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 2004-2005:

1. Annual participation in Indiana CLEO program each year that focuses on preparing minority students for law school. 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 program is conducted by the School each year targeting minority students.

Evidence of Progress for 2004-2005:

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

1996 - 14% 1997 - 14% 1998 - 14% 1999 - 17% 2000 - 14% 2001 - 20% 2002 - 19%
2003 - 17% 2004 - 24% 2005 - 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 2005-2006:

Continuation of above.

2. Reduce deficit.

By practicing frugality in all areas of our unit’s budget, we hope to attain a healthy fiscal position within the next five years.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Five years

Actions taken for 2004-2005:

Cutbacks have been initiated in every department with drastic reductions in spending throughout the school.

Evidence of Progress for 2004-2005:

Staff and faculty have been apprised of budget cuts and are assisting in over-all goal. (See examples of cutbacks under Financial trends and restructuring.

Activities planned for 2005-2006:

Meet goal named above by following a fiscally responsible plan. Obtain private funds for scholarships, professorships, and the law school’s annual fund, which is used to support a variety of school activities.

3. 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 2004-2005:

In early 2005, Dean Mead appointed a Law School Rankings Task Force to investigate our recent fall* in the rankings and to determine ways in which we can improve or maintain our present ranking. The Task Force is comprised of several faculty members and law school administrators.

*The biggest single reason for our fall from a tie for 63rd to a tie for 95th was a reporting error made four years ago to the ABA concerning the size of the student body. Instead of reporting the total number of law students enrolled in the
law school, we reported only the number of students in that year’s entering class. That error had the effect of improving our score for the next three years. However, when the number "washed out" in 2005, our ranking declined. Besides the reporting error, other factors contributed significantly to our recent decline in ranking. The formation of the Task Force is fortuitous in that many of the problem areas are being discussed and recommendations made which should avoid any of these pitfalls in the future.

Evidence of Progress for 2004-2005:

The committee has made many good recommendations to the Office of Admissions, the Admission Subcommittee and the Dean, not just to make a difference in our U.S. News rankings, but to improve the school’s overall performance, consistent with our policies, priorities, and ethics.

Activities planned for 2005-2006:

The committee has met periodically and is involved in the reviewing of information presently being prepared for submission to the American Bar Association in the form of an 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.

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

Through coordination of our new 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 anticipated 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 2004-2005:

null

Evidence of Progress for 2004-2005:

null

Activities planned for 2005-2006:

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 entrepreneurialisms 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.
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.

5. Hiring and retention of a diverse faculty.

1. 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 2004-2005:**

   Relatively modest salary increases in recent years; summer research grants to support faculty research, with the allocation increased in 2003; funds provided for student research assistants increased to $10 per hour in 2003.

   A modest bonus scheme has been introduced to reward faculty research productivity.

   **Evidence of Progress for 2004-2005:**

   Eight new professorships created in 2003 and awarded through competitive process to eight of the most productive faculty.

   Faculty research support through summer fellowships at record level in summer of 2003.

   **Activities planned for 2005-2006:**

   Review of budget to determine whether it is feasible to extend entitlement to summer research grants to legal writing faculty on an across-the-board basis.

6. Enhance the quality of teaching.

1. Familiarize faculty with available technology.
   *Campus Planning Theme:* Teaching and Learning
   *Secondary Goals:*
   *Sub Unit:* None
   *Time Frame:* Ongoing

   **Actions taken for 2004-2005:**

   Appointment of a faculty committee on teaching.

   Technology area restructured in accordance with ABA suggestion in their 2003 accreditation report to create position of director of technology services.
Evidence of Progress for 2004-2005:

There is an increase in the faculty’s use of technology and student evaluations suggest a maintenance of good quality teaching.

Activities planned for 2005-2006:

Continuation of faculty training in technology use.

7. Successfully grow the law school’s LL.M. program.

Achieve target of 100 LL.M. students by 2008.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: Five years.

Actions taken for 2004-2005:

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 2004-2005:

Enrollment tripled in second year. Were it not for visa-processing issues, we could have had more students.

Target of 50 students in year 3 (2004-2005) was easily attainable.

Activities planned for 2005-2006:

Continue marketing as above.

Fiscal Health

*** Fiscal health report for 2005-06 is attached as PDF file.***
Reallocations Plan

Other Question(s)

Doubling goals. In what ways has and will your responsibility center contribute to the Chancellor’s doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

Enrollment. As far as enrollment increases, we do not plan to increase our J.D. enrollment as it has already been expanded to capacity. However, as stated in Goal #6, we are continuing to increase enrollment in the LL.M. program and expect to reach our target of 100 LL.M. students by 2008.

