Mission

Following an extensive planning process involving input from alumni, faculty, staff and other stakeholders, 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.

Increase the number of tenure-track and long-term contract track faculty. Increasing the size of the faculty will improve our student-faculty ratio and allow faculty to become more engaged with students, alumni, and the community, and to pursue teaching innovations. These activities are critical to the school’s core missions of research, teaching and service. Continue to increase faculty salaries and support for faculty research.

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

Actions taken for 2009-2010:

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.

Evidence of Progress for 2009-2010:

Unfortunately, because of budget cuts during the last fiscal year, we were only able to hire one faculty member rather than the four we had hoped to hire.
Activities planned for 2010-2011:

We will be seeking to recruit four new faculty members in the fall of 2010, including a co-director of the Hall Center for Law and Health as Eleanor Kinney, one of the co-directors, is retiring in 2011.

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.

Obtain gifts and grants from alumni, friends of the school, foundations and corporations to both named and general endowment funds for scholarships, as well as increase the availability of other financial assistance for students, which will reduce the cost, and in turn the debt incurred, to obtain a legal education at the school.

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

Actions taken for 2009-2010:

Since this is a newly-created goal and an integral part of our Strategic Plan, which was just adopted by the faculty in April of 2010, we will report on actions taken, evidence of progress and activities planned in next year’s Planning and Budget Report.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

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.

Healthcare and Life Sciences Law. Build upon the school’s national reputation in this area by developing a dual emphasis in the provision of healthcare services and the regulation of pharmaceuticals/medical devices. Develop 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.

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

Actions taken for 2009-2010:

Research in health law and policy is a primary activity of the Hall Center for Law and Health and results of its research are disseminated through peer-reviewed journals, law reviews and educational programs. Center research has been used by courts and other public and private policymakers at the local, state, national and international levels. The Hall Center has become a catalyst in the law school for developing funded research projects in the regulation of pharmaceuticals,
medical devices and biotechnology from discovery to market. It has strong ties with the IU Center for Bioethics and the Center for Health Policy in the IU School of Public and Environmental Affairs.

Evidence of Progress for 2009-2010:

On July 27, 2009, Professor Eleanor Kinney, co-director of the William S. and Christine S. Hall Center for Law and Health, testified before the House Energy and Commerce Committee’s field hearing in New Albany, IN. She testified as an expert on insurance and health law before the field hearing. She was asked to talk about the situation in Indiana regarding health insurance and, in particular, experiences of Hoosiers with rescission of private health insurance contracts and post claims underwriting which allows insurers to do their underwriting and decision-making about whether an insurance policy is valid after it has sold the individual.

On August 22-23, Professor Kinney was a guest on the Public Radio show Sound Medicine, and discussed some of the nuances of the current health insurance crisis and how the insured might be affected by health care reform legislation.

In November, 2009, she taped a segment for ABC’s Good Morning America addressing the topic of medical malpractice tort reform as part of an overall health care reform bill. In February, 2010, she delivered a lecture on “Realizing the International Human Right to Health: The Role of Private, For-Profit Enterprise” at the West Virginia University College of Law.

In an early spring, 2010 article in the Journal of General Internal Medicine, Professor Kinney and Heather McCabe, Executive Director for the Hall Center, explored the topic of medical legal partnerships. Their article was entitled “Medical Legal Partnerships: A Key Strategy for Addressing Social Determinants of Health”.

On June 3-5, 2010 at the 33rd Annual Health Law Professors Conference of the American Society for Law, Medicine and Ethics in Austin, Texas, Professor Kinney received the Jay Healey Award for Excellence in Teaching.

Activities planned for 2010-2011:

A program focused on “FDA and the Law” will be established under the umbrella of the Hall Center for Law and Health. Hire a new co-director of the Hall Center, as Eleanor Kinney is retiring in spring of 2011. Collaborate with the IU School of Medicine, IU School of Nursing and the Dept. of Public Health in similar programs in conjunction with the Hall Center.

