2010-2011 Law

Section	Document Name
Fiscal Health	• LAW.pdf

Mission

Following an extensive planning process involving input from alumni, faculty, staff and other stake holders, in the spring of 2010 the IU School of Law--Indianapolis unveiled a strategic plan that will pave the way for increased programming, faculty and student support, and the commensurate fundraising efforts to support these changes. The strategic plan focuses on five themes or visions and identifies priorities and goals, including strengthening existing centers of excellence and developing others.

The mission of the IU School of Law--Indianapolis is to be a premier public law school that:
(1) advances understanding of the law;

(2) prepares students to be excellent, ethical professionals and leaders;

(3) provides service to society at a local, state, national, and international level; and

(4) promotes a diverse, humane and supportive community of persons engaged in influential scholarship, teaching, and service.

Goals and Objectives

Goal 1. Increase the size of, improve the diversity of, and strengthen the faculty to serve the needs of a dual division school.

Faculty

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: ongoing

Actions taken for 2010-2011:

Two new full-time, tenure track faculty members were hired, versus the four we had hoped to hire.

Evidence of Progress for 2010-2011:

The two new faculty members hired were Catherine Lemmer and Carlton Waterhouse.

Activities planned for 2011-2012:

1. The Law School plans to hire at least six new full-time, tenure track faculty lines over the next several years.
2. Establish five endowed chairs as a result of private philanthropy to add nationally renowned scholars to the faculty ranks.
3. Appoint an Associate Dean for Research to advise faculty members on research and article placement, promote and market the scholarly output of the faculty, and organize scholarly presentations, by our faculty and by visitors from other schools as well.

Goal 2. Develop further resources for scholarships and other financial aid in order to attract and retain an increasingly talented and diverse student body, improve the quality of the overall program, and make law school more affordable.

Development Efforts and Student Scholarships

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: ongoing

Actions taken for 2010-2011:

The Law School continues its development efforts, with developing further resources for scholarships and other financial aid being one of the planned benefactors of these efforts.

Evidence of Progress for 2010-2011:

In 2010 - 2011, our efforts culminated in $1,487,241 philanthropic gift "dollars raised", which is an increase of 86.6% from FY 2009 -2010, and the highest "dollars raised" since FY 2001 -2002. In addition, our efforts resulted in $1,140,606 "dollars received", which is an increase of 53.8% from FY 2009 -2010, and the highest in the past 6 years.

Dan and Marilyn Quayle created a scholarship for students through an endowed gift of $200,000.

Activities planned for 2011-2012:

The Law School plans to increase total student aid to $1.5 million, an increase from FY 2010 - 2011 of roughly $300,000.

Goal 3. Strengthen current programs and pursue new opportunities where the school has natural advantages in order to enhance its reputation and make it a destination law school for highly-qualified students.

Programs

Campus Planning Theme: Teaching and Learning, Collaboration
Secondary Goals:
Sub Unit:
Time Frame: ongoing

Actions taken for 2010-2011:

Health and Life Sciences Law: The Law School continued its efforts to build upon the school's national reputation in this area by developing relationships with potential partners in Indiana and elsewhere that share the school's interest in

this area of law, including the growing life sciences business community and other schools focusing on health and life sciences.

Intellectual Property Law: The Law School strengthened the school's reputation in this area with the addition of related programming and activities.

International and Comparative Law: The Law School further developed the school's existing international programs and relations, and continued to encourage faculty members who have demonstrated their committment to developing aligned international, comparative, and international human rights law programs.

State and Local Government Law: The Law School continued its efforts to develop curricular and extracurricular activities that serve the legislature, judiciary, state agencies and offices, and local governments while offering unique educational opportunities for the school's students.

Evidence of Progress for 2010-2011:

Health and Life Sciences Law:

The Hall Center for Law and Health hired Priscilla Keith to serve as its Director of Research and Projects, as well as an adjunct professor. As Director, she manages the legal and policy research projects of the Center. She is also responsible for the development of the curriculum and other arrangements for the graduate law degree program (LL.M.) in health law, policy, and bioethics.

The Hall Center for Law and Health was awarded a grant to help the Marion County Health Department to write an "All Hazards Emergency Operation Plan."

