

INDIANA UNIVERSITY SCHOOL OF LAW – BLOOMINGTON

2008 STRATEGIC PLAN PROGRESS REPORT

September 1, 2007 – August 31, 2008

To the Indiana Law Community:

The academic year 2007-2008 is a pivotal year in the history of Indiana University School of Law – Bloomington. In December 2007, the Lilly Endowment announced a landmark \$25 million grant to the Law School. The income from this transformative investment will be used to enhance our academic program through recruitment and retention of nationally and internationally recognized faculty. This year, the School is focused on recruitment, and is interviewing both entry-level and lateral candidates, primarily to enhance areas of existing strength to build them to higher levels of prominence and accomplishment.

We have made strides on other metrics important to our goal of reaching the top ten among public law schools. Indeed, on almost all such metrics, from the credentials of our entering class to the bar passage rate of our graduates, the School is now within that top group.

Our primary challenge remains increasing the visibility and impact of the faculty's work. Four research centers, ranging from cybersecurity and democratic constitutionalism to global security challenges to interdisciplinary study of law, are gaining increasing prominence in their fields. A new initiative on the profession, spearheaded by Professors Bill Henderson and Ken Dau-Schmidt, couples the most extensive dataset on legal human capital with a powerful set of researchers and research questions. Some highlights of recognition of faculty expertise this year include:

- Professor Charles Geyh's participation on a panel with Justice Sandra Day O'Connor, Chief Judge Judith Kaye, and Linda Greenhouse on the independence of the courts, at the first joint meeting of the American Philosophical Association and the American Academy of Arts and Sciences.
- Professor David Fidler's appointment by the Director General of the World Health Organization, with the approval of the United States government, as a member of the IHR Roster of Experts, which advises the Director-General on matters relating to the International Health Regulations.
- Professor Fred Cate's presentation of the keynote address at the Bilateral Conference on Cross Border Data Flows & Privacy, sponsored by the Department of Commerce and the EU Commission Article 29 Working Party on Data Protection.
- Professor Kevin Collins' paper, "Propertizing Thought," was accepted for presentation at the Stanford/Yale Junior Faculty Forum.
- Professor Ajay Mehrotra completed a prestigious fellowship at the American Academy of Arts & Sciences.

This strategic plan progress report highlights both the year's accomplishments and the challenges we still face. Thank you for your continued interest in the School of Law.

Lauren Robel
October 3, 2008

I. ENHANCING OUR INTELLECTUALLY EXCITING COMMUNITY OF ENGAGED, INFLUENTIAL SCHOLARS.

Scholarship

Objective

Our faculty will regularly publish original, creative, and important scholarship in prominent scholarly journals, publications by leading presses, and other highly influential venues.

Actions

1. We will provide the time needed by faculty members to produce substantial scholarship of high quality by reducing the time required for other academic commitments. In particular, we will reduce administrative responsibilities as much as possible consistent with faculty governance, and we will adopt a presumptive three-course teaching load in order to protect our commitment to excellent teaching and to compete effectively with other top law schools.
 - In 2006-07, the School aligned faculty teaching load expectations with those at peer institutions. We also aligned internal service requirements as much as possible consistent with the requirements of faculty responsibility for the academic mission and reduced service obligations not central to that mission. Our goal in both areas is to provide faculty with sufficient time for scholarship.
2. We will allocate supporting resources, such as summer research grants, travel, and research assistance, primarily on the basis of past productive use of such resources.
 - In 2008, the School increased summer research grants to a level competitive with peer institutions.
3. We will adopt a salary structure that encourages the hiring and retention of excellent scholars. We recognize the existence of many variations in the ways in which research, teaching, and service can combine to promote the production and dissemination of important and influential scholarship. We will therefore ask each individual faculty member, in her or his annual report, to describe how these various activities facilitated the faculty member's scholarly accomplishments in the past year, and to outline a personal plan for continued growth and development as an engaged and influential scholar in the upcoming year and beyond. To afford flexibility in contribution to the scholarly mission of the law school and accountability for individual efforts, we will also reward faculty members who propose and execute agreed-upon personal plans that make meaningful indirect contributions to the scholarly mission of the law school.

- Since January 2006, all faculty members submit annual personal research plans as part of their Annual Reports.
- In 2007-2008, the Dean determined faculty salaries in accordance with a salary policy adopted to implement this part of the Strategic Plan.
- In 2007-08, the School increased the research support available to those highly-productive faculty members who hold Chairs and Professorships to levels competitive with peer institutions.
- In 2008-2009 the Dean adjusted faculty salaries in accordance with merit to levels competitive with peer institutions.

Indicators of Progress

a. Increased quantity of placements of articles and books in prominent scholarly journals, publications by leading presses, and other highly influential venues.

- Between September 1, 2007 and August 31, 2008, our full-time faculty members produced 5 scholarly books, 3 treatises and casebook editions, 27 law journal articles, 16 book chapters, and 34 reviews, comments, essays, and non-legal journal articles.

b. Increased influence of faculty scholarship, including number of citations to faculty work, adoptions of casebooks and other teaching materials, reviews, published responses, and invitations to present work outside the law school.

- Professor Hannah Buxbaum concluded her first year as Associate Dean for Research. She has worked with individual faculty members to promote their research goals, to foster their engagement with the various academic and non-academic constituencies to which their scholarship is relevant, and to plan more effective distribution of their scholarship. She also organized the third annual Big Ten Untenured Conference, which brought 25 untenured professors from across the Big 10 to Bloomington to discuss their research.
- The Indiana Law-hosted SSRN series on Law and Society scholarship, divided into 12 distinct categories each edited by an Indiana Law faculty member, now includes over 6,000 research papers.
- During the last 12 months, Indiana Law was ranked 58th among U.S. law schools in terms of the number of new papers submitted to SSRN, a substantial drop from last year. Indiana Law's rank in terms of the total number of downloads on SSRN over the 12-month period, however, remained stable at 34th. The top-ranked Indiana Law author, Bill Henderson, had more than 3,500 downloads of his papers on SSRN during the last 12 months. Nine authors had more than 300 downloads during that period.
- Indiana Law faculty members were invited to present their work at many of the nation's top law schools including Georgetown, Duke, Cambridge,

Columbia, Stanford, Yale, Berkeley, Texas, and UCLA, and at a wide range of scholarly, professional, and government or international organizations and associations.

c. Improvements in nationally recognized rankings of law schools and law faculties, including the U.S. News academic and practitioner survey rankings.

