role of clinics and centers in the overall curriculum, alongside risk management in the case		There is agreement with this recommendation. If the Faculty of Law decides to hold off on formal strategic planning until the new dean is appointed, this is some useful preparatory work that could be done in the interim.	In 2024, the Faculty of Law (in collaboration with the Faculty of Social Work) obtained a transformational \$26.8 million gift from the Alberta Law Foundation to establish a Centre for Transformation of the Family Justice System. The gift will also fund an endowed Chair in Family Justice. We are currently recruiting for

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of funding reduction or loss.			this Chair position. In addition, we have created and are searching for a new Clinical Director role (tenure-track).
12. The Faculty should better define the requirement for “theory courses”, include greater numbers of courses within this definition, encourage professors to be clear about their use of theory, and expand course offerings that meet this definition.		There is agreement with this recommendation. As was indicated in the self-study, this issue is one of the biggest annual difficulties facing the Associate Deans.	
13. The Faculty of Law should create a working group, holding a retreat or a group visioning exercise to reshape, reinvent, rebrand and potentially rename the Faculty’s research focus from Natural Resources Energy and Environmental Law (NREEL) to reflect the research of the Faculty, the general transition to alternative energies and the impact of natural resource extraction on Indigenous peoples. This		There is agreement with this recommendation.	The rebranding of the Faculty of Law is on-going. We have expanded our graduate programs (LLM and PhD) to non-NREEL areas. We are increasingly focusing on Cybersecurity law, National Security law, Artificial Intelligence, and Business/Corporate law. Our expertise in these areas is growing steadily. Some of our faculty recently obtained a \$1 million grant from the National Cybersecurity Consortium.

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<p>review should incorporate a review of the work currently undertaken by of the Canadian Institute of Resources Law (CIRL). Furthermore, given the University's transdisciplinary focus, consideration should be made as to whether faculty members across campus should be part of this new group. After this set of tasks has been completed, a communications strategy should be developed to convey this change to external stakeholders and potential graduate students.</p>			
<p>14. The Faculty of Law should examine whether Business Law and Cybersecurity could function as another area of research and teaching focus.</p>		<p>There is agreement with this recommendation. We would note, though, that we are already the national leader in the former, and one of the top two or three in the latter. We are also already part of a broader University initiative regarding Cybersecurity.</p>	<p>We are already the national leader in Business / Corporate Law, and we are one of the top law schools in Cybersecurity and National Security law.</p> <p>One of our professors holds a Canada Research Chair in Cybersecurity, while another professor holds a U. of C. research excellence Chair in Artificial Intelligence and the Law. A third professor holds a Business Law Chair.</p>

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15. The Faculty and University at large should consider both incentives for transdisciplinary research and recognition of existing work.		There is agreement with this recommendation and work is already being undertaken at the central University level.	Transdisciplinary and interdisciplinary research foci are rewarded in the appointment of Chairs in the Faculty.
16. The Faculty should consider teaching relief for faculty members engaged in large externally funded grant projects.		There is agreement with this recommendation though we would note that this very proposal was put to the faculty just three or four years ago, and it was rejected. It might be time to revisit this idea. There are, however, two additional points that would have to be considered regarding the idea of organizing teaching timetables differently. The first is that it is deeply embedded in our culture that all of the sections of mandatory courses be taught at the same time. In recent years we have benefited from this, when a faculty member has become ill, and we have had to collapse two sections into one. Presumably this concern will only continue to be <i>more</i> pertinent in the era of Covid. So it is something that would need to be thought through. The second point is that whatever new arrangements are proposed would still need to be pedagogically sound.	We are prioritizing external funding in the law school and would like to incentivize faculty. An example is the new Research Chair funded by the Alberta Law Foundation in the Centre for Transformation (which comes with 50% teaching relief). Further consideration of whether this makes sense more broadly in the Faculty will be a part of our curriculum review and strategic planning process.
17. The Faculty should consider greater supports for grant applications and administration.		There is agreement with this recommendation however resources within the Faculty of Law are not currently available to support it.	Starting July 1, 2025, the Faculty of Law will have a Research and Grants Associate. The Research and Grants Associate will work for the Faculty of Law and the Centre for Transformation of Family Justice. This new position is funded by the Alberta Law Foundation. In addition, we created a new Associate Dean, Research role (that was previously combined with Associate Dean, Graduate Programs), to give that person more time to work with individual Faculty on grant applications and with the university on strategic opportunities.