Priscilla Keith, Director of Research and Projects for the Hall Center, participated as a panelist in a program co-sponsored by the American Bar Association (ABA) and the Center for Disease Control and Prevention (CDC), speaking about the role of law and the courts in public health emergency responses.

Intellectual Property Law:

John Schaibley, Executive Director of the Center for Intellectual Property Law and Innovation, was engaged in various activities, including presentations about several patent cases of current interest at the Center for Bioethics.

Steps were taken to enhance the already strong patent law program by taking steps to increase the number of students with science and engineering degrees who apply to the law school by meeting and communicating with numerous science and engineering department heads and faculty members to recruit outstanding science and engineering students. Direct communications were also had with many students who are considering applying to the law school.

International and Comparative Law:

The Chinese Law Summer Program entered into a collaboration agreement with the China Summer Program at Boston College Law School. Student's in Boston College's China Summer Program will participate in the summer study abroad program that the IU School of Law - Indianapolis operates Renmin University Law School in Beijing.

The law school hosted colleagues from the Faculdades Espirito Santenses (FAESA) Law School in Vitoria, Espirito Santo, Brazil. This was the second year for the "Program in U.S. Law." This year the emphasis was on the U.S. Constitution, at the request of the Brazilians.

The Joint Center for Asian Law Studies sponsored the second International Law Student Forum at the Renmin University of China Law School in Beijing. The forum provided an opportunity for law students from China, Japan, Korea, and the U.S. to engage in peer-to-peer discussions about the current state of legal education in each country and to offer insights from their unique perspective as students and as consumers of legal education.

The Joint Center sponsored the Second Sino-U.S. Law Conference, which featured presentations by leading U.S. authorities on banking and real estate finance reform and presentations by Chinese authorities on real estate financing in China.

The Program in International Human Rights Law (PIHRL) was granted "Special Consultative Status" by the United Nations UN). The PIHRL joined a select group of approximately 2,000 organizations from 200 countries that have this status, and it reflects the UN's confidence in the PIHRL as an organization that will provide reliable information to the UN on a consultative basis.

The Egypt Program continued to offer the law school's LL.M. program in Egypt by matriculating a 4th cohort of students through a partnership with Cairo University Faculty of Law and the financial support of USAID.

State and Local Goverment Law:

The Program on Law and State Government (PLSG) hosted its 10th Annual Fellowship Symposium. The symposium focused on Public Entrepreneurship and State Government. Two student fellows, Erin Albert and Melissa Stuart, were joined by experts from Indiana and around the nation to examined innovative business models used by state governments in providing public services.

Activities planned for 2011-2012:

Health and Life Sciences Law

A new co-director of the Hall Center for Law and Health will be hired as one of the co-director retired in the spring of 2011.

The Hall Center will covene an inaugural Biomedical and Health Industry Law and Compliance Conference. The event will focus on emerging compliance trends, fraud and abuse, enforcement and pharmaceutical and manufacturing issues.

A joint degree program with the IU School of Medicine will be launched, which will allow law school students to graduate with a medical and law degree in less time than to earn either of the degree separately.

Intellectual Property Law:

Projects are in development in the following areas: recruiting, faculty, curriculum, IP Certificate, promotion of the IP Center, seminars, a patent law boot camp, scholarship, advocacy, scholarships, jobs and fundraising. Further, an inaugural IP Center Symposium is being planned.

International and Comparative Law:

We will continue our partnership with Renmin University in China School of Law and offer our students a summer study program in China as well as sponsor our Third Sino-U.S. Law Conference.

The Egypt Program will seek additional financial assistance from USAID so that a 5th cohort of students can be matriculated to our LL.M. program offered in collaboration with the Cairo University School of Law. Other "Egypt-style" program opportunities will be explored with other countries.

The school will appoint an Associate Dean For International Affairs, who will collaborate with law school administration and faculty to identify and prioritize goals for international programs and initiatives, and to raise awareness of the school's international initiatives among internal and external constituencies.

State and Local Government Law:

The PSLG will host its 11th Annual Fellowship Symposium. The PSLG also has plans to expand its focus to include an educational outreach component, which will facilitate providing university support and services to federal, state, and local government officials. University services will include data collection, research, legal analysis, model legislation, training programs for state and local officials, and public policy analysis.

Goal 4. Increase and strengthen opportunities for experiential learning through our clinics, externships and other programs that involve faculty and students in addressing the legal needs of our communities.