- In the Vault 2008 Top 25 Law Schools Survey, the School of Law was ranked 14th in the nation and 4th among public institutions in the listing of the top 25 law schools. Only three public law schools ranked higher than Indiana University.
- The School of Law was ranked 36th overall unchanged from last year in the 2008 U.S. News rankings, and 15th among public law schools (unchanged from last year). Our academic reputation ranking remained unchanged, but all of the other factors that affect our overall ranking, including our reputation among lawyers and judges, student-faculty ratio, employment statistics, financial statistics, bar passage rate, and entering class statistics, improved.
- More specifically, the entering class of 2008 is the School's most highly-credentialed class in its history. The class had a median LSAT of 164, which places half the class in the top 9% among test-takers nationally. Its median GPA was 3.70, which places Indiana among the top 4 public schools nationally. The School has become significantly more selective, decreasing the number of applicants to which it made offers and increasing its yield from 21% of those to whom we made offers last year to 34% this year.
- The placement rate at graduation was over 85%, and at 9 months after graduation was 98.5%.
- In September 2007, Professor Brian Leiter published a ranking of U.S. law faculties based on per capita citation counts in all U.S. law reviews included in the Westlaw JRL database. Indiana Law did not rank among the Top 35 U.S. law faculties in terms of mean citation counts per faculty member, but did rank 24th in terms of median citation counts. We interpret this data as indicative of a faculty that is generally very productive, and thus has a relatively high median per capita citation count, but that does not include the extremely productive individuals who would have pulled up the mean per capita citation count.

Intellectual Community

Objective

We will build and maintain an intellectual community that supports innovative and important scholarship, and that attracts and retains outstanding and influential scholars.

Actions

1. The faculty appointments process will place primary emphasis on hiring productive scholars who will have a significant impact on their respective fields. Curricular fit, especially in the short term, will not stand in the way of opportunities to recruit outstanding scholars.
 - The School of Law made no new hires in 2007-2008. This year, we retooled our appointments process to devote more resources to recruitment.

2. We will create a permanent visitor position to cover short-term curricular needs, as well as to enrich the law school's scholarly community and to make its faculty and programs better known to scholars at other institutions.
 - For 2008-2009, we brought a visiting professor in corporate law and visiting assistant professor in international and Chinese law to the School of Law.

3. We will reach out to the Indiana University community in related areas to bring the perspectives of other disciplines to our work.
 - The Center for American and Global Security (CAGS) was established in March 2007 as a university-wide research center. CAGS formulates and implements strategies to broaden and deepen Indiana University's teaching, research, and service missions as they relate to homeland, national, and global security. Founded and directed by David P. Fidler, the James Louis Calamaras Professor of Law, CAGS has initiated many multidisciplinary activities, including projects concerning counterinsurgency, strategic languages and cultures, and national security letters.
 - The Center for Applied Cybersecurity Research, headed by Fred Cate, Distinguished Professor and Ben Dutton Professor of Law, works to enhance the security and integrity of information systems, technologies, and content. Recognizing that cybersecurity is an intrinsically interdisciplinary undertaking, the Center draws on Indiana University's wide range of scholarly expertise in computer science, informatics, accounting and information systems, criminal justice, law, organizational

behavior, public policy, and related disciplines. CACR facilitates research and education informed by, and integrated with, the practice of information assurance. The Center incorporates the extensive practical experience in cybersecurity of Indiana University's operational units, including the Information Technology Security and Policy Offices, the Advanced Network Management Lab, the Research and Education Information Sharing and Analysis Center, and the Network Operations Center for Internet2.

- The Center for Constitutional Democracy at Indiana University studies and promotes constitutional democracy in countries marked by ethnic, religious, linguistic, and other divisions. The Center works particularly closely with democracy movements in Burma, and with Liberia. This year, the Center has sponsored a speaker's series that focuses on constitutional drafting and other issues, and that has attracted faculty from other disciplines around the university.
- The Indiana Democracy Consortium: IU School of Law faculty have teamed with faculty from the College of Arts and Sciences, primarily in Political Science and Communication and Culture, and the School of Public and Environmental Affairs to form the Indiana Democracy Consortium (IDC). The IDC connects IU's many talented researchers working on questions of contemporary democratic change, and fosters new conversations and research projects linking academic scholarship and the broader world of practitioners and policy-makers. The IDC is focused on the basic preconditions of successful democratic transformation—from the enterprises of vibrant civil society networks, to the structure of formal electoral rules and constitutional design, and to the importance of professionalism in managing the affairs of the formal government and the transactions between governmental and non-governmental organizations.
- The Center for the Study of Law, Society, and Culture sponsored a weekly series of lectures, presentations, and workshops on diverse aspects of interdisciplinary legal scholarship. These forums brought together faculty from the Law School and many other departments throughout Indiana University, including Psychology, Political Science, Economics, and Criminal Justice, among others. In recent years, the Center has sponsored several conferences, including Death Penalty Reform (Joe Hoffmann was the principal organizer); Law School Rankings (Jeff Stake, Bill Henderson); the Rehnquist Court (Craig Bradley); and, in collaboration with the Indiana Journal of Global Legal Studies, The Globalization of the Legal Profession (Bill Henderson). It also sponsors a monthly colloquium series that is a focal point for research on law for our school and scholars from many disciplines on the campus.
- As an outgrowth of the Center, the Law School and the American Bar Foundation co-sponsor the Law Firms Working Group, headed by Prof. Bill Henderson, which engages scholars of the profession in cutting-edge research with a unique data set about the profession. The LFWG has hosted two conferences in Chicago, both of which brought law firm

leaders together with top empirical scholars of the profession. This year's conference focused on the development of legal human capital.

- The Tax Program has close ties to the Kelley School of Business, which offers additional tax classes appropriate for law students, including State & Local Tax and International Tax. Some tax students are enrolled in joint degree programs with the Kelley School. Future activities may include a practicum in tax controversies, assisting low-income taxpayers in negotiating the complexities of disputes with the IRS.
- The Law and Economics Lunch Series continued to bring together scholars from the Law School, Business School, and Economics Department to discuss wide-ranging topics on a weekly basis.

4. We will develop forums for intensive intellectual exchange within our faculty as a whole and in smaller communities of learning.

- The Speakers and Research Committee sponsors regular workshops for the presentation of works-in-progress by our own faculty.
- The Committee restructured the speakers program to focus on proposals submitted by communities of interest within the school. This structure is intended to tie the speakers program more closely to the scholarly activities of faculty members and thereby promote their research agendas. This year the school funded proposals for series including "Democracy and Issues in Constitutional Design," "Adapting Law to Climate Change," and "Globalization and Finance."

5. We will include students in our intellectual community by integrating faculty scholarship into the classroom, encouraging student scholarship, encouraging student participation in conferences and other scholarly events at the law school, and inviting students to participate in faculty research.

- Professor Bill Henderson's research on the profession forms the basis for our new first year course on the profession.
- Professor David Williams engaged students in several research projects related to the work of the Center for Constitutional Democracy in Plural Societies in Liberia, Burma, and Central Asia.
- Three students won national essay competitions for work supervised by faculty.
- The school launched a new speaker series in which faculty members spoke to students about their research activities. Four faculty members gave presentations during the period covered by this update, and the series will continue in the coming year.

