2007-2008 Law

Section	Document Name
Fiscal Health	• Law.pdf

Mission

The missions of the law school are:

(1) to provide an excellent graduate and professional legal education for its students;

(2) to contribute through research, writing, and publication to knowledge, understanding and improvement of law, legal institutions, and legal processes;

(3) to serve the university, the legal and academic professions, and the wider society;

(4) to maintain a vibrant and humane community of persons engaged in various aspects of teaching, learning, scholarship, service, and support for those activities.

Goals and Objectives

1. Enrollment of a diverse student body.

To enroll 20% minority students per year.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Office of Admissions
Time Frame: Ongoing

Actions taken for 2007-2008:

1. Annual participation in the ICLEO (Indiana Council on Legal Education Opportunity) Summer Institute sponsored by the Indiana Supreme Court each year that focuses on preparing minority, low-income and educationally-disadvantaged college graduates with assistance in pursuing law degrees. We hosted this program in 2003 and again in the summer of 2005.
2. Targeted recruitment by Office of Admissions in areas and institutions with high minority student representation.
3. A special summer session is conducted by the School each year targeting minority students and provides instruction in legal writing and a substantive law area. This is specifically for applicants whose LSAT or GPA scores are outside the range of students typically accepted.

Evidence of Progress for 2007-2008:

Minority student enrollment in the entering classes over the past ten years is as follows:

1999 - 17% 2000 - 14% 2001 - 20% 2002 - 19% 2003 - 17%

2004 - 24% 2005 - 18% 2006 - 15% 2007 - 21% 2008 - 18%

The ABA, in their most recent accreditation report (July 2003) commented that the "Law School appears to have a very effective admissions/recruitment program and has achieved great increases in student diversity."

Activities planned for 2008-2009:

Continuation of above.

We also host a Minority Law Day late in the fall each year for prospective law students. This year´s event will be held on Saturday, November 8, 2008.

2. Increase standings in national law school rankings.

Determine what can be done, consistent with the law school´s mission and ethical behavior, to improve, or at least maintain, our present ranking.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2007-2008:

For the last several years, after all sections of our American Bar Association ("ABA") Annual Questionnaire have been completed, law school administrators have met to discuss any problem areas and review all data before the report is officially submitted.

Evidence of Progress for 2007-2008:

In the most recent U.S. News Law Schools Survey, our law school jumped 17 points in the rankings to become the 68th law school from the top in the U.S. We expect to do as well, if not better, in the survey that will be published in the spring of 2009.

Activities planned for 2008-2009:

The committee of administrators will continue to meet periodically to review the information prepared for submission to the ABA for the annual questionnaire. This submission forms the basis for the U.S. News & World Report questionnaire, which has ranked law schools in a report published every spring since 1994.

3. Create collaborations with other units on campus regarding health and life sciences initiatives.

Through coordination of our Center for Intellectual Property Law and Innovation and our well-developed Center for Law and Health, pursue collaborations with other campus units to further the campus mission of emphasis on health and life sciences.

Campus Planning Theme: Teaching and Learning
Secondary Goals:

Sub Unit:
Time Frame: Ongoing

Actions taken for 2007-2008:

Evidence of Progress for 2007-2008:

In the fall of 2007, we offered two CLE programs which related to health law issues. Our Program on Law and State Government (PLSG), hosted its annual Fellowship Symposium. The topic was "Wellness and the Law: State Government's Role in Addressing America's Public Health Crisis" and featured health policy leaders from around the country. Also, we hosted "Regulating the Health Care Industry", which brought outstanding experts in health care regulation both from this country and abroad.

In February, 2008, our Health Law Society sponsored a guest speaker, Alex Azar II, Senior Vice President, Corporate Affairs and Communications with Eli Lilly and Company. He spoke to students, faculty, staff and the public concerning "The Future Direction of Health Care System in the U.S. and Abroad." The Health Law Society and the Health, Economics, Law, and Social Interest Group (HELSIG) from I.U. School of Medicien hosted a second panel discussion in November 2007, addressing the 2008 presidential candidates proposing some form of market-based health care reform solution. Nearly fifty students attended the event.

In October, 2007, Thomas Donohoe, President of Health Law Society and Research Assistant to Professor Eleanor Kinney, co-director of our Hall Center for Law and Health, traveled to University of Pittsburgh College of Law to receive an Annual Student Health Law Award from the American Society for Law, Medicine and Ethics. He was one of six students to receive the award, which was based on criteria set by health law professors at law schools across the country.