Intellectual Property Law. Strengthen the school’s reputation in this area with the addition of prominent intellectual property scholars and with related programs. Engage outside interests in developing the program, including businesses, organizations, and other schools that focus or depend on intellectual property.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame: Ongoing

Actions taken for 2009-2010:

John R. Schabley, III joined the law school in January, 2010 as Executive Director of our Center for Intellectual Property Law.
Evidence of Progress for 2009-2010:

The primary mission of the IP Center is promoting student IP education and scholarship and increasing the number of our graduates with a strong foundation in intellectual property law. The IP Center is active in all areas of Intellectual Property law, including patent, trademark, copyright, trade secret and right of publicity law. Broader goals and objectives include advancing the law of intellectual property, advocating and stimulating reform through scholarship and programs, and providing assistance and support to numerous constituencies in various areas of intellectual property law.

Professor Schabley has given various presentations in the spring of 2010 at the Center for Bioethics, our law school Board of Visitors and Alumni Board of Directors’ meetings and at our CLE day program in May.

Activities planned for 2010-2011:

Projects are underway or in development in the following areas: Recruiting, Faculty, Curriculum, IP Certificate, Promotion, Seminars, Patent Law Boot Camp, Idea Exchange, Scholarship, Advocacy, Scholarships and jobs and Fundraising. One early objective of the IP Center is 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 our law school. Another objective is to recruit high quality IP scholars and practitioners as full-time and adjunct faculty members. The IP Center has been working closely with the IP student associations, which are growing and enthusiastic. An inaugural IP Center symposium is being planned for the spring of 2011. IP focused scholarships are essential to help increase recruiting of science and engineering students to grow our patent law program. The creation of IP externships is also being encouraged.

☐ International and Comparative Law. Further develop the school's existing international programs and relationships, and encourage faculty members who have demonstrated their commitment to developing aligned international, comparative, and international human rights law programs.

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

Actions taken for 2009-2010:

On July 1-4, 2009, Professor Cynthia Adams participated in an international conference held at the University of Pretoria, South Africa. She spoke on the pedagogy and methodology of integrating lawyering skills in a contracts casebook course. The conference was sponsored by APPEAL, an international organization devoted to promoting the exchange of ideas, information, and resources about the teaching of lawyering skills among academics in the US and in Africa. The conference focused on the development of law curricula at South African universities and was widely attended by judges, professors and lawyers from South Africa and the US.


In late August, 2009, experts on victimology met at Tokiwa University in Mito, Ibaraki, Japan for the 13th
World Congress of Victimology. Professor Maria Lopez presented a paper on her research regarding hate crimes against immigrants in the U.S. Professor Karen Bravo’s work was on the personhood of the victims of human trafficking. The symposium takes place every three years and had “Victimology and Human Security” as its theme and featured researchers from all over the world.

Evidence of Progress for 2009-2010:

Our Chinese Law Summer Program is held at Renmin University (Beijing) which is the #1 law school in the country. In June of 2010, Dean Gary Roberts and Dean Han Dayuan with Renmin’s School of Law signed an agreement establishing a Joint Center for Asian Law Studies in partnership with Renmin. Professor Lloyd Wilson, Jr. will direct the Joint Center and also co-directs the law school’s Chinese Law Summer Program.

Activities planned for 2010-2011:

We will continue our twelve-year partnership with Renmin University in China (RUC) School of Law next summer. Also, our summer legal program will continue in Dubrovnik, Croatia. IU Law-Indy provides tuition to one Kenyan student per year to study at our law school. In exchange for his/her tuition, the student must commit to one year of service in the Legal Aid Clinic in Eldoret, Kenya. The LLM program in Egypt has commitments of funding through summer of 2011 but, if further funding is not acquired, the program will be closed. The second student cohort graduated this summer and the third cohort will graduate in summer 2011.

Sports and Entertainment Law. Develop a national reputation in sports and entertainment law by establishing partnerships with entertainment organizations and professional and amateur sports organizations in central Indiana.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

**Actions taken for 2009-2010:**

Since this is a newly-created goal and an integral part of our Strategic Plan, which was just adopted by the faculty in April of 2010, we will report on actions taken, evidence of progress and activities planned in next year’s Planning and Budget Report.