Indicators of Progress

- a. Hiring and retention of faculty members who are or will be leaders in publishing original, creative, and important scholarship in prominent scholarly journals, publications by leading presses, and other highly influential venues.
- For 2008-2009, we have adopted an innovative process that encourages groups of faculty members to propose candidates with national reputations who have demonstrated interest in the School of Law.
- b. Increased success in competition for hiring and retention of faculty members among peer schools.
- In 2007-2008, other law schools expressed interest in hiring several Indiana Law faculty members at both the senior and junior levels. We were able to retain all of them.
 - The School of Law also played a major role in retaining Sociology Professor Ethan Michelson, an expert in Chinese law and society, as a result of which Professor Michelson will teach one course a year in the law school.
- c. Increased participation in faculty colloquia, workshops, and other internal scholarly gatherings.
- Faculty participation remained strong in both the Law and Society workshops and the internal workshops organized by the Speakers and Research Committee as forums for our own faculty members to present their works-in-progress.
- d. Maintenance of a low student:faculty ratio.
- The student-faculty ratio improved significantly, from 12.3:1 in 2006 to 11.4:1 in 2007.

Interdisciplinary and Collaborative Research and Teaching

Objective

We will encourage and support interdisciplinary and collaborative research and teaching, particularly in cooperation with other schools and centers of the Bloomington campus.

Actions

1. We will support the creation of interdisciplinary research centers and projects, courses, and programs of individual research.
 - Four interdisciplinary centers continued to provide a key locus for collaborative research bringing together Law School professors with academic colleagues from other departments and centers throughout the university: the Center for Law, Society, and Culture (directed last year by Professors Michael Grossberg and Ken Dau-Schmidt); the Center for Constitutional Democracy (directed by Professor David C. Williams); the Center for Applied Cybersecurity Research (directed by Professor Fred Cate); and the Center on American and Global Security (directed by Professor David Fidler).
 - The Law School is a key organizer for the Indiana Democracy Consortium, which brings the intellectual resources of the campus together to foster research on democracy theory and democratization.
 - Several faculty members served in positions of leadership in interdisciplinary societies or scholarly associations in other disciplines, including Professor Michael Grossberg (Board of Directors, American Society for Legal History), Professor Ajay Mehrotra (Co-chair, State and Society Network of the Social Science History Association) and Professor Jeff Stake (President, Society for the Evolutionary Analysis of Law).

2. We will invest resources in collaborative programs and centers based on existing faculty strengths and commitment, actual or potential for cooperation with other units of the Bloomington campus, and potential for future impact.
 - The Law School co-sponsored talks with, and supported the research initiatives of, the newly formed interdisciplinary Research Center for Chinese Politics & Business on the Bloomington campus.

3. We will strengthen our joint degree programs and add new ones as valuable opportunities present themselves. We will support students' interdisciplinary learning both in and outside of formal joint degree programs.

- The new Nonprofit Legal Clinic has developed ties to the social entrepreneurship program at the School of Public and Environmental Affairs and the Kelley School of Business.
- The Elmore Entrepreneurship Law Clinic provides a capstone interdisciplinary clinical opportunity for JD/MBA students, advanced the relationship between the Law School and the Kelley School of Business, and provided a new and innovative model for clinical education for business lawyers.
- The Conservation Law Clinic provides a capstone experience for JD/MSES and JD/MPA students, and brings together faculty members and students from the Law School and the School of Public and Environmental Affairs.
- We continue to support existing joint degree programs with –
 - School of Public and Environmental Affairs (MSES, MPA)
 - Kelley School of Business (MBA, MBA-A, MPA)
 - Telecommunications (MA, MS)
 - Journalism (MA)
 - School of Library and Information Sciences (MLS)
 - Department of Biology in the College of Arts and Sciences (3+3 BS/JD degree in Biotechnology)

4. We will build on the law school's traditional strength in the study of Law & Society through research support and faculty recruitment.

- Through the summer research grant program, the Law School supported a number of faculty members working on research projects in the area of Law and Society.
- The Center for Law, Society, and Culture sponsored a well-attended series of presentations, lectures, and workshops.

5. We will commit the administrative resources necessary to achieve impact and visibility for such programs and to reduce the administrative burden on the faculty.

- In Spring 2007, the School of Law hired a new Assistant Dean for Research, Archana Sridhar, to assist with grant applications and applications for foundation funding, especially in connection with the Law School's interdisciplinary centers. Dean Sridhar has already assisted with a major grant application on behalf of the Center for Constitutional Democracy in Plural Societies, and other grant applications on behalf of the Center for American and Global Security, the Environmental Program, and a number of faculty members.
- A new website launched in summer 2008 will help to bring the activities of the Law School to a wider public in a more attractive, accessible manner.

- Indiana Law continues to be the home of *all* Law & Society electronic abstract series in the Social Sciences Research Network.
6. We will seek external funding for research, programs, and centers, and we will evaluate the continuing viability of centers by their ability to attract external support or otherwise serve an important institutional interest.
- Assistant Dean for Research Archana Sridhar is working with our center directors to seek new grant and foundation funding.
 - Professors Michael Grossberg and Ajay Mehrotra were awarded an Indiana University New Frontiers in the Arts and Humanities Research Grant to support a year-long colloquium on “New Directions in Law & Society Scholarship.”
 - In June 2008, the School of Law and the Department of Psychological and Brain Sciences in Bloomington were awarded an Indiana University Scholarship of Teaching and Learning Leadership Award from the Office of Academic Affairs and the Dean of the Faculties. Amy Holtzwoth-Munroe (Psychology) and Amy G. Applegate (Law) are the principal faculty investigators on the Interdisciplinary Law School and Psychology Graduate Training: Incorporating the Children's Perspective into Divorce Mediation and Conducting Program Evaluation Research.
7. We will explore specialized law degrees or degrees with concentrations in areas corresponding to programs and centers.
- The interdisciplinary Ph.D. degree in Law and Social Science continued to attract a small but high-quality group of graduate law students from around the world.

Indicators of Progress

- a. Increased leadership and participation in interdisciplinary programs at the law school and on the Bloomington campus.
- In addition to the interdisciplinary centers listed above, all of which were led by Law School faculty members, Dean Lauren Robel served as joint organizer of the Indiana Democracy Consortium, an interdisciplinary venture involving participants from the Law School, the School of Public and Environmental Affairs, and the College of Arts and Sciences.
 - The Law School worked closely with the new Research Center for Chinese Politics & Business.
- b. Greater quantity of interdisciplinary scholarship published in prominent scholarly journals, publications by leading presses, and other highly influential venues.