Activities planned for 2008-2009:

1. Collaborate with the Kelley School of Business by establishing a focus for our already-existing JD/MBA joint degree program, with more emphasis on innovations and entrepreneurships addressing life and health science issues.
2. Collaborate with the I.U. School of Medicine, I.U. School of Nursing and the Dept. of Public Health in similar programs in conjunction with our Center for Law and Health.
3. Actively seek funding for our new Center for Intellectual Property Law and Innovation in order to implement significant collaborative efforts between the law school and other campus units.

4. Hiring and retention of a diverse faculty.

1. Continue to increase faculty salaries and support for faculty research.
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: Continuous.

Actions taken for 2007-2008:

Summer research grants to support faculty research have been provided to faculty for the last several years and we continue to grant a large number each summer.

A modest bonus scheme continues to reward faculty research productivity.

Evidence of Progress for 2007-2008:

With our budget deficit firmly behind us, we were able to increase staff and faculty salaries for 2008-09.

We will be seeking to recruit six new faculty members in the fall of 2008: five regular faculty members and one clinical professor.

Activities planned for 2008-2009:

When recruiting new faculty, we also intend to bear in mind Executive Vice Chancellor Sukhatme´s SRUF program to have an even more diverse faculty at the law school.

5. Successfully grow the law school´s LL.M. program.

Continue to cultivate our successful LL.M. tracks and SJD program by marketing the programs abroad extensively.
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: Five years.

Actions taken for 2007-2008:

Marketing of program in Asia, Europe, Africa and South America.

Development of LL.M. brochure.

Development of contacts at major institutions worldwide.

Evidence of Progress for 2007-2008:

As reported last year, we received a grant from the U.S. Agency for International Development (USAID) to operate the U.S. Master of Laws (LL.M.) Program at two universities in Egypt: Alexandria University and Cairo University. The degree track chosen is in International and Comparative Law. Classes began early in 2008 for approximately 25 students at each of the two campuses, which target graduates of the four-year bachelor of laws programs at the universities, along with practicing attorneys and judges in Egypt. Graduates of the program are anticipated to play a significant role in on-going efforts to improve Egypt's economy and legal system. Ours is the only U.S. law school to offer a graduate law degree program in the Middle East.

Activities planned for 2008-2009:

Continue marketing as above.

Fiscal Health

Budget Narrative

            In the FY 2009 budget the IU School of Law – Indianapolis shows significant increases in the tuition revenue as well as in the financial aid expenditure. This is attributable to the new LLM program we have established during this fiscal year in Egypt. Although the program is funded with a USAID grant, the tuition revenue and fee remissions are included in our IU budget.

There is a small reserve line created for reimbursements from our professors who will be teaching at other institutions during part of FY 09. There are also smaller projects the School will likely have such as a Domestic Violence Clinic, an Immigration Clinic and an Appellate Advocacy Clinic. A reserve line has also been set aside for the creation of a marketing plan. This line could include staff as well as promotional expenses.

The largest portion of our reserves will be used to provide funding for future building expansion. We would like to build up the balance over the next several years thus providing a good financial base for adding on to our existing building.

Salary Strategy

            The salary strategy for FY 2009 was two-fold. Because of the financial deficit in which the School found itself for a few years, past faculty and staff salary increases have been extremely low. Like last fiscal year, we are trying to rectify that with slightly higher increases for FY 2009. Also, because we are no longer experiencing such a constraint in our general fund, it was possible to increase salaries and retain excellent faculty and staff members as well as to reward those employees who have displayed outstanding performance and to provide some equity for those staff members whose salaries are well below comparable positions within the university and the general market place.

Uses of Fund Balance

            The School would like to increase the number of faculty positions in future years as well as recruit high-level scholars to our faculty ranks and retain those we currently employ. We would also like to provide more scholarships and financial aid not only to recruit non-resident students who have outstanding LSAT scores but also to recruit a more diverse student body.

Reallocation Plan

Other Question(s)

1. **What are you doing to increase**
   a. **the number of undergraduate degrees your unit grants?**
   b. **the number of undergraduate degrees you grant to low-income students (Pell recipients)?**
   c. **the number of first-time full-time students who complete degrees in four years?**

d. **the percentage of students completing courses successfully?**
e. **your research funding?**

Answer: All of these subquestions are irrelevant to the law school. Subquestions a, b, and c clearly relate only to undergraduate activities and the law school has no undergraduate students. Subquestion d raises the issue of retention, which is not a problem in the law school. Over 95% of the students who enroll at the law school eventually graduate within the prescribed five year time window, and the overwhelming majority graduate on regular schedule (in 3 years for full-time students and within 4 years for part-time students). Subquestion e relates to externally funded research, yet in law schools generally very little if any research is externally funded. We occasionally have a tiny amount of grant money to support Professor Eleanor Kinney's research in health law, but in legal education there is almost no external funding available except in a few areas. The law school has no plan to seek such additional funding.