**Evidence of Progress for 2009-2010:**

**Activities planned for 2010-2011:**

State and Local Government Law. Leverage the school’s location in the State capital 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. Create an Indiana law institute to become an additional resource for state and local governments.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
Sub Unit:
Time Frame: Ongoing

Actions taken for 2009-2010:

The goals of the Program on Law and State Government (PLSG) are to foster study, research, and education on critical legal and regulatory issues facing state governments, to enhance students’ education by providing opportunities for participation in Program-sponsored research initiatives, educational programs, and internships within all branches of state government, and to enrich and broaden the dialog between the academic legal community and state governments by promoting and disseminating contemporary scholarship on issues confronting those governments.

On October 2, 2009, the Program on Law and State Government hosted its Fellowship Symposium, an academic event in which the current year’s Fellows present their research regarding their collaboratively-chosen topic. PLSG fellowships allow law students to study and research critical legal and regulatory issues facing state governments. The 2009 topic was “State Law and Energy Policy: Initiatives and Ideas Powering the Future” and featured government leaders speaking on the topic of energy policy.

Evidence of Progress for 2009-2010:

Through Program-sponsored scholarly papers, research, and educational seminars, the Program encourages the development of nonpartisan, critical perspectives on state government decision-making. By marshaling resources to promote the use of contemporary scholarship, the Program facilitates state governments’ use of that scholarship to address and resolve legal issues. Ultimately, the Program serves as a vehicle to bring students, the law school and the community of state government policy makers together in an academic forum for public debate and analysis of the legal issues facing state governments.

Activities planned for 2010-2011:

The 2010 PLSG Fellows will examine innovative business models used by state governments in providing public services. The two recipients of the 10th annual PLSG Fellowships were awarded $5,000 fellowships to support research and hold a live seminar on a topic relevant to law and state government. Their research will culminate in a fall symposium, 2010, on the topic of public entrepreneurship with experts in the arena of innovative programs in law and state government.

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.

Enrich experiential learning opportunities through clinics, externships, and other existing programs. In addition to practice placements, promote experiential learning by incorporating simulations, applied learning, and problem-solving methodologies in classroom courses and priority programs. These experiences will connect the law school to the community and enable the students to learn how law can address the legal needs of our communities and promote social justice.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: Ongoing
Actions taken for 2009-2010:

During the spring 2009 semester, a special grant from IUPUI’s Solution Center helped to make it possible for six IU Law—Indianapolis students to work in close collaboration with the Community Development Law Center (CDLC), formerly known as the Community Organizations Legal Assistance Project, Inc. or COLAP. Students received academic credit for completing 120 hours of service, and the students were overseen by CDLC attorneys, all of whom are alumni of the law school and participated in clinical programs as students. At a recent gathering at the end of the semester to discuss the outcomes of the semester-long project, the students were enthusiastic about how much they had learned and how much they would recommend this experiential learning situation to other students.

Evidence of Progress for 2009-2010:

Several informal meetings involving faculty members have been held to discuss the Experiential Learning goal.

Activities planned for 2010-2011:

Since this is a newly-created goal and an integral part of our Strategic Plan, which was just adopted by the faculty in April of 2010, we will be planning activities and those will be reported in next year’s Planning and Budget Report.

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

Build upon the school’s national and international reputation in legal writing and strengthen opportunities for intensive instruction in analytical written and oral communications in all areas, including litigation, transactions, and legislative drafting.

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

Actions taken for 2009-2010:

U.S. News & World Report ranked our legal writing program, known as Legal Analysis, Research and Communications (LARC) fifth in the nation in 2010. The rankings are based on a survey submitted to those law professors across the nation teaching in their schools’ legal writing programs. In 2009, the IU-Indianapolis legal writing program ranked eighth. The law school’s LARC program has a core of required courses focusing on research and predictive analysis and communication, persuasive writing, giving oral arguments to a court, and drafting. Many of the full-time law professors teaching in the legal writing program are actively involved in the legal community, both nationally and internationally. In 2008, we hosted the 13th national biennial conference of the Legal Writing Institute, bringing more than 600 legal writing faculty members from 13 countries to Inlow Hall.