- See section on scholarship.
- c. Expanded student participation in joint degree and other interdisciplinary programs.
- Over twenty students have graduated with joint degrees in each of the past three years.
- d. Increased external and university funding for research by the law faculty.
- During 2007-08, Law School faculty and staff obtained \$1.57 million in external grants and fellowships:
 - Professors Bill Henderson and Ken Dau-Schmidt, and Law Librarian Peter Hook - "Production, Content and Consumption of Legal Scholarship: A Longitudinal Analysis," two-year grant, \$159,511, from the Law School Admission Counsel. [Second year of this grant]
 - Professor Bill Henderson - "Minority Bar Passage Analysis," two-year grant, \$1,200,000 (administered through UCLA Law), from the Searle Freedom Trust Foundation. [Second year of this grant]
 - Professor Ajay Mehrotra – “New Directions in Law & Society Scholarship Workshop Series.” Two year grant, \$18,600, from Indiana University.
 - Professor Ajay Mehrotra (with Isaac Martin) - "Grant for the Advancement of the Discipline," two-year grant, \$5,000, from the American Sociological Association and National Science Foundation, for organization and implementation of graduate student seminar on fiscal sociology. [Second year of this grant]
 - Professor David C. Williams (with Amos Sawyer) - "From Conflict to Constitutionalism: Establishing the Rule of Law in Liberia," three-year grant, \$145,580, from the U.S. Institute of Peace. [Second year of this grant]
 - Seth Lahn - "Inmate Legal Assistance Project," one-year grant, \$10,000, from the U.S. Bureau of Prisons.
 - Amy Applegate - \$26,700, interdisciplinary study of mediation efficacy, from Indiana University Scholarship of Teaching and Learning.
- e. Greater recognition of law school programs in relevant national rankings and surveys.
- Launched a marketing campaign focused on clinical programs.
- f. Greater number of conferences and other activities sponsored by law school programs and centers.

- The Law School also hosted the following major events in 2007-2008:
 - "Entering the Fog: On the Borderlines of Mental Capacity," Lecture by Jon Herring, George P. Smith II Distinguished Visiting Professor–Chair
 - "Poodles and Bulldogs: the US, Britain and the International Rule of Law," 2007 Addison C. Harris Lecture by Philippe Sands
 - Military Justice Week, including arguments by student before the U.S. Court of Appeals for the Armed Forces in the case of *U.S. v. Daniel Pack*
 - "Privatizing Labor Law: The Role of Arbitrators in Implementing Neutrality/Card Check Agreements," William R. Stewart Lecture in Labor and Employment Law, Laura J. Cooper of University of Minnesota Law School
 - In September 2007, the Center for Constitutional Democracy together with the IU Center for the Study of Global Change, sponsored a conference entitled "Paths to Democracy: An International Conversation About Constitutional Stories." The multidisciplinary conference brought constitutionalists from six different countries to Bloomington to consider the dynamic processes of constitutional narrative.
 - Also in September 2007, the Society for Evolutionary Analysis in Law (SEAL) hosted a conference titled "The Ninth SEAL Scholarship Conference."
 - In October 2007, the School hosted the Ninth Annual Scholarship Conference of the Society for Evolutionary Analysis in Law.
 - In November 2007, together with the Department of Psychological and Brain Sciences, the School sponsored a conference entitled "For the Sake of Children: Advances in Family Dispute Resolution." This interdisciplinary conference brought experts in family law, social science, and alternative dispute resolution together to focus on evaluating the most effective interventions for high conflict families.
 - Also in November 2007, the Center on American and Global Security hosted a panel discussion titled "Crisis in Pakistan: What is the End Game?"
 - In February 2008, Indiana Law co-hosted with the IU Research Center for Chinese Politics and Business a lecture by Thomas Kellogg, Yale: "Constitutionalism with Chinese Characteristics? Constitutional Development and Civil Litigation in China."
 - In March 2008, the Indiana Journal of Global Legal Studies hosted a conference on Operationalizing Global Governance. The conference included panels on Constitution-Making in Complex Local Contexts, Corporate Self-Regulation and Private Law Networks, and Civil Society, and aimed to identify common

principles and best practices in the area of global governance that emerge from these discrete contexts.

- Also in March 2008, the Center for Law, Society, and Culture hosted for the second year a year-long colloquium series with 10 faculty workshops and its annual Symposium titled “Can and Should We Control Technology? The Future of Stem Cell Research Policy.”
 - In April 2008, the School of Law hosted a conference on The Individual and Customary Law Formation. The conference brought together some of the foremost scholars of customary international law to investigate whether the participation of individuals in the formation of that law – traditionally believed to be the prerogative of states alone – is desirable and practicable.
 - In August 2008, the School hosted the third annual Big Ten Untenured Conference, bringing pre-tenure faculty members from the School together with their colleagues at other Big 10 institutions to share their works in progress and participate in discussions on topics of shared interest.
- The Law School sponsors both regular series of conferences and ad hoc conferences organized by members of the faculty. We have annual conferences on –
 - globalization, in conjunction with the *Indiana Journal on Global Legal Studies*;
 - environmental law, as part of the Environmental Law Program; and
 - law and society, in conjunction with the Center on Law, Society, and Culture.

In addition, we co-sponsor an annual conference with the American Bar Foundation on the study of the legal profession, under the auspices of the Law Firms Working Group. We recently hosted the third annual Big Ten UnTENured Conference, which featured junior faculty from the Big Ten law schools presenting their work to each other, together with sessions offering advice on a variety of scholarship-related topics.

In 2008-2009, we are planning conferences on clinical education, judicial independence, the rise of Asia, and “Critical Fax.”

g. Creation of new centers in strategic areas, such as constitutional democracy and environmental law and policy.

- See above under “Interdisciplinary and Collaborative Research and Teaching.”
- Three of our clinics are specifically interdisciplinary: the Conservation Law Clinic (with SPEA), the Elmore Entrepreneurship Law Clinic (with Kelley) and the Nonprofit Legal Clinic (with SPEA & Kelley). The Taliaferro Family and

Child Mediation Clinic is undertaking joint research with the Department of Psychology and Brain Science.

II. COMMUNICATING OUR IDEAS MORE EFFECTIVELY TO INFLUENCE DEBATE IN THE ACADEMY, THE PROFESSION, AND THE WIDER WORLD.

Audience for Scholarship

Objective

We will encourage and assist faculty members to bring their scholarly work to a wider, influential audience.

Actions

1. We will develop a comprehensive and aggressive marketing plan for faculty scholarship to increase outside awareness of our faculty members' work with both academic audiences and the larger community, particularly policy makers and opinion leaders.
 - During 2007-08, the Communications and Marketing Department of the School of Law continued implementing its Marketing Plan in accordance with the Strategic Plan. The School also increased the staffing of the Department.
2. We will host conferences and other events that bring prominent scholars and policymakers to Bloomington, and we will encourage and support active participation by faculty members at conferences and leadership in influential national and international scholarly and professional organizations.
 - See above.
 - The Law Firms Working Group, founded as a collaboration between Indiana Law and the American Bar Foundation, and led by Professor William Henderson, acquired several significant datasets to support empirical research on the profession, solicited proposals for use of the datasets, and held its first two conferences with law firm participation in Chicago.
 - During the period covered by this update, Indiana Law faculty members delivered scholarly papers, lectures, or presentations at prominent universities in the United States and abroad (including Harvard, Yale, Stanford, NYU, Cambridge, McGill, and Paris-II); at influential scholarly and professional organizations (including the American Bar Association, the American Constitution Society, the American Political Science Association, and the American Law and Economics Association); and at a wide range of governmental or NGO meetings.
3. We will encourage individual faculty members' efforts to publicize their work through the use of reprints, announcements, prominent law review placements, and SSRN distribution.

