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 2005-2006:

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 2005-2006:

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

1997 - 14%; 1998 - 14% 1999 - 17%; 2000 - 14% 2001 - 20%; 2002 - 19%

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 2006-2007:

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 11, 2006.

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 2005-2006:

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

Evidence of Progress for 2005-2006:

In the first year of our four-year repayment plan, we have managed to reduce our deficit by 57%!

This has occurred thanks to the faculty, administration and staff’s efforts to remain disciplined and our engaging in entrepreneurial efforts.

Activities planned for 2006-2007:

Continue with our current efforts to remain fiscally responsible.

3. Increase standings in national law school rankings.

By determining 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 2005-2006:

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 2005-2006:

This past year, we gained 18 positions by using extreme care in preparing the documents which are the basis for the rankings to make sure that we are putting our best foot forward.

Activities planned for 2006-2007:

The committee will continue to meet periodically to review the information 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 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 2005-2006:

Evidence of Progress for 2005-2006:

Activities planned for 2006-2007:

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 entrepreneurship 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.

4. Through our highly-successful Center for Law and Health, we have submitted an application for a Signature Center.

5. We are presently working with the School of Social Work to develop a JD/MSW degree.

5. 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 2005-2006:

   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 has been introduced to reward faculty research productivity.

   Evidence of Progress for 2005-2006:

   A new professorship was created this past year. The Harold R. Woodard Professorship was established through a substantial gift to the law school from Clara Woodard, widow of Harold R. Woodard, a former adjunct professor and longtime friend of the law school. Professor Nicholas Georgakopoulos was named the first Harold R. Woodard Professor. Professor Georgakopoulos is a noted expert on law and economics.

   Activities planned for 2006-2007:

   Since our faculty salaries have increased only slightly in the last two years, due to our budget deficit, we are hoping to allow for somewhat greater increases in the coming year.

   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.

6. 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 2005-2006:

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

Development of LL.M. brochure.

Development of contacts at major institutions worldwide.

Ten students enrolled in 2002 (program commenced July 2002); 30 students enrolled for 2003-2004, 50 in 2004-2005, and approximately 65 enrolled in 2005-2006, with an anticipated 10-15 new students enrolling in spring semester, 2006. Again, in fall semester of 2006, we have 65 or so new LL.M. students.

Evidence of Progress for 2005-2006:

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

Activities planned for 2006-2007:

Continue marketing as above.

Fiscal Health

* Fiscal health report for 2006-07 is attached as PDF file.

Narrative summary:

The law school has no intention to commit substantial resources to new programs until the deficit is completely paid down. However, we have applied for signature status for some of our centers and, should that designation be granted, the law school is willing to commit moderate matching funds for program improvements described in the applications. Any significant programmatic change is very unlikely until the new dean of the law school has had a chance to work with the faculty on a strategic plan for the school.

Reallocation Plan

Other Question(s)

1) 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: Our Center for Law and Health has conducted several research projects related to health law in Indiana, including a study of barriers to health insurance for seriously ill adults and children in the state, and an evaluation of Indiana’s Medical Malpractice Act, both funded by the Robert Wood Johnson Foundation. The center also recently received the Indiana University School of Medicine’s Spirit of Indiana Award for its work with the Indiana Family Health Partnership, which has led to the development of the Indiana Medical Improvement Program.
completed an analysis of strategies for expanding health coverage for the working poor on behalf of the Indiana Commission on Health Care for the Working Poor.

Civic Engagement &nbsp;At the 2006 IUPUI Spirit of Philanthropy luncheon, the law school honored Eli Lilly and Company and its Foundation for continued support of law school programs. &nbsp;The Foundation was recognized for its leadership gifts to the capital campaign as well as to our Center for Intellectual Property Law and Innovation. &nbsp; In addition, over the years, Lilly has employed many of our most distinguished graduates and donors, and continues to partner with the law school on innovative CLE programs held at the school each year with proceeds benefiting scholarships for our students.

Once our newest Center, the Center for Intellectual Property Law and Innovation, becomes fully operational, it will serve as a resource for government, businesses and law firms in the ever-growing area of intellectual property law--particularly as it applies to the life sciences. &nbsp;

Our Program on Law and State Government sponsors internships with nearly 40 state government offices, including the Governor’s office and the Attorney General’s office. &nbsp; We also offer a Court Internship program that places students in the federal district courts, the Indiana Supreme and appellate courts and the Marion County Superior courts. &nbsp; We also have a wide variety of internships with various legal and business organizations, such as the legal department at the NCAA, the National Labor Relations Board, the Finish Line and many more, in which students are supervised by a faculty member and an attorney at the internship placement.

The law school continues to be recognized as a leader in pro bono and Public Interest Law, with both student and faculty recognition at the national level in this area. &nbsp; Our students continue to donate thousands of pro bono hours to the Indianapolis community as part of our pro bono program.

2) Diversity: What actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

Enrollment of a diverse student body has been listed as one of our primary goals for the last several years. &nbsp;

We presently have five minority faculty members. &nbsp; three African-American, one Hispanic and one Asian. &nbsp; Minorities on our professional staff include our Associate Dean for Student Services and Admissions, our Director of Admissions, the Director of Professional Development, the Associate Director of Professional Development, and our Assistant Director for Pro Bono and Public Interest Programs. &nbsp; We also have three faculty assistants who are minorities, as well as five law library staff members.

As indicated earlier, our diverse student body continues to climb with the addition of more LL.M. students and also S.J.D. students, most of whom are international students.

The school conducts diversity training through our Office of Professional Development. &nbsp; 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.

