2001-2002 Law

Section	Document Name

Mission

The vision/mission of the law school is

(1) to provide excellent, graduate-level legal education;

(2) to enrich the understanding of law, legal institutions and law-related matters through scholarly research and publication; and

(3) to provide service to the academic community, legal profession, and society.

Goals and Objectives

1. Enrollment of a Diverse Student Body

1. The enrollment of significant numbers of African-Americans and other minorities.
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: n/a
Time Frame: Continuous

Actions taken for 2001-2002:

National recruitment; special Minority Law Day; Close cooperation with Indiana's CLEO Program; Continued efforts through law school's special admissions program.

Evidence of Progress for 2001-2002:

Number of minorities enrolled.

Activities planned for 2002-2003:

Continuation of above activities.

2. Hiring and Retention of a Diverse Faculty

1. Hiring and Retention of additional numbers of female and minority faculty.
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: n/a
Time Frame: Continuous.

Actions taken for 2001-2002:

Careful screening of applicant pools for promising candidates; invitations to candidates to visit the law school; contacts with faculty at other law schools for names of promising candidates.

Evidence of Progress for 2001-2002:

Whether additional female and minority faculty members are, in fact, hired; and whether current female and minority faculty members are retained.

Activities planned for 2002-2003:

Continuation of above activities.

3. Financial Incentives for the Hiring and Retention of Faculty

1. Increase faculty salaries and support for faculty research.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: n/a
Time Frame: Continuous

Actions taken for 2001-2002:

Relatively modest salary increases in recent years; summer research grants to support faculty research, with the allocation increased in 2002; funds provided for student research assistants, but the modest sum paid to students has not been increased in over a decade.

Evidence of Progress for 2001-2002:

Whether faculty salaries and support for faculty research increases; whether the school is able to retain its most productive faculty members and attract new, productive faculty members; and whether there is continued growth in the faculty's scholarly publications.

Activities planned for 2002-2003:

Review of budget to determine whether it is feasible to extend entitlement to summer research grants to legal writing faculty and the hourly rate paid to student research assistants; continued efforts to obtain additional professorships and chairs as a means of supporting the school's most productive faculty members.

4. Successful Private Fund Raising

1. Obtain private funds for scholarships, professorships, and the law school's annual fund, which is used to support a variety of school activities.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: n/a
Time Frame: Continuous

Actions taken for 2001-2002:

A successful capital campaign for the law school's new building is just now being completed; several new professorships and one new chair has been added during the past several years, and a successful annual fund drive has now been conducted for more than a decade. Four professorships are currently in the process of being filled.

Evidence of Progress for 2001-2002:

Whether private fund raising efforts are successful.

Activities planned for 2002-2003:

Continuation of prior activities, except that additional gifts for the law school's capital campaign are not being sought. However, efforts to increase annual fund gifts are underway, and several prospects for professorships continue to be courted. A major donation for the proposed Center for International and Comparative Law is being sought.

5. Enhance the Quality of Faculty Teaching

1. Familiarize faculty with availability technology
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: n/a
Time Frame: Continuous.

Actions taken for 2001-2002:

Appointment of a faculty committee on teaching; held seminars with faculty about the use of technology in the law school's new building.

Evidence of Progress for 2001-2002:

Whether there is an increase in the faculty's use of technology and the quality of teaching in general.

Activities planned for 2002-2003:

Continuation of foregoing activities; hiring of an additional staff member with responsibilities in the technology area.

6. Improve the Law School's Student-Faculty Ratio by Increasing the Faculty's Size

Hire an additional faculty member for the school's legal writing program, bringing to seven the number of full-time faculty members in this program.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: n/a
Time Frame: The hiring of an additional legal writing faculty

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Actions taken for 2001-2002:

The law school hired one additional legal writing faculty member who began at the school in the fall of 2001, bringing to six the number of such faculty members.