Experiential Learning

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: ongoing

Actions taken for 2010-2011:

The law school increased opportunities for experiential learning through its clinics, externships, and other exisiting programs. In addition, experiential learning was promoted by incorportating simulations, applied learning, and problem-solving methodologies in classroom courses and priority programs.

Evidence of Progress for 2010-2011:

Professor Fran Watson and several students from the Wrongful Conviction Clinic attended the 2011 Innocence Network Conference: An International Exploration of Wrongful Conviction. The law school's Wrongful Conviction Clinic is a founding member of the Innocence Network.

Professor Carrie Hagan, along with a colleague from the School of Social Work, received a Curriculum Enhancement Grant from IUPUI's Center for Teaching and Learning. The grant will help the schools of law and social work enhance the joint JD/MSW program which already exists, as well as the experiences of students in both programs. The project will develop a social work practicum course option to be offered at the law school throgh the Civic Practice Clinic, open to both social work and law students.

A new concentration in Environmental and Natural Resources (ENR) Law was approved. The new concentration, available beginning in the Fall of 2011, will be awarded to students who complete a minimum of 15 credits in at least six environmental and natural resources courses, including three core classes as well as at least two upper level electives and an ENR-related "capstone" writing or experiential course.

Activities planned for 2011-2012:

Activities planned for 2011-2012:

Faculty collaboration regarding the further opportunities to increase opportunities for experiential learning will occur, including a counter-terrorism simulation. There are also plans to establish new clinics such as a Health and Human Rights Clinic and an Appellate Advocacy Clinic.

Goal 5. Support and enhance our nationally-acclaimed legal writing program.

Legal Writing Program

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: ongoing

Actions taken for 2010-2011:

The law school continued to build upon its nationally and internationally acclaimed legal writing program.

Evidence of Progress for 2010-2011:

Effective for students matriculating in the Fall 2010 semester, legal writing program requirements changed. Graduation requirements now require successful completion of Legal Analysis, Research and Communication I and II, Legal Research, a senior writing requirement, and a skills requirement. The skills requirement can be fulfilled by completing one of the following courses: Advanced Legal Research; Advanced Persuasive Writing and Oral Advocacy; Basic Contract Drafting; Litigation Drafting; Principles of Rhetoric; or Supervised Research.

Cynthia Adams, a member of the school's legal writing faculty, presented a series of lectures and workshops on negotiations and drafting international contracts in legal English at Shanghai International Studies University.

Activities planned for 2011-2012:

The law school will continue to build upon its nationally and internationally acclaimed legal writing program.

Goal 6. Emphasize and support research and scholarship among all faculty to raise the school's profile as a leading research institution.

Faculty Research and Scholarship

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: ongoin

Actions taken for 2010-2011:

The law school maintained conditions that facilitate the full-time faculty members effectively discharging their teaching and scholarly responsibilities.

Evidence of Progress for 2010-2011:

Library liasion services are offered to faculty, offering training, current awareness services, and research and reference assistance. Research services include, but are not limited to: assisting with research projects; helping faculty keep current in their research areas; compiling bibliographies; developing Lexis and Westlaw searches; and collection development in the librarians' faculty members areas.

Faculty members are provided $9,000 annually in personal development funds, $4,500 or which is designated for professional travel and $4,500 of which is designated for research assistance.

Faculty members are prolific publishers of scholarly work. For a full listing of publications, please visit the law school's faculty page at http://www.indylaw.indiana.edu/people/?cat=3.

Activities planned for 2011-2012:

As the law school plans to hire at least six new faculty lines in the very near future and establish five endowed chairs, the school will be able to significantly reduce its student-faculty ratio, reducing the size of many classes, and providing all faculty more time for research and scholarly production.

The law school plans to appoint an Associate Dean for Research, who will advise faculty on research and article placement, promote and market the scholarly output of the faculty, and organize scholarly presentations, by our faculty and by visitors from other schools as well.

Fiscal Health

The FY 2012 budget of the law school shows a significant increase in the tuition revenue as well as in the financial aid expenditure compared with FY 2011. This is attributable to a larger than normal incoming class for Fall 2011. Despite the current trend of decreased enrollment in law schools across the country, we are fortunate to have an increase in our law school. Another increase in revenue was a result of the restructuring of the assessment program at IUPUI. This restructuring reduced our committment to the campus and allows us to utilize more of our revenue.