Clinical Professor of Law Kenneth Chestek was asked to be a member of a panel making the opening plenary presentation at the Once Upon a Legal Story (Chapter Two) conference at Lewis and Clark College in Portland, Oregon on July 22-24, 2009. He presented the results of an empirical study he worked on earlier in the year exploring whether appellate judges are persuaded by stories incorporated into appellate briefs. His findings showed that judges, lawyers and law professors did find the story brief more persuasive while the law clerks judgment was not affected by this additional element of the brief.

Clinical Associate Professor of Law Allison Martin co-authored an article with Dr. Kevin Rand entitled, “The Future’s
So Bright, I Gotta Wear Shades: Law School Through the Lens of Hope,” which was published in May, 2010 as the lead article in a 360-page, 13-article issue reporting on proceedings at the First Colonial Frontier Legal Writing Conference held in December 2009 at Duquesne University School of Law. They were the plenary speakers for this conference, which was organized around their article. In addition, they have just completed the second empirical study about law student hope, optimism, academic performance, and psychological well-being. The participants in this study were students from five different law schools across the country.

Evidence of Progress for 2009-2010:

Since this is a newly-created goal and an integral part of our Strategic Plan, which was just adopted by the faculty in April of 2010, we will be formulating evidence of progress and activities planned in next year’s Planning and Budget Report.

Activities planned for 2010-2011:

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

In keeping with the emphasis of Indiana University on maintaining its international prominence as a research institution, and to support our teaching mission, we will advance our scholarly productivity and prominence. We recognize the interdependence of this priority with our other priorities, including strengthening the faculty, expanding our programs, pursuing experiential learning opportunities, and establishing the school’s distinctive identity.

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit:

Time Frame: Ongoing

Actions taken for 2009-2010:

Since this is a newly-created goal and an integral part of our Strategic Plan, which was just adopted by the faculty in April of 2010, we will report on actions taken, evidence of progress and activities planned in next year’s Planning and Budget Report.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

Fiscal Health

The FY 2011 budget of the IU School of Law – Indianapolis shows a significant decrease in the tuition revenue as well as in the financial aid expenditure compared with FY 2010. This is attributable to the timing of budget construction and the timing of the granting of additional grant money to continue our LLM program in Egypt. At the time of budget construction there were no funds available to continue the Egypt program. After the budget was submitted we received additional grant funds from USAID and will be able to admit new students for Spring 2011.

Because of the constraints mandated by the University, there were no salary increases given in FY2010. We were
Because of the constraints mandated by the University, there were no salary increases given in FY 2010. We were also unable to hire new faculty members; 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 and retain those we currently employ. Our plans include the ability 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. Future plans also include projects such as a Domestic Violence Clinic, a Health & Human Services Clinic, and an Appellate Advocacy Clinic.

While we have the opportunity to increase our tuition revenue, we must be mindful of the financial burden tuition increases place on students especially in difficult economic times. The uncertain financial climate of not only the University but the State of Indiana creates a challenge for completion of the plans stated above. Recruiting outstanding faculty, providing more scholarships to students, and establishing new clinic programs requires a stable financial environment. The current financial status of the IU School of Law – Indianapolis is sound; however, we will move forward cautiously with any new programs.

Re allocation Plan

Other Question(s)

1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

The faculty in May 2010 approved by an overwhelming majority a new strategic plan setting forth eight strategic goals – (a) increase and strengthen the faculty; (b) increase student financial support; (c) develop and strengthen programs and opportunities where the law school has natural advantages; (d) strengthen experiential learning; (e) maintain our nationally acclaimed legal writing curriculum; (f) support research and scholarship among all faculty; (g) promote a distinctive identity or brand for the school; and (h) enhance the infrastructure and culture for giving back among the school’s external constituencies.

This plan pretty well drives whatever planning decisions have to be made going forward. We are currently engaging faculty in the process of developing specific implementation plans and benchmarks for each of these eight goals. Once that is completed, the administration will assume responsibility for the actual implementation with monitoring and oversight performed by the faculty executive committee.

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guideposts? Please describe your process for integrating your unit’s plans with those of the campus.