Evidence of Progress for 2001-2002:

Whether a seventh full-time faculty member is, in fact, hired; and whether the student-faculty ratio Improves.

Activities planned for 2002-2003:

Hiring of a seventh full-time faculty member for legal writing; an analysis of the school's student/faculty, as computed by the American Bar Association, is also being undertaken.

7. Enhance the Law School's Law Library

1. Increase the size of the law school's monograph collection and staff of the law library.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: n/a
Time Frame: Continuous for the monograph collection; 2003-2005

Actions taken for 2001-2002:

Modest increases in the library's monograph collection have occurred in recent years, but there are budgetary constraints; similarly the library's staff size lags well behind other law school libraries of comparable size and there have been no additional hires for a number of years.

Evidence of Progress for 2001-2002:

Whether increases in the library's monograph collection and staff size occur.

Activities planned for 2002-2003:

Review of the law school's budget annually to determine whether increases in the monograph collection and staff size are feasible; seek private support to the extent possible

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8. Successfully grow the Law School's Master of Laws Program

1. To continue to grow enrollment in the LL.M. in American Law for Foreign Lawyers.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: n/a
Time Frame: Continuous.

Actions taken for 2001-2002:

The program commenced in 2002 with 10 students enrolled. The program is advertised on the law school's website; a brochure on the program is widely disseminated; the program is well received by students presently enrolled; an administrative assistant coordinates recruitment, marketing and student affairs.

Evidence of Progress for 2001-2002:

Whether there is sufficient growth in enrollments. The target number is 100 students in 2008.

Activities planned for 2002-2003:

Extensive marketing of the program in Europe, Africa, and Asia is ongoing and limited half-fee scholarship opportunities have been made available in key markets.

Fiscal Health

The law school was obliged in the past fiscal year to use funds from its "income shortfall reserve" to buy down the amount owed the university for the purchase of furniture to equip Inlow Hall. We are currently under the 3% guideline (approximately $147,000 short), but we fully expect to cover that within the next two fiscal years. We are currently projecting a year-end surplus of approximately $50,000 that will help replenish the reserve. We are also looking to our Foundation accounts to see if there are untapped sources of funding to offset some of the expenses from our general fund and to further help close the gap on our shortfall reserve.

Budgetary planning for 2001-2002 did take into account the law school's surplus from the previous fiscal years, and this factor contributed to the decision to use the income shortfall reserve to help cover the furniture cost obligation to the university. There is an internal loan outstanding in the amount of $750,000 to cover the balance of the furniture expenses, but we have more than $1,400,000 in unpaid pledges to cover the loan amount within the 3½ years of the loan. It is fully anticipated that we will be able to repay this loan much sooner than the scheduled final payment date of December 30, 2005.

During the current fiscal year we have started our LL.M. in American law for foreign lawyers program with a modest enrollment of 10 students. We have an aggressive growth plan for this program with the intention of bringing the enrollment to 30 in 2003, 48 in 2004, and the ultimate goal of having 100 students a year in the program within five years. We are projecting the average revenue per student in this program at $16,000 per student. This program will allow us the luxury of a new income stream which will allow us to not only cover the shortfall reserve but to greatly improve current programs and launch new initiatives.

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The future for the law school is bright with many new and exciting changes on the horizon. As programs bring in additional students, we will have to hire additional faculty to teach them and will have to hire support staff to work with the faculty. However, the marginal costs associated with growth in programs like the LL.M. are low and net revenues, notwithstanding additional personnel costs, look to be very promising. The positions within the law school's Civil Defense Clinic that were supported with external funding from 1996 to 2001 have been absorbed by the law school. We are moving forward to bring a Grant Writer/Project Director on staff who will have the sole responsibility of seeking out external funding sources and applying for these monies. It is our expectation that this position will be self-funded after the current fiscal year, and that this position will generate additional income that will further allow the enhancement of our academic mission.

Reallocation Plan

No campus reallocation funds were received in the past three fiscal years.

Other Question(s)