During FY 2011 we had four faculty members retire, but we only hired two new faculty; however, the law school plans to increase the number of faculty positions in future years as well as recruit high-level scholars to our faculty ranks. Our plans also include providing 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. We are establishing new clinics such as a Health and Human Rights Clinic and an Appellate Advocacy Clinic. Our Center for Law and Health and our Program in Law and State & Local Government will be expanding programmatically as well as adding staff/faculty members in FY 2012.

While we had the opportunity to increase our tuition revenue, we were very mindful of the financial burden tuition increases place on students, especially in these difficult economic times. For FY 2012, we had no increase in the non-resident JD tuition and reduced the LL.M. program tuition.

Recruiting outstanding faculty, providing more scholarships to students, and establishing new clinical programs requires a stable financial environment. The current financial status of the IU School of Law - Indianapolis is sound; however, fiscal responsibility will be our highest priority as we move forward with the plans above.

responsibility will be our highest priority as we move forward with the plans above.

Reallocation Plan

Other Question(s)

1. What changes are you seeing in the characteristics of incoming and returning students, and how are you preparing these students to meet the changing needs of the future workforce?

1. Other than substantially increased anxiety due to the difficult job market and thus fears of not being able to find a good paying job when they graduate, our current students do not appear to me to have different characteristics than previous cohorts. The second part of the question assumes that we are talking about a particular "workforce" and that the needs of that "workforce" are "changing." Students graduating from law school are, first and foremost, being prepared for the practice of law, but beyond that they are being provided with a variety of thinking, organizational, and communication skills that will make them outstanding and effective leaders in a variety of roles in the judiciary (as judges, prosecutors, public defenders, clerks, etc.), in business (as executives), in the non-profit world (as executive managers), in the legislative branches of government (as legislators and policy-making aides), and as high-renking appointed and elected government officials. There is a substantial push from the bench and bar for law schools to provide increased levels of so-called "practical and skills training" to JD students so that they will have a stronger knowledge of the "nuts and bolts" of law practice the day they graduate, and we are currently doing a lot of analysis of our curriculum and faculty composition to determine how we can best respond to these justifiable pressures. But for the most part, legal education has followed a curricular and pedagogical model that has been in place and effective for well over a century, and while it is no doubt undergoing evolutionary change, I do not see any sudden fundamental changes on the immediate horizon.

2. What are your plans for any surplus amounts in your fund balance?

2. I don't know what is meant in this question by the term "fund balance." If that means the actual year-end amount that we have not spent, this surplus will go into the law school's accumulated reserves account that I am hoping we will be allowed to tap into in the next couple of years to become the lion's share of the funding for a desperately needed new wing on our building to add offices and classrooms. If that term means something else, I would want it clarified. Perhaps, however, the following comments are the answer to what is being asked. Due to increased amounts of available operating dollars that in the next few years will be used for expanding the size of the faculty by approximately six lines, adding a couple of key staff positions, and greatly increasing the scholarship budget, the law school does have money available that is dedicated for future recurring expenses (faculty & staff compensation and scholarships) that will not all be spent in the current and next fiscal years on such recurring items. These dollars are available for one-time investments or expenditures, and we have a long list of projects and activities that will be funded from these resources. Just as examples, we are undergoing a fundamental reworking of our web site, creating "apps" of the web site for the various handheld devices, producing videos targeting different audiences (most importantly prospective students, alumni/friends/donors, and the community), upgrading some technology in Inlow Hall, enhancing the appearance and comfort of the student areas in Inlow Hall, and renovating the faculty lounge so that it will be a functional venue for scholarly presentations to the faculty. To the extent there is still a surplus that has not been spent at the end of each fiscal year, then, as noted above, the balance will go into our accumulated reserves for use on future capital expenditures (hopefully the new building wing).

3. What are your short-term and long-term plans for ensuring adequate facilities to meet your mission? To what extent are on-line and/or hybrid courses a useful strategy in addressing any anticipated space constraints?