2. **If you had to implement a budget reduction of 3-5% a) what would be your budget priorities and b) what strategies would you employ to walk the fine line of maintaining critical operations and investing in your future? Please describe how faculty will be involved in the decision making process.**

Answer: As soon as the law school completes the self-study it is currently undertaking in preparation for our ABA accreditation site visit next fall, we intend to begin a strategic planning process that will set forth our funding priorities, whether or not we have to take a budget cut. A majority-faculty committee is drafting the self-study and the faculty as a whole will be asked to review and approve it before it is sent to the ABA. The faculty will also be involved from start to finish in the strategic planning process we will engage in later this year. However, I have already laid out my sense of priorities for the school in the next several years, have so informed the faculty, and have gotten a strong consensus for these priorities. They are:

(1) Increase the size and depth of the faculty, which is now way too young and way too small – our student faculty ratio of 18:1 is close to the ABA required 20:1 and one of the worst in the nation. I plan to increase the number of faculty position over the next three or four years by at least eight, thereby reducing the student-faculty ratio to a much more respectable 15:1.
(2) Increase the quality of the student body by increasing the staff and budget for the admissions office and greatly increasing our currently anemic financial aid budget.
(3) Strengthen or establish centers of excellence in areas in which we are uniquely positioned to be among the best in the country. Such areas would include, but are not necessarily limited to (a) health care law, (b) sports & entertainment law, (c) law and state government, (d) human rights, and (e) international and comparative law.
(4) Expand our experiential learning opportunities, primarily our clinics, by adding programs in such areas as (a) domestic violence, (b) child advocacy, (c) non-profit organization representation, and (d) small business start-up representation.
(5) Enhance the school's brand and identity through effective marketing and public relations designed to attract more and better non-Indiana resident students, increase national reputational rankings, and attract substantial private giving.
(6) Enlarge the size of the physical plant by adding more faculty/staff offices to accommodate the increased faculty size, adding more classrooms to accommodate the increased curricular offerings the larger faculty will teach, adding more space for programmatic activities to accommodate new programs and clinics (as well as our existing LLM program that is already housed in rented space across West Street).

3. **Please describe current commitments or plans that require multiple year funding, including the amount of funding required and the length of time the initiative's funding is required.**

Answer: I am not sure how to answer this question other than to refer to the answer to the previous question. New faculty represent a multiple-year (indeed, permanent) funding commitment. New programs and clinics also represent multiple-year (indeed, permanent) funding commitments, but none of these will be established except by raising private money to do so.

4. **How do you intend to use your reserves over the next four years? Please provide the information by fiscal year.**

Answer: As indicated above, I intend over the next few years to add to the size of the faculty and invest in financial aid to increase the quality of our student body by incremental increased investments in these two areas. Thus, beginning last year, and in decreasing amounts in each succeeding year, I budgeted for a surplus that would go into a reserve. When the size of the faculty has reached its full planned size and the financial aid budget has been increased to the target level, I would expect to be running roughly balanced budgets that would not materially increase or decrease the law school's reserves in any given year. The reserves that would have been accumulated in the first few years of this plan I had hoped to constitute a down payment on a building expansion that would solve our need for additional office, classroom, and program space. I have not put any dollar numbers to each fiscal year because how many faculty we add and how much we add to the financial aid budget each year will depend on how successful we are in finding quality new faculty and how dynamic the applicant pool is in each year.

5. **What are the current numbers and percentages of tenure-track faculty, clinical faculty, and lecturers in your school? Please describe your plan for allocating new faculty positions so as to influence the number and percentage in each category.**

Answer: Tenure track faculty = 34 (including four faculty administrators – the dean, vice dean, library director, and associate dean for graduate studies). Clinical faculty = 13. Lecturers = 0. The law school has no plan for allocating new faculty positions in the future. We will hire new faculty as the faculty determines is most appropriate to meet needs at that time.

6. **How do you define return on investment for diversity efforts in your unit (e.g, numbers of faculty/staff/students recruited and retained, grants received for special studies, new teaching methods or courses, placement of graduates, program reputation)? What are you doing to improve your ROI?**

Answer: To my knowledge, this is not a question anyone here has ever raised or tried to answer. We are always looking to enhance diversity in our faculty, staff, and student body. We have been only modestly successful in these efforts. But we have never thought about it in terms of return on investment. Indeed, I am not sure that I even understand that concept.