- The Law School continues to promote the dissemination of faculty scholarship through reprints and SSRN distribution. We provide support for all faculty members to upload all publications to the relevant SSRN journals, and to circulate their reprints.

4. We will use our website to provide broad and ready access to our faculty's work and the intellectual life of the law school.

- During 2007-08, the Law School and IU Creative Services completed development of a new and improved website, which launched in August 2008. This new website provides greater visibility for faculty scholarship. Faculty biographies were updated for the new website. Using the IU Copenhagen system, faculty biographies may now be distributed efficiently through various IU outlets, as well as to external media organizations.
- Also using the Copenhagen system, news releases regarding faculty activities can now be distributed more efficiently through Indiana University Media Relations.

Indicators of Progress

a. Increases in the number of visits by our faculty to other institutions to present their work and the number of visitors to our law school to participate in scholarly programs.

- Indiana Law faculty members presented their work at more than 48 U.S. universities and 16 foreign universities during the period between September 1, 2007 and August 31, 2008.
- The Speakers Committee continues to arrange and host visits by a wide variety of scholars from other institutions to the Law School each year.
- Indiana Law hosted for the third year the Big Ten Untenured Conference, a forum that brings together untenured faculty members from across the Big Ten law schools to discuss their scholarly works-in-progress.

b. Increased leadership and active participation by our faculty in influential national and international scholarly and professional organizations.

- Association of American Law Schools
 - Dean Lauren Robel serves as a member of the Association's Executive Committee, which is its governing board.
 - Professor John Applegate serves as Chair of the Environmental Law Section of the AALS.
 - Professor Amy Applegate serves as a member of the Executive Committee of the Clinical Legal Education Section of the AALS.

- She also serves as Co-Chair of the Clinical Legal Education Section's Membership and Outreach Committee.
- Professor Hannah Buxbaum served as Chair of the AALS Comparative Law Section.
 - Professor Donna Nagy is Chair of the Planning Committee for a major upcoming AALS conference on business associations.
 - Professor Christiana Ochoa serves as Chair-Elect of the Section on International Human Rights and as a member of the Executive Committee of the Section on International Law.
 - Professor Aviva Orenstein is a member of the Executive Committee of the Section on Evidence Law.
 - Several faculty members presented talks at the AALS annual meeting held in January 2008.
- American Bar Association
 - Professor John Applegate was a member of the Accreditation Site Visit Team that visited the University of New Mexico; Dean Robel was a member of the ABA Accreditation Site Team for the University of North Carolina.
 - Professor Charles Geyh heads the American Bar Association project to devise new guidelines for judges on judicial disqualification; he also served as a member of the Judicial Nominations Task Force as well as the Academic Advisory Board of the Standing Committee on Federal Judicial Improvements.
 - Professor Sarah Hughes gave several presentations at the Association's fall and spring meetings.
 - Professor Leandra Lederman is Chair of ABA Tax Section's Teaching Tax Committee, a member of the section's Appointments to Tax Court Committee, and an Associate Editor for the Section on Taxation NewsQuarterly.
 - ALI
 - Professor Fred Cate serves as a reporter for the ALI Principles of the Law of Government Access to and Use of Digital Information.
 - American Society of International Law
 - Professor Hannah Buxbaum served as Chair of the Society's Interest Group Review Committee, and as a member of its Nominating Committee.
 - Professor David Fidler is on the editorial board of ASIL Insights, its electronic publication.
 - Professor Christiana Ochoa serves as a member of the Society's Awards Committee.
 - Law & Society Association
 - Professor Jeannine Bell serves as an Associate Editor of the Law & Society Review.
 - Professor Kenneth Dau-Schmidt is on the Editorial Board for the Law & Society Review.

- Several faculty members gave presentations at the Association's Annual Meeting.
- Other Scholarly Organizations
 - Professor Bell serves on the Presidential Task Force on Terrorism and Political Conflict for the American Political Science Association.
 - Professor Buxbaum is Book Review Editor for the American Journal of Comparative Law and serves on the American Society of Comparative Law's Executive Committee.
 - Professor Dau-Schmidt is the Chair of the Labor Law Group.
 - Professor Grossberg is on the Board of Directors of the American Society for Legal History.
 - Professor Henderson is the Chair and Founder of the Law Firms Working Group, an innovative co-venture with the American Bar Foundation; he is also a referee for the Journal of Law, Economics, and Organizations.
 - Professor Lederman serves on the Board of Advisors for the Green Bag Almanac.
 - Professor Donna Nagy is Vice-President of the board of trustees of the SEC Historical Society.
 - Professor Jeff Stake is President of the Society for the Evolutionary Analysis of Law.
 - Professor Susan Williams was a reviewer for the Law, Culture, and Humanities Journal.
- National or International Organizations
 - Professor John Applegate serves on the Board of Directors of the Center for Progressive Reform.
 - Professor Craig Bradley serves on the National Board of Academic Advisors for the Rehnquist Center on the Constitutional Structures of Government.
 - Professor Fred Cate serves on the National Academy of Sciences Committee on Technical and Privacy Dimensions of Information for Terrorism Prevention.
 - Professor Dau-Schmidt serves as a referee for the National Science Foundation.
 - Professor David Fidler served as a consultant on several important committees for the World Health Organization.
 - Professor Ajay Mehrotra served as a reviewer for the National Science Foundation and the Oxford University Press.
 - Dean Robel serves on the national board of the Law School Survey of Student Engagement
 - Professor David Williams and Professor Susan Williams are the constitutional advisors for the Federal Constitution Drafting and Coordinating Committee organized by the democratic movement in Burma and for the Ethnic Nationalities Council of Burma.

- Professor Susan Williams is a constitutional advisor to the Women's League of Burma.
- Professor Robert Fischman is a scholar-member of the Center for Progressive Reform.

c. More frequent appearance of faculty scholarship in non-academic venues, such as the legislative process, leading professional journals, and the national media.

- Indiana Law had 161 media hits during the 2007-08 academic year, up from 155 in 2006-07. Included among these media hits were 13 hits in the top five newspapers in the country, as well as the Chronicle of Higher Education, the National Law Journal, Legal Times, the Boston Globe, PBS, CNN, MSNBC, NewsHour, NPR, and United Press International.
- Indiana Law faculty members are highly visible as editors of a dozen SSRN Law & Society Abstract Series in areas from Civil Procedure to International and Comparat
- Faculty members spoke before a number of domestic and foreign legislative bodies, including U.S. Senate subcommittees, a task force of the U.S. Joint Forces Command, the British House of Lords and the Korean Human Rights Commission.
- Publications by Indiana Law faculty members appeared in *The American Lawyer*, *Jurist*, and *The Young Lawyer*.

III. EDUCATING OUR STUDENT FOR THE DEMANDS OF LEADERSHIP IN A CHANGING PROFESSION.

Admissions

Objective

We will attract a student body that is comprised of academically highly qualified, diverse, and motivated students with high professional ambitions and a commitment to the ideals of the legal profession.