3. On-line and hybrid courses do not appear likely to be significant methods for delivering curricular content in the law school any time in the near future. Most legal education requires an interactive pedagogical style or "hands-on" experiences that current technology does not suitably facilitate. Most of what we teach in law school in the classroom is not substantive content, but rather thinking and communication skills that cannot be effectively taught except in live classrooms. So we need to rely on our physical facilities to provide the venue for almost all of our teaching. As of today, Inlow Hall is barely adequate. We are almost out of office space for our new faculty and for key staff additions. Furthermore, as more faculty are hired, the number of

courses being offered will increase, and we are almost at full capacity in using our available classrooms. Some seminars taught by adjuncts are meeting in conference rooms at the adjuncts' law firms downtown, and our trial advocacy course is (appropriately) taught in the City-County Building courtrooms on the weekends. We will desperately need additional classroom and office space in the next few years, which is why we are trying to run annual surpluses in our operating accounts (see the answer to the previous question) that will go into accumulated reserves and hopefully become the bulk of the funding for a new wing on Inlow Hall (which, BTW, was originally designed by the architects to be added onto, turning our "L" shaped building into a "U" shape).

4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

- **a. Who is the intended audience for each?**
- **b. What do you hope to accomplish with this strategy with this audience?**
- **c. How much are you planning to spend for each strategy?**
- **d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.**

4. I honestly struggle to answer these types of questions. We plan to keep doing the things we have been doing for the past five years to market and to raise the profile and visibility of the law school, plus redesign the web site and produce the videos I mentioned in the answer to Question 2. I believe that the facts that we are bucking the trends nationally in law school JD admissions, significantly increasing almost all of our fundraising metrics, and were able to obtain a huge naming gift for our law school this past year are all evidence that we are probably doing some things right in marketing the school to our audiences of prospective students and alumni/friends/donors. Of course, there are other audiences with whom we want to raise the law school's reputation and visibility besides prospective JD students and current and future donors. Among these audiences are prospective LLM students in targeted foreign countries, the general public and their elected representatives here in Indiana, the population of law school academics around the country, and the legal profession around the country. I might add that I also feel it advisable to raise the respect and reputation of the law school in the eyes of the faculty and senior leadership of Indiana University, especially those who reside on our rural campus to the south.

Having said all of this, I hate efforts to try to force us in higher education to develop objective short-term metrics for assessing the effectiveness of marketing efforts. The concept of measuring a "return on investment" for what we do just strikes me as nonsense. We in higher education, and especially in post-graduate professional education, aren't selling laundry detergent or automobiles or any other type of discrete product. A for-profit company that sells toothpaste can measure the effectiveness of its marketing and advertising simply by looking at its sales data and bottom-line profits. We can't do that. In the five years I have been the dean here, I have ramped up our efforts to reach out to various external constituencies by a variety of methods, from my talking to any group that will listen to me, to producing the highest quality alumni magazine twice a year (that has won 14 national awards in the past four years), to being as proactive as we can be in promoting the scholarship and expertise of our faculty in the media, to creating regular email newsletters to our alumni and friends, to creating and monitoring a Facebook page and Twitter account, to my joining every board and organization in the community and encouraging others here to do the same, to whatever. Of course, the best marketing device at the end of the day is to be the best law school we can be at our three-legged mission of teaching, scholarship and service, and so I have also invested a lot of time, energy, and resources into improving the quality of what we do here in every dimension so that we have something very positive to market in the first place. But all of that said, to me marketing is simply getting the school's name, importance, and accomplishments out there to our various audiences in whatever positive ways present themselves. I don't have a defined strategic plan for marketing. I don't have specific objective metrics to measure a marketing plan's success. All I know is that all of our important success indicators as a law school are moving in the right direction. To what extent our "marketing" activities in isolation contribute to (or I suppose possibly detract from) that, I don't know. But I intend to continue doing what we have been doing for the past four-and-a-half years and expect to see continued improvement in our admissions data, our development numbers, the quality of our teaching, research, and service, and our reputation and rankings.

Having said all of this, I have asked my Office of External Affairs to put together a list of the vehicles we are planning to use, or at least seriously considering using, over the next year or more to market the law school. Below is the response I received.