Earlier in 2006, Professors Karen Bravo and Maria Pabon Lopez participated in IUPUI’s Edward C. Moore Symposium. &nbsp; Their presentation was entitled “Seeing Through Other Eyes: &nbsp; Teaching Diversity in the Upper Level Law School Curriculum.”

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3) Campus collaboration: In what ways has your unit collaborated with other units to enhance teaching and learning and/or research and scholarship? What plans do you have to strengthen collaborative activities in coming years?
Please refer to our Goal #4 which also includes campus collaboration.

In addition, each year the law school co-sponsors the Jordan H. and Joan R. Leibman Annual Forum, which includes a presentation by a well-known expert in the area of business, art or the law, followed by a reception. It is held in conjunction with the IU Kelley School of Business and IU Herron School of Art and Design.

Our Center for Intellectual Property Law and Innovation is already assisting in a broad spectrum of applied research initiatives, collaborating with partners at IU as well as with other national and international intellectual property institutes and centers. The Center hosted its inaugural lecture in the spring of 2005, featuring Professor Margaret Jane Radin from Stanford University, who spoke on the topic: Policy Arguments in the Digital Environment: Competition, Free Speech, and Innovation.

4) International scholarship: How extensively are faculty in your school involved in research on international topics or in collaborations with international colleagues? Please cite some examples.

The law school faculty members become more immersed in international research and collaborations with international colleagues each year. This is due, in large part, to the success of our LL.M. and S.J.D. programs.

A few recent examples of their extensive involvement include:

Professor Robert Lancaster, who now directs our Chinese Law Summer Program in Beijing, spoke in May, 2006 at the Global Alliance for Justice Education International Conference at Fordham Law School in New York City. He, along with an Associate Professor of law at Renmin University of China School of Law, gave a presentation entitled "The Transitions of Legal Systems and the China Trial Advocacy Institute".

Professor Lancaster also trained Chinese criminal prosecutors in adversarial trial techniques in April, 2006. The training was held at the National Prosecutors College in Beijing, China, and was sponsored by the China Trial Advocacy Institute. About 80 prosecutors participated in the training.

Professor Frank Emmert, Director of our Center for International and Comparative Law, who also oversees two of our summer programs in Croatia and France, taught a three-hour session at the Indiana Judicial College in April, 2006. His session was entitled "Why is International Law Important to Judges in Indiana?"

Professor Maria Lopez, named a Dean’s Fellow in recognition of scholarly excellence and nominated as an Outstanding Woman Full-Time Faculty Member on the IUPUI campus, participated in two panels at the "Access and Invisibility: Undocumented Immigrants in America" conference at New York University School of Law in spring, 2006.

Professor Karen Bravo presented her research paper called "The Prospects of Democracy in Armenia" at IUPUI’s Seventh Annual Symposium Highlighting the Research of Faculty, Staff, and Students of Color in spring, 2006. Professor Bravo teaches business associations, international business transactions, international law, international trade, and a seminar on illicit international markets.

Professor George Edwards’ International Criminal Court (ICC) training document for trial judges entitled "Draft Outline for the Trial Judges in the case of International Criminal Court v. Whiteland and Blueland Soldiers" was presented in February, 2006 in Amman, Jordan.

Professor Eleanor Kinney, a co-director of our Center for Law and Health and Professor Frank Emmert were awarded a three-year grant from the European Commission to create a module of courses designed to educate both students and attorneys on a variety of legal aspects of the European Union. This year, the first course was offered at our school, called The Jean Monnet Module on "Comparative EU and U.S. Science, Law and Policy in the Regulation of Pharmaceutical and Medical Technology." The six-day short course, by all indications, was a tremendous success.
5) Internationalization of curriculum: How extensive are international perspectives and content in curricula in your school? Are international perspectives present in the core requirements for undergraduate degrees? Are there degree or certificate programs with an international emphasis? Do you have study abroad programs?

Four years ago, the law school launched its Master of Laws (LL.M.) program with ten students from seven countries. In 2005-06, the school inaugurated our Doctor of Juridical Science (S.J.D.) with four students, all from outside the U.S. In the fall term, 2006-07, we now have five S.J.D. students and approximately 65 students from seventeen countries in the LL.M. program.

This influx of foreign students has changed the character of the law school. The presence of these foreign lawyers greatly enriches the educational experience of J.D. students. The LL.M. component has five tracks of study: American Law for Foreign Lawyers, Intellectual Property Law, International and Comparative Law, International Human Rights Law and Health Law, Policy and Bioethics. (We have graduated a total of 126 LL.M. students and expect to graduate sixty-more by the end of the 2006-07 academic year.) Each of the five LL.M. tracks is associated with a special Center or program at the law school. The Health Law, Policy and Bioethics track is a component of our William S. and Christine S. Hall Center for Law and Health. The track in International Human Rights Law is tied to our Program in International Human Rights Law which, during its nine years in existence, has arranged 96 student human rights intern placements in more than 45 countries. The tracks in International and Comparative Law and Intellectual Property Law are tied to our two Centers directly aligned to those studies.

Our summer programs, operated under the auspices of the American Bar Association, include a longstanding Chinese Law Summer Program in Beijing, the European Law Summer Program in Strasbourg (which used to be located in Lille, France), the Latin American Law Summer Program in La Plata, Argentina and our Central and Eastern European Law Summer Program in Dubrovnik, Croatia. The programs run from 4-6 weeks in length and students earn either 5 or 6 credits, depending on the length of the program. In the summer of 2006, 67 of our law students participated in these programs, as well as 23 students from other law schools across the country.