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18. The Faculty should consider a course that focuses on Indigenous legal orders, as well as continue to expand on the integration of Indigenous laws throughout the curriculum.		This is an important issue, worthy of further discussion.	Our Indigenous program has grown considerably in the last few years. In the 2024/25 academic year, we introduced a Concentration in Aboriginal and Indigenous Law.
19. The Faculty of Law should consider ways to support readiness to engage in, recognize and understand the “pathways” approach across the curriculum.		There is agreement with this recommendation.	
20. The Faculty of Law should consider diverse and supportive “pathways” approaches in hiring and retaining Indigenous professors.		There is agreement with this recommendation and we would broaden it to other equity-deserving groups, as well.	Several years ago, the Faculty of Law passed a non-binding resolution calling for the recruitment of Indigenous professors. With the approval of the Provost and Vice-President (Academic), Professor Brian Calliou’s position was converted to a fulltime tenure-track position beginning July 1, 2025.
21. The Faculty should make the Indigenous Coordinator position full-time.		There is agreement with this recommendation and it is a key priority for the Faculty of Law, however, there are currently no additional resources to support this.	With the Provost’s support, the Indigenous Coordinator position is now a full-time MaPS position, and has been renamed <i>Specialist, Indigenous Education &amp; Reconciliation</i> .
22. The Faculty should consider an orientation		This is an important issue, worthy of further discussion. We would note though, that Saskatchewan has recently announced that they are reinstating their program of	Since 2024, Indigenous education and learning is incorporated into the orientation for all incoming 1L students. The question of whether this should be expanded or special programming

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program for Indigenous students.		preparatory studies for Indigenous law students across Canada. This might have an impact on whether we decide to go our own way.	developed for Indigenous students will be considered as part of our strategic planning process.
23. The Faculty should consider a program for local Indigenous students to support their interest in graduate Law studies.		There is agreement with this recommendation. There may also be value in considering opening up our graduate program (and faculty appointments) to people who don't necessarily have an LLB or JD. There are many people – including in Indigenous communities – who could benefit from legal education, but who don't necessarily want, or need, a three year JD. Other Canadian law schools have found success in appointing professors with PhDs in other disciplines, provided they fill a faculty need.	We do not require a PhD in law and will accept graduate work in other disciplines as makes sense. Recognition of lived experience is also a valuable consideration in hiring.
24. The Faculty should consider specific tenure and promotion criteria for Indigenous professors and a culturally safe tenure process		There is agreement with this recommendation. The GFC Handbook has recently been revised and Faculty Guidelines are being updated accordingly. This recommendation will be explored within this context.	
25. The Faculty should ensure all major curricular changes regarding Indigenous Legal Orders be subject to consultation with Elders.		There is agreement with this recommendation.	The Faculty of Law consulted extensively with Indigenous elders and Indigenous students prior to introducing the Concentration in Aboriginal and Indigenous Law. The elders and students are extremely supportive of this Concentration.
26. Given the significant challenges regarding resourcing, the Faculty		There is agreement with this recommendation.	

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should consider tuition increases as possible.			
27. The Faculty should investigate certificate programming for lawyers in practice.		This is worthy of consideration. It should be noted, though, that no Canadian law school has succeeded in developing this as a significant generator of new revenue. Even Osgoode Hall's profit margin on their executive programming is minimal.	We are considering certificates that ladder into new graduate degrees.
28. The Faculty should work with the University to identify additional space for the Faculty of Law.		There are some interesting ideas in this recommendation that are worthy of further consideration. None of them, though, will address the real issue, that the Faculty of Law has outgrown Murray Fraser Hall, both in terms of numbers, and in terms of programming.	Two years ago, the Faculty of Law constructed a new classroom in the space formerly occupied by the Public Interest Law Clinic. Having said that, we reiterate the observation in our original response that the Faculty of Law has outgrown Murray Fraser Hall, both in terms of numbers, and in terms of programming.
29. Consider appointing a faculty member to serve as Associate Dean for Equity, Diversity and Inclusion.		This recommendation requires review, for both practical and philosophical reasons. Practically, there has been expressed concern about the proliferation of Associate and Vice Deanships across the University. This led the University to instruct deans not to propose the creation of new ones. Moreover, in a small Faculty like Law there would be serious resource implications to having a third Associate Dean. Philosophically, I worry that creating a dedicated associate deanship in this area might have the unintended effect of taking it off the desks of other people. In recent years, the Faculty of Law, as was noted in the self-study, has made strides in the EDI area that no other law school can match. We have been aware that proportionately, the Faculty of Law has more faculty and staff of colour than any other Law school in Canada. We also have a far higher degree of minority students than other schools. Furthermore, we have a robust and active EDI Committee which includes faculty, staff and students. We mustn't be complacent about any of this, for there remains	

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		much more work to be done. But the reason we've been able to do as much as we have is because all of us have viewed it as a top priority and this will remain in the future.	