Indiana University Robert H. McKinney School of Law
Marketing Strategy/Materials for academic year 2012-2013

1) Student recruitment flyer, cards, and bookmarks

a. Intended audience: potential J.D. students

b. These will be handed out at recruitment events around the country and sent out to select groups of prospective students. We hope it will drive them to our web site to find out more about our school, and encourage them to apply and ultimately attend our school.

c. Cost: approximately the same as this year

d. ROI: This is difficult if not impossible to measure. Tracking web hits does not tell the whole story. The number of applications received is not a reliable metric since multiple factors affect the number of law school applications nation-wide which have nothing to do with marketing materials. We are eager to work with IU Communications to develop viable ROI strategies for these pieces.

2) Advertising, print and online (primarily in college newspapers for strategic locations)

a. Intended audience: Potential J.D. and LL.M. students

b. We hope this will prompt people who attend recruitment events at locations where advertising appears to stop and meet our admissions representatives or visit our web site for more information.

c. Cost: approximately the same as this year

d. ROI: It is not easy to gauge the success of advertising. Landing pages or QR2 codes could be used, but the results would not show the whole picture. We are eager to work with IU Communications to develop viable ROI strategies for these pieces.

3) Advertising, print, online and radio (primarily for the Indiana Lawyer and WFYI Radio)

a. Intended audience: attorneys and the general public who might attend our events

b. We hope to attract attendees for various events (guest speakers, continuing legal education programs, academic symposia, etc.) and raise awareness of our school

c. Cost: approximately the same as last year

d. ROI: It is not easy to gauge the success of advertising. Landing pages or QR2 codes could be used, but the results would not show the whole picture. We are eager to work with IU Communications to develop viable ROI strategies for these pieces.

4) Brochures or invitations for speakers and events

a. Intended audience: potential attendees

b. We hope to attract attendees for various events (guest speakers, continuing legal education programs, academic symposia, etc.) and raise awareness of our school

c. Cost: approximately the same as last year

d. ROI: Attendance at our events is quite good. It is difficult to say the effect to which the advertisement may have influenced that (versus seeing the event on the web or in another publication). We are eager to work with IU Communications to develop viable ROI strategies for these pieces.

* NB: In addition to our normal events, we will have a one-time Naming Ceremony event, most likely in October 2012. Plans for materials surrounding this event are just beginning (in connection with the President's office) and we do not yet have an estimate of the number, type or cost of these materials, but they are a one-time expenditure.

5) Brochures for centers and programs

a. Intended audience: Potential and current students, other academics, potential and current donors, community leaders, and others.

b. We hope to draw attention to our centers and programs and the work they do, in the hopes of attracting students, faculty and financial support.

c. We plan to spend slightly more than in the past on these items because we have two new programs, and all of the existing centers and programs need new brochures to reflect the school's new name.

d. ROI: Because the audience for these pieces is so general, it is difficult to track their effect. The major purpose is "friend raising." We track that primarily through feedback from alumni and advisory board members. We are eager to work with IU Communications to develop viable ROI strategies for these pieces.

6) Spring Alumni Magazine and Fall Alumni Magazine/Dean's Report

a. Intended audience: Alumni, donors and friends of the school, as well as other academics and community leaders.

b. The goal of these publications is to communicate current developments at the school to former students and to help keep

them feeling connected to the law school. The Dean's Report also seeks to recognize and steward current donors, as well as attract potential future donors. A secondary goal of these publications is to communicate to our friends and community leaders about our accomplishments.

c. Cost: approximately the same as last year

d. ROI: There really is no way to track "friend raising" with reliable metrics. However we have several potential barometers. 1) Our publications regularly win industry awards for content and design 2) We receive frequent positive feedback from alumni and others who are impressed with our publications 3) Very few people on our 10,000+ mailing list have contacted us to request that they be removed from it. We are eager to work with IU Communications to develop viable ROI strategies for these pieces.

7) Web site and e-newsletter

a. Intended audience: Potential students and faculty; current students, faculty and staff; alumni; members of the general public

b. The goal of our web site is to present timely and accurate information about our school's activities and accomplishments in an easily accessible manner, as well as to serve as a resource for the scholarly legal community and the bar.

c. We are currently in the process of a major renovation of our web site (over $150,000) in conjunction with IU Communications. Our web site renovation is scheduled to be complete by the Fall of 2012, but we will contract with IU Communications to keep the page maintained properly going forward.

d. ROI: We are currently hard at work with IU Communications to devise a viable ROI strategy for the new web site.