Actions

1. We will continue to use scholarships to maximize the number of entering JD and graduate students with high academic potential.
 - We dramatically increased scholarship support for our entering class.
2. We will ensure a diverse student body through the thoughtful consideration of the whole person in the admissions process and through financial aid that makes law school affordable to all admitted students.
 - The Law School makes final decisions about any application for admission to the Law School until the applicant's file has been reviewed by at least two members of the Admissions Committee or Admissions Office Staff. The purpose of this review is to ensure holistic consideration of the entire file, with the goal of recruiting the most diverse and intellectually interesting class possible.
3. We will seek to increase the number of entering JD students with work experience and those with science and engineering backgrounds.
 - 31% of the entering class of 2008 earned a bachelor's degree more than two years before matriculating at the Law School.
 - 30% of the entering class of 2008 acquired substantial work experience before matriculating at the Law School. Among these were entrepreneurs, a political consultant, a doctor of osteopathic medicine, military officers, several teachers, and several who have served in Americorps/Teach for America.
4. We will recruit students with interests or experience in the areas of the law school's research specializations and programs.
 - 13% of the entering class of 2008 majored as undergraduates in the physical sciences or engineering, two areas crucial to our Intellectual Property program, a slight increase from the entering class of 2007.

- 31% of the entering class of 2008 had substantial international experience, an area crucial to our Global Legal Studies program. Members of the entering class of 2008 studied, worked, or volunteered in more than 50 countries before matriculating at the Law School, and were fluent in at least 14 languages.

Indicators of Progress

a. A more selective admissions process, with increased undergraduate grade point averages and LSAT scores.

- For the second year, the entering class of 2008 had a median LSAT score of 164. This means that more than half of the entering class of 2008 ranked among the top 9% of all LSAT takers in the United States. The median GPA for the entering class increased from 3.40 to 3.70, the highest in the history of the School of Law.

b. Greater success in competing with peer schools for the best qualified students.

- The overall yield for the entering class of 2008 increased significantly, from a 21% yield in 2007 to a 34% yield in 2008.

c. Continued vigilance in meeting our commitment to a diverse student body.

- The entering class of 2008 included 17 African-Americans, 8 Hispanics (a decrease of 32% from the entering class of 2007), and a total of 37 minorities (a decrease of 12% over the entering class of 2007).
- The entering class of 2008 included 46% women, compared with 38% for the entering class of 2007.
- The entering class of 2008 ranged in age from 19 to 56, with a median age of 23.
- The entering class of 2008 consisted of 47% Indiana residents and 53% residents of other states. A total of 33 different states, the District of Columbia, and China were represented in the entering class of 2008, compared with 34 different states for the entering classes of 2007.

d. Increased financial aid expenditures per student.

- The amount of scholarship aid granted to the entering class of 2008 increased by 43%.

e. Further improvement of bar examination passage rates.

- Combined bar passage rate on the Indiana bar examination for the summer of 2007 and winter 2008 for the first time takers was 95%, much improved over last year's combined passage rate of 86.2%.

Preparation for the Profession

Objective

We will offer our students a continuously updated curriculum that meets the changing needs of the profession and professionalism, including the areas of writing, communications, and clinical opportunities.

Actions

1. We will regularly examine and update our curriculum to ensure that it meets the needs of the profession, including the areas of writing and communication skills.
 - Beginning in the 2008-2009 academic year, the Law School is inaugurating a new course, The Legal Profession, which will provide students with an in-depth, analytical introduction to the profession that they will soon enter. Inspired by the 2007 Carnegie Foundation for the Advancement of Teaching report, *Educating Lawyers: Preparation for the Profession of Law*, the new course combines the history, sociology, and even anthropology of the American legal profession, with the legal rules that govern the profession (professional responsibility) and a thorough exploration of the career paths of lawyers.
 - At the Carnegie Foundation's invitation, the Law School is participating in a year-long working group on the future of legal education and the curriculum. Other schools include Harvard, Stanford, Georgetown, New Mexico, Southwestern, CUNY, and NYU.

2. We will require each student to receive substantial instruction in the professional skills and the ethical standards that are cornerstones of effective and responsible membership in the legal profession.
 - As noted above, the Carnegie Report has already begun to prompt major curricular reforms at the Law School, with the ultimate goal of integrating the teaching of legal theory, legal doctrine, professional values, and practical skills. Our goal is to transform the way that law students learn the professional skills and ethical standards of the legal profession.

3. We will use clinical, externship, and extracurricular opportunities to enhance professional skills and to encourage a life-long commitment to public service, pro bono representation, and learning.
 - During 2007-08, the faculty approved a new Nonprofit Legal Clinic, which joined the existing Community Legal Clinic, Conservation Law Clinic, Disability Law Clinic, Elder Law Clinic, Elmore Entrepreneurship

Law Clinic, Taliaferro Family and Children Mediation Clinic, and Federal Courts Clinic.

- A new externship opportunity, the Washington Public Interest Program, enrolled its first students for the spring semester 2008. Students spend a semester in Washington, DC. and participate in an on-site seminar, Lawyering in the Public Interest.
- During 2007-08, Dean Julia Lamber completed a reorganization of our clinical and externship opportunities to assure both breadth and rigor. Students participated in numerous externships, including the Criminal Law Externships, Indiana Legal Services Externship, Public Interest Internship Program, and Student Legal Services Externship.
- With a gift from Baker & Daniels, we hired two Pro Bono Fellows to help develop and coordinate pro bono opportunities for law students. The Fellows coordinate an annual pro bono fair to showcase public interest and pro bono opportunities, serve as a liaison with the Office of Career and Professional Development and student organizations, and administer other aspects of the school's pro bono program.
- We have tracked student pro bono hours for three semesters. We allowed students to report all public service but track the hours separately for pro bono, public service, and community service. In the future our awards will be based on pro bono work, not public or community service. The awards, given annually, recognize students with the highest number of pro bono hours donated during the year and the graduating student who reports the highest number of pro bono hours donated during law school.
- During 2007-2008, students were offered a variety of practicums including *the Intellectual Property Practicum*, *Immigration Law Practicum*, and *Practicum in Appellate Practice and Procedure*. In the latter, students briefed and argued cases in the United States Courts of Appeals for the Sixth and Seventh Circuits.

4. We will offer opportunities and guidance for students' curricular specialization, including joint degrees, in areas of the school's research focus.

- Existing joint degree programs include Business, Environmental Science, Public Administration, Telecommunications, Journalism, and Library Science.

5. We will provide a diverse array of clinical opportunities for our students by creating new clinics in strategic areas, such as entrepreneurship and environmental law.

- During 2007-08, we added a new Nonprofit Legal Clinic, which offers opportunities to partner with the social entrepreneurship programs at the School of Public and Environmental Affairs and the Kelley School of Business.

- The Conservation Law Clinic, the Elmore Entrepreneurship Law Clinic, and the Nonprofit Legal Clinic are staffed and operational, attracting numerous students and enhancing the School of Law's reputation in these strategic areas.

Indicators of Progress

- a. More frequent integration of communications, presentation, and writing skills, and of instruction in professional skills and professionalism, into traditional classroom courses.
 - The new first-year Legal Profession class, coupled with the year-long first year professionalism program, are designed to develop professional competencies and foster ethical practice and leadership.
- b. Greater clinical and externship opportunities with the goal that all interested students will have a clinical or externship experience.
 - In recent years, we have successfully created new clinics in Conservation Law, Disability Law, Elder Law, Entrepreneurship Law, Family and Child Mediation, and Nonprofit Law.
 - In 2007-08, 100 students enrolled in our 8 clinics and more than 180 students participated in externships, including more than 125 students in the summer Public Interest Internship Program.
- c. Regular publication and revision of tracks and sequences in areas of curricular specialization.
 - During 2007-08, faculty working groups discussed the sequencing of first-year and upper-level courses, with the ultimate goal of establishing a preferred and logical sequence of courses for each major area of the curriculum. These sequences are published on the school's website, so that students better understand the kinds of curricular choices that allow them to specialize during law school to prepare for particular areas of legal practice.

Preparation for the Practice of Law in a Global Market

Objective

We will integrate a global perspective into the intellectual and social life of the law school through faculty hiring and research, curricular and extracurricular offerings, a robust graduate program for international students, and opportunities for American students to study law abroad.

Actions

1. We will increase the number of curricular and extracurricular learning opportunities, including the *Indiana Journal of Global Legal Studies*, that include an international or global component.
 - The *Indiana Journal of Global Legal Studies* is developing a new symposium-based approach that is designed to maintain the quality and importance of the publication.
 - In 2008-2009, Professor Ethan Michelson will teach an annual course on the law and society of China; Visiting Assistant Professor Virginia Harper-Ho will teach a course on Chinese law.
 - This November, the International Law Society and the International Programs Office will jointly host a “Doing Business in China and Taiwan” forum and etiquette dinner for the law school community. Speakers will include alumni who currently practice or have practiced in China and Taiwan, as well as Chinese and Taiwanese attorneys from our graduate programs. Chinese and Taiwanese students will address issues of business and culinary etiquette over a traditional Chinese meal.

2. We will continue to improve the academic quality and geographic diversity of our graduate classes, we will integrate graduate students fully into the life of the law school, and we will recognize and support faculty participation in the graduate program.
 - In 2007-2008, the Law School matriculated a graduate class of 71 students from 20 countries, including Iraq, Kuwait, Liberia, Mongolia, Turkey, Uganda, Uzbekistan, and Venezuela.
 - In 2008-2009, the Law School matriculated 78 new students from 20 countries including those from 2007-2008, as well as Burma, France, Germany, Hong Kong, India, the Netherlands, South Africa, and Spain.
 - The Law School continues to offer a rich program of activities and events designed to facilitate relationships between J.D. and graduate students, including English Conversation Partners, the Graduate/JD Mixer, family night at Wonderlab, bowling at the IMU, celebrations of Ramadan, Chinese, Thai, and Central Asian New Years, and Socctoberfest.

- As of the 2008-09 academic year, all incoming international graduate students are assigned to one of seven International Peer Group Assistants (IPGAs). The IPGAs are second- and third-year JD students with interests or experience in non-US cultures. Their primary role is to act as social liaisons between the graduate students and the predominantly American JD students. In addition, they address topics such as culture shock and cultural expectations, navigating the Indiana University and Law School systems, time and stress-management, and any other topics of interest to the students. IPGAs meet regularly with the Assistant Dean for International Programs and report issues of concern to her. So far, the program is proving to be as useful as the corresponding JD PGA program in terms of increased student satisfaction and better awareness on the part of the International Programs staff of issues of concern for students.
3. We will seek to increase the number of entering JD students with international experience.
- As noted in the Admissions section, 31% of the entering class of 2008 had substantial international experience, an area crucial to our Global Legal Studies program. Members of the entering class of 2008 studied, worked, or volunteered in more than 50 countries before matriculating at the Law School, and were fluent in at least 14 languages.

Indicators of Progress

- a. Greater number of curricular, co-curricular, and extracurricular offerings with a substantial international or global component, and an associated increase in the number of students participating in such offerings.
- We have added new courses on Islamic and Chinese law to the curriculum, and we offer learning opportunities to students through the Center for Constitutional Democracy and the Center on American and Global Security.
- b. Increased number of foreign visitors and international contacts, and of cooperative agreements between the law school and institutions in other countries.
- During 2007-08 the Law School negotiated new partnership agreements with Zhejiang University in China and Yonsei University, Ewha University, Korea University, Chung Ang University and Sungkyunkwan University in Korea.
 - Professor Paul Craig (Oxford) and professor Elisabeth Zoller (Univ. of Paris II) continue to offer courses in Administrative Law, E.U. Law, and Comparative Constitutional Law.

c. Increased number of JD students who have had a significant international experience (study or living) before or during law school.

- In 2007-2008, eight students studied abroad on one of our semester long exchange programs, and 51 students studied abroad during the summer.
- In 2008-2009, at least ten JD students will study abroad on one of our semester-long exchange programs, and we expect to see the same degree of interest in the summer programs.

d. Increased academic qualifications and greater geographic diversity of entering graduate classes.

- The geographic diversity of the entering graduate class reached an all-time high in 2006-2007 and has held steady in 2007-2008 and 2008-2009. Although academic quality is more difficult to measure and track, we are confident that our ongoing efforts to partner with top law schools around the world, as well as the international travels of our faculty to these top law schools, has made it possible for us to increase the academic qualifications of our entering graduate classes as well.

e. Greater integration of LLM students into the life of the law school, as measured by exit surveys.

- We are presently analyzing the results of the written exit survey that has been completed by most of our graduating LLM students for the past several years. We encourage graduate students to participate in programs such as English Conversation Partners and I PGA groups, as well as those who join Law School organizations and societies.

Career Opportunities

Objective

Our students will be professionally employed at rates, in types of positions, with compensation, and in locations comparable to other national public law schools.

- Our at-graduation employment rate was 85%, and our 9-month after graduation rate was 98.5%.

Actions

1. We will increase student awareness of employment opportunities and strategies from an early point in their legal education, and prepare students for success in interviewing and in summer jobs.

- The new Legal Profession course will be required for the first time in Spring 2009 and will introduce first-year students to the full range of legal careers and practice areas available to them. The course will also provide practice forums for students in Fall 2008 supplemented by the continuation of Lunch with a Lawyer programs throughout the year.
- The Lunch with a Lawyer program delivered a dozen workshops providing students with insight into areas from small firm practice to the duties of state attorneys, in practice areas from real estate law to arbitration.
- The Office of Career and Professional Development (OCPD) and the Student Services Office jointly created and implemented the PRACTICE program, which provided first-year students with numerous opportunities to learn about the practice of law and to hone skills related to success in the profession, such as emotional intelligence and leadership.
- All but three members of the first-year class took part in at least one 1-on-1 counseling session with a member of the OCPD staff.
- During the summer of 2008, over 95% of the rising 2L and 3L classes gained practical experience through work in a legal setting.
- OCPD conducted an Interview Bootcamp before OCI began which included Mock Interviews – Speed Dating Style, interview debriefing during on campus interviewing, and video-taped mock interviews with prep sessions throughout the year.
- The office also sponsored a Presentation Skills (Interviewing) Workshop in which all but one first year student participated in round-robin, peer-observed and reviewed, small-group interview seminars

2. We will develop and implement a comprehensive strategy for outreach to potential employers of our students in growing legal markets.