With all due respect, we don’t pay much attention to the Principles of Excellence or the Guideposts in our planning, so we have no “process” for integrating the law school’s plans with those of the campus – we do what we do to produce excellent lawyers and leaders for Indiana and beyond, and, although it is not deliberate, what we do appears to line up quite well with the Principles and Guideposts. To be specific, we strive to improve educational outcomes; we strive to enhance faculty quality; we strive to maintain excellence in research; we strive to maintain an international dimension; we engage in civic engagement and our graduates are at the forefront of Indiana’s economic development; we strive to enhance philanthropy for the law school; we strive to maximize the use of our space; we strive to utilize technology effectively; we try to be good stewards of our resources.

But we do not consciously make operational or strategic decisions based on a dozen broad generalized statements that are not terribly helpful in making our priority judgments.

Of course we will use the sparse resources available to the law school to pursue excellence in teaching, research, and service to the community, with each of those being integrally related to each other. Thus, I can say that I believe that the law school’s activities and performance match up well with the Principles and Guideposts, to the extent the Principles and Guideposts are relevant to our exclusively professional educational mission. (Note: We have no undergraduates, so references in the Principles and Guideposts to undergraduate education are irrelevant to the law school; we are not a health or life sciences program, so references in the Principles and Guideposts to health and life sciences are irrelevant to the law school.) Unlike almost all of the other units within the university and on the campus, we are a self-contained, exclusively professional school. With very rare exceptions, law students do not take courses in other units, and non-law students do not take courses in the law school (unless
they are in a joint degree program). Our law school graduates a majority of the lawyers in the State of Indiana, as well as a significant portion of the business, political, non-profit, and civic leadership in the state. Thus, we have to provide a general, broad-based, excellent legal education for our students. We cannot use our very limited operating resources to specialize or develop niches. (Specialized programs must be funded by private sources, and that is driven by the preferences of the sources of those funds.) We cannot gear our overall educational program or curriculum to campus priorities that are inconsistent with or irrelevant to the law school’s mission and obligation to the State of Indiana. The school has to prepare students to be family and divorce lawyers, tax lawyers, estate planning lawyers, criminal lawyers (both defense and prosecuting), corporate lawyers, personal injury lawyers, civil rights lawyers, environmental lawyers, commercial lawyers, etc., etc. The school also must instill in our students the skills and knowledge that will enable them to take leadership roles in all aspects of society. Thus, to fulfill our responsibility to the citizens of Indiana, we must maintain a broad general curriculum and support a broad range of research driven by the interests of our faculty and the needs of the legal profession. All of our planning and prioritization decisions are made in order best to fulfill this mission.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

The biggest “trend” in legal education is the divergence of the cost of law school to our students from the salaries that law graduates are earning. Over the past few decades the cost of legal education has skyrocketed and it has largely been funded by large, often double-digit annual increases in tuition. These tuition increases have been born by law students largely through increased borrowing so that today a majority of law students are graduating with six-figure educational loan debt. However, the average salary of new law graduates is declining. This is putting a substantial strain on the system, and loan defaults in recent law graduate cohorts are increasing dramatically. It will not be long before the market starts to reflect this reality and prospective law students will decide that going to law school is not the good economic investment it has been until recently. (Indeed, so far in this year, applicants nationwide for admission in summer 2011 are down 8.7% as of mid-December.) This is going to force law schools to make significant changes in their business model in order to bring the cost of attending law school more in line with market realities so that debt burdens on graduates will be serviceable on expected starting salaries. Either significant new revenue streams will have to be found or costs will have to be cut dramatically, or both.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

I assume this question is asking what the law school’s priorities will be if the law school’s budget is cut (which is not necessarily the same as the university experiencing budget cuts). The answer is that there are no programs currently receiving any significant operating funds, so identifying programmatic priorities to protect should there be budget cuts is a non-sequitur for the law school. If we have to cut, the only big ticket items in our budget that could be cut are (1) faculty salaries & benefits, (2) staff salaries & benefits, (3) library acquisitions, and (4) financial aid. Since our financial aid is already woefully low, cutting that would likely be disastrous to the quality of our student body. Beyond that, I don’t know what we would cut if our budget actually contracted. Despite what I said in #3 above, we still have upside potential for resident tuition increases of a magnitude that presumably would offset any cuts in state dollars. Thus, I am not even thinking about cutting expenditures. I will face that if and when I have to.