Research and scholarship. The law school employs a part-time Assistant Director for Grant Development who assists in researching grants and applying for grant funding. Our goal is to familiarize the faculty with grant search tools and encourage the faculty to take more responsibility for researching potential grant opportunities and initiating grant proposals. In the past year, we have received grant funding from the following organizations: Federal Mediation and Conciliation Service ($10,000) to support our Labor Management Seminar; U.S. Department of State to support the Project to Promote Democracy, Human Rights and Rule of Law in China (nearly $400,000 over two years); The Library Fund, a fund of the Indianapolis Foundation ($5,000); European Commission ($15,000); and the Commonwealth Fund. Recently, we have requested to make a proposal to the Bob Barker Endowment to augment our animal law offerings ($1,000,000), applied for a U.S. Department of State grant for a China Trial Advocacy Institute ($492,000), and applied for a grant to fund a study on conflicts of interest in medical research from the National Institute of Health ($227,250).

Civic Engagement

Our Law Clinics have a legacy of more than twenty years of learning and service. Since the clinics began in 1982, more than 1,100 students have provided access to legal counsel for more than 3,500 clients. Under the supervision of clinic faculty, students can represent clients in a variety of settings by participating in the Civil Practice Clinic, the Disability Clinic, or the Criminal Defense Clinic.

The law school’s Program on Law and State Government (PLSG) offers over forty internship placements within the executive and legislative branches of Indiana’s state government. The internship placements enhance students’ understanding of public lawyers’ roles within state government and the legal infrastructure of that particular branch of government, providing them with the tools necessary to pursue a career in public service. In addition, the PLSG serves as a resource for lawyers and aspiring lawyers as they strive to address legal issues involving state government.

Established in 1993, the law school’s Pro Bono Program encourages law students to assist local attorneys who provide legal representation to indigent persons and who practice in public interest areas. Each year, students volunteer thousands of hours to under-represented Indianapolis area women, children, youth, families, and community groups in need of legal assistance. This year, Emily Benfer, a 2005 law school graduate, received the John Paul Berlon Award from the Pro Bono Program, for contributing more than 800 hours of pro bono service while in law school. Furthermore, the Chancellor’s Community Award for Civic Engagement was awarded this spring to the Protective Order Pro Bono Project, a partnership between the law school, the Indianapolis Bar Association and other selected community organizations. This fall, the Indianapolis Bar Association bestowed the Law Student Pro Bono Award to our third-year student, Katie P. Orton.

In May, the law school co-sponsored the 26th annual Labor Management Seminar, offered in cooperation with Region 25 of the National Labor Relations Board. Approximately 150 participants, representing corporate management and labor unions, attended the seminar at the law school.

Professor Henry Karlson received a Certificate of Appreciation from the Department of Health and Human Services’ FDA Office of Women’s Health “Take Time to Care” national health campaign for his service as Chairperson of the Indiana Health Food Task Force. While working on this project, Professor Karlson helped to implement new educational materials for...
Diversity. What actions have you taken and what results have you achieved in diversifying your student body (particularly in improving the success rates of minority students) and your faculty and staff?

Enrollment of a diverse student body has been listed as one of our primary goals for the last several years. The percentage of minority students at the school continues to climb, particularly with the influx of rising numbers of LL.M. students (most of whom are international students) in the school.

We presently have six minority faculty: three African-American, one Hispanic, one Asian and one Native American. (In our 2004-05 recruitment of new faculty, we offered faculty positions to two female African-Americans, one of whom accepted.) Minorities on our professional staff include our Associate Dean for Student Services and Admissions, our Director of Admissions, the Associate Director of Professional Development, and our Assistant Director for Pro Bono and Public Interest Programs. We also have two faculty assistants who are minorities, as well as five law library staff members.

The school conducts diversity training through our Office of Professional Development. We also draw heavily upon minority judges and attorneys to serve as adjunct faculty as well as guest speakers in many of our individual classes.

Campus coordination and cooperation. Are you willing to work with an adjudicative group in resolving conflicts in course and program offerings in the spirit of reducing campus duplication and overlap? If so, what forum or format would be most helpful to you? Please cite examples of your cooperation with other units in resolving such conflicts.

Since we are a professional graduate school, there are no conflicts in course offerings with other units on the IUPUI campus and, therefore, the question does not apply to our program.

4) What actions have you taken to promote the retention of all students, and in particular, individuals who would diversify the student body, e.g., ethnic, racial, and gender minorities?

5) What uses are you making of the student technology fee?