- OCPD continued the On-Location Recruiting programs in Chicago (begun in 2005-06), and Washington, D.C. and Louisville (begun in 2006-2007). The following shows the results of these initiatives:

Results	Chicago F '07 (2006)	L'ville F'07 (2006)	DC S'08 (2007)
Organizations	13 (12)	12 (11)	12 (10)
Students Submitting Resumes	59 (114)	36 (53)	48 (27)
Students Interviewing	47(66)	20 (40)	32 (23)
Total Interviews	109 (125)	66 (103)	89(67)
Callbacks	16(14)	6 (18)	6 (9)
Offers	2 (2)	1 (6)	6 (9)

- OCPD continued the spring break trip program with direct student-employer interaction in Washington, D.C. (begun in 2006), and New York, Los Angeles and San Francisco (begun in 2007); 40-45 students participated in approximately 30 employer visits, 4 alumni lunches, and 2 alumni receptions.
- Indiana Law has joined the National Law School Consortium, a group of ten, top-tier public law schools collaborating to put on job fairs equivalent to on-campus interviews in New York, Philadelphia, Washington, DC, Atlanta, Miami, Chicago, Dallas, Los Angeles, and San Francisco. Indiana Law will participate in all but the Chicago program.
- OCPD continued to develop and expand a strategy to increase recruitment of Indiana Law students by AmLaw 200 firms, and to encourage current on-campus interviewers to recruit deeper into the class. The dean sent personalized letters to recruiting chairs at all AmLaw 200 firms, copying Indiana alums at the firm that stressed the quality of the entering class and noted the School's top 14 placement in the Vault ranking of schools that best prepare their students for practice.

To date, the campaign has added nine new firms conducting Resume Collections, one that has signed up for Chicago OLR, and three participating in On-Campus Interviews. The effort resulted in 13 firms considering a larger percentage of class, many moving their guideline to top 50% or dropping grade requirements for bidding.

- To increase outreach, OCPD rented and manned booth space at the ISBA Solo & Small Firm Conference and participated in multiple sessions and events connecting with 30+ employers at the Conference.
- In addition, OCPD further developed ties with the:
 - Evansville Bar Assn;
 - Monroe Co. Bar Assn;
 - Bartholomew Co. Bar Assn;
 - ISBA; and

- Prosecutors' and Public Defenders' offices in Monroe and Marion County through oversight of Criminal Law Extern Clinic with 300%+ increase in student participation

3. We will actively encourage, counsel, and support students in applying for federal and state judicial clerkships.

- Through alumni outreach efforts, institutionalization of the OCPD spring judicial clerkship series, outreach efforts on the part of the Judicial Clerkship Committee, and the class of 2008 attained more than twice as many federal clerkships as the class of 2007 and twenty percent more clerkships overall.

Indicators of Progress

a. Improvement in employment rates at graduation and nine months following graduation to at least the level of peer law schools.

	Employed at Graduation	Employed 9 Months Out
Class of 2005	84.1%	94.5%
Class of 2006	88%	97.7%*
Class of 2007	85.1%*	98.5%
Peer Schools	87.4%	98.7%

*Changed with alteration of NALP rules eliminating "not looking" category

b. Expansion of the geographic range and types of positions secured by our recent graduates.

- The following is a comparison of the Classes of 2005, 2006 and 2007:

Location	Class of 2005	Class of 2006	Class of 2007
Indiana	39.3%	37.4%	31.4%
New England	1%	0.4%	1.6%
Middle Atlantic	3.3%	3.4%	5.3%
South Atlantic	15.2%	12.1%	13.8%
North West Central	3.3%	4.9%	3.7%
South East Central	3.1%	2.4%	2.7%
South West Central	3.3%	5.8%	3.7%
Mountain	4%	2.4%	2.7%
Pacific	5%	9.7%	8%
North East Central	22.5%	20.3%	25%

Types	Class of 2005	Class of 2006	Class of 2007
Law Firms	59%	51.9%	51.3%
Business Corporations	9.3%	19%	12.8%
Govt – Non-Judicial	14.8%	11.2%	20%

Judicial Clerkships	7.7%	9.2%	8.2%
Public Interest	1.6%	5.3%	4.1%
Academic	3.8%	3.4%	3.6%
Type Unknown	3.8%	0%	0%

c. Increased number of graduates who obtain judicial clerkships.

- See table above

d. Increased number of visits to prospective employers by law school staff.

- CSO staff met with over 100 prospective employers, including employers in Chicago, Indianapolis, Washington, D.C., New York, Los Angeles, San Francisco, Milwaukee and Louisville.
- Between the on-campus interview (OCI) and on-location recruiting (OLR) programs, we were able to maintain the numbers of prospective employers interviewing our students:
 - 2005-2006: 89 OCI + 10 OLR employers = 99 total
 - 2006-2007: 101 OCI + 33 OLR employers = 134 total
 - 2007-2008: 97 OCI + 37 OLR employers = 134 total

Alumni Relations

Objective

We will actively engage our alumni in the life of the law school, and all of our alumni will be strong advocates for the school.

Actions

1. We will increase the opportunities for alumni to participate actively in programs that recruit, educate, counsel, and place students.
 - The Office of Alumni Relations has continued to work with the Admissions Office, the Career Services Office, the Dean of Students, and the Executive Associate Dean to integrate alumni on a comprehensive basis into the life of the School. The partnership with the Board of Visitors and the Alumni Board continues as the committees develop and implement strategies with the Admissions, Alumni Relations, Career Services and Development offices. In Alumni Relation, specifically, the greatest impact or change has come in the evaluation of Alumni Weekend. An event that has taken place for decades at the School, Alumni Weekend has been re-evaluated and changed into the Alumni Summit. The Alumni Relations committee of the Alumni Board spearheaded this effort by evaluating attendance and costs and determined that the School could more effectively engage alumni and better use its resources by holding an all-day, all-advisory board (minus the BOV) event. The inaugural event took place on October 3, 2008
 - The Dean's Report will again recognize all of the alumni volunteers for the year. We continue to track alumni involvement across all department of the Law School and will again recognize alumni volunteers in the Dean's report. For 2007-08, we will list nearly 720 volunteers.
 - In Summer 2006, we initiated the Strategic Cities Initiative, which seeks to further the goals of Admissions, Career Services, and Alumni Relations through integrated events and programs in the five key "Strategic Cities" of Chicago, Washington DC, Indianapolis, New York and Los Angeles. Secondary cities for this initiative include San Francisco, Denver, Grand Rapids, Louisville, Miami, and Phoenix. Tertiary cities include