

**Drake University Law School
2006 Strategic Plan
November 2006**

GOAL

Drake University Law School will be recognized within five years as one of the best law schools in the nation for producing graduates who are exceptionally prepared for the practice of law and other careers and will be known for its welcoming environment and commitment to diversity.

OBJECTIVES

1. Create an innovative model of legal education that pervasively and comprehensively integrates and emphasizes ethics, professional skills and experiential education with knowledge of legal institutions and the substance, theory and values of the law.
2. Attract and retain a diverse faculty who are accessible to students and who are widely recognized as productively engaged in exemplary scholarship, informed and rigorous teaching, active public service, and creative leadership at all levels of national and community life.
3. Attract, challenge and engage a highly qualified and diverse student body and prepare them for careers of leadership and service in a variety of roles and settings.
4. Ensure that Drake University Law School is consistently and widely recognized for the quality of its faculty and staff, students, educational program, and alumni.

OBJECTIVE 1: Create an innovative model of legal education that pervasively and comprehensively integrates and emphasizes ethics, professional skills and experiential education with knowledge of legal institutions and the substance, theory and values of the law.

1.1 Integrate and expand experiential programs into a distinctive and innovative curriculum that promotes understanding of the formation of law in society and competency in the practice of law.

1.1.1 Fully integrate the First Year Trial Practicum into the first year;

1.1.2 Require each student to participate in an academically integrated experiential program within the judicial, legislative, or executive branches, designed to assure threshold knowledge of and competency in dealing with lawmaking institutions;

1.1.3 Develop additional transactional experiential courses or programs, including a small business or entrepreneurship clinic;

1.1.4 Expand the judicial internship program during regular semesters and over the summer;

1.1.5 Guarantee that each student wanting to participate in a live-client clinical program is able to do so;

1.1.6 Require each student to participate in a capstone experience or course in which the student will demonstrate an ability to put theory into practice;

1.1.7 Expand and elevate the visibility of the Legislative Practice Center to offer more experiential opportunities for students and occasions for scholarship and public engagement;

1.1.8 Continue and expand opportunities for student involvement in the Agricultural Law Center, the Constitutional Law Center, and the Legal Clinic;

1.1.9 Develop a plan for a Center for Advocacy and Dispute Resolution;

1.1.10 Ensure that experiential programs have the appropriate level of faculty and administrative staffing necessary for development, oversight, and integration into the curriculum.

1.2 Enhance existing curriculum.

1.2.1 Focus curricular expansion and faculty hiring in areas of Intellectual Property, Advocacy & Dispute Resolution, Health Law, Real Property and Natural Resources, Transactional Practice, or other areas as determined by the faculty;

- 1.2.2 Within three years, determine whether to establish an LL.M. or other graduate program in an area of strength, opportunity and advantage;
- 1.2.3 Enhance upper-level writing requirement and expand professional skills instruction to ensure practice competencies;
- 1.2.4 Ensure that ethics and professionalism pervade all three years and all courses;
- 1.2.5 Integrate international and comparative law perspectives into the first year curriculum and other courses as appropriate;
- 1.2.6 Continue, enrich, and expand opportunities for foreign study such as the Summer in France Program and create and expand opportunities for international internships;
- 1.2.7 Ensure that the curriculum offers opportunities for the development of leadership, collaborative and technological skills;
- 1.2.8 Develop interdisciplinary course offerings with faculty in other colleges and schools.

1.3 Continue to develop the Law School's relationship with the American Judicature Society to provide curricular and experiential opportunities for students, to provide scholarly opportunities for faculty, and to enhance the reputation of Drake University Law School.

1.4 Implement assessment models to assure that the expected learning outcomes for graduates are achieved.

1.5 Implement bar passage initiatives, including providing in-house bar preparation assistance, and within three years achieve and sustain a first-time test taker success rate of 90% or better.

1.6 Reinforce Drake's long-standing emphasis on preparing first-year students with a rigorous legal research and writing experience

1.7 Strengthen law library resources to meet curricular and research needs and achievement of educational objectives and desired student outcomes.

- 1.7.1 Assess, maintain, and expand print and electronic holdings in collection areas of demonstrated curricular and co-curricular interest, with total collection expenditures reaching the median of comparably sized peer institutions;

OBJECTIVE 2. Attract and retain a diverse faculty who are widely recognized as accessible to students, productively engaged in exemplary scholarship, informed and rigorous teaching, active public service, and creative leadership at all levels of national and community life.

2.1 Foster a culture of scholarship in the Law School community.

2.1.1 Expect tenured faculty to publish scholarly pieces in law reviews on either an annual or biannual basis depending on length and quality, or to publish a scholarly book every three years;

2.1.2 Encourage tenured faculty to publish pieces aimed at the general public and the legal profession in bar journals, newspapers, manuals and similar publications on an annual basis;

2.1.3 Increase support for scholarship and publication by faculty by providing research leaves, reduced teaching loads, or other appropriate forms of resource allocation;

2.1.4 Increase recognition for faculty scholarship, both internally and externally;

2.1.5 Encourage development of additional conferences in areas of interest, strength, and opportunity;

2.1.6 Mentor and support untenured faculty to foster successful scholarly development;

2.1.7 Institute a faculty workshop series, open to alumni and students, in which faculty discuss current works in progress;

2.1.8 Facilitate exchanges of faculty presentations of scholarship with other law schools in the region;

2.1.9 Increase participation in academic conferences and meetings at other institutions;

2.1.10 Ensure that the law library has the personnel, print and electronic resources to support faculty and student scholarship;

2.2 Enhance the Law School's strong commitment to informed, effective, and rigorous teaching and to advising and mentoring students

2.2.1 Engage and support faculty in the development of an integrated experiential program infused with ethics and professionalism;

2.2.2 Plan and engage regularly in faculty workshops on teaching and assessment to assure that expected learning outcomes for graduates are achieved;

2.2.3 Provide opportunities for additional training in the use of technology to enhance student learning.

2.2.4 Continue to provide law school personnel and students with, and enhance, technology and support necessary to utilize the latest technological innovations.

2.2.5 Develop and implement an improved advising model to better provide students with appropriate academic counseling;

2.2.6 Continue to be accessible to students as advisors and mentors;

2.3 Encourage continued faculty engagement in service

2.3.1 Encourage and support faculty engagement in and contributions to professional and academic organizations, including state and national bar associations;

2.3.2 Encourage and support faculty engagement in public service, including pro bono efforts, to provide role models for students in fulfillment of professional obligations;

2.3.3 Expect continued faculty engagement in service to the Law School and the University.

2.4 Strategically plan new faculty recruitment for optimal benefit to curricular and programmatic development.

2.4.1 Review faculty course assignments, anticipated near-term retirements, adjunct resources, and curricular needs to ensure that faculty hiring will be targeted to enrich the Law School's program while increasing diversity;

2.4.2 Establish chair positions for selected, strategically determined areas at a level necessary to attract nationally renowned candidates;

2.4.3 Consider implementing a fellowship program that would attract emerging legal scholars to campus for one or two-year visits;

2.4.4 Determine and achieve a faculty/student ratio that enables the Law School to fulfill its practice-based mission and educational goals and that is superior to peer institutions.

OBJECTIVE 3. Attract, challenge and engage a highly qualified and diverse student body and prepare them for careers of leadership and service in a variety of roles and settings.

3.1 Enroll a highly qualified, increasingly diverse student body of approximately 140-150 students per class, with a target of a median LSAT score of 157 and a median GPA of 3.5 within five years.

3.1.1 Engage faculty and staff, students, alumni and friends in comprehensive, creative, personalized and sustained efforts to achieve targeted goals;

3.1.2 Continue to increase funds available for scholarships necessary to achieve targeted goals and ensure accessibility of Drake University Law School to excellent students;

3.1.3 Expand recruitment and retention efforts involving diverse populations, including outreach to and engagement with the community, and take a leadership role with respect to issues of diversity;

3.1.4 Broaden geographical diversity;

3.1.5 Expand communication between prospective students and current students;

3.1.6 Renovate and refurbish Cartwright Hall and enhance its entrance;

3.2 Ensure optimal student engagement, retention, and success

3.2.1 Develop a program for mandatory student advising beginning in the first year;

3.2.2 Provide students with information and advice regarding certificate, dual degree, clinic and other academic programs;

3.2.3 Establish comprehensive daily communication regarding law school activities, including student-sponsored events;

3.2.4 Offer support and/or appropriate referral for students for whom personal matters may interfere with academic responsibilities;

3.2.5 Increase opportunities for co-curricular professional training (e.g., additional journal, moot court or mock trial competition, or writing competition course);

3.2.6 Increase public service and professional pro bono opportunities available to students and improve institutional coordination, oversight and recognition of these activities;

3.2.7 Provide a full-time instructor to expand the Academic Success Program;

3.2.8 In cooperation with the Student Bar Association, develop a Law School student life and resource guide for entering students.

3.3 Continue efforts to help students achieve career goals and maintain a consistently high placement rate.

3.3.1 Require all students to participate in at least one advising session each year with a Career Development Office counselor and, in the first year, to attend three workshops covering career development and exploration; resume and cover letter writing; and effective interviewing techniques;

3.3.2 Ensure that the Career Development Office is appropriately involved in the development and coordination of the experiential curriculum;

3.3.3. Engage alumni and faculty in support of Career Development Office efforts to increase and enhance job opportunities open to Drake graduates, not only in Iowa but regionally and nationally, and to assist students and graduates in pursuing them;

OBJECTIVE 4: Ensure that Drake University Law School is consistently recognized by the legal profession and the legal academy for the quality of its faculty and staff, students, educational program, and alumni.

4.1 Regularly review and revise the Law School Marketing Plan to ensure that it continues to effectively promote the focus established by the Strategic Plan;

4.2 Aggressively implement the Law School Marketing Plan;

4.3 Realize the full educational and reputational potential of the Law School's innovations, such as the First Year Trial Practicum

4.4 Focus continuing attention on the Law School web pages to ensure that they not only dynamically present accomplishments and effectively market the school but also serve as a vital tool for Law School communication;

4.5 Engage alumni, faculty and staff, students and friends in the implementation of a fundraising plan and increase annual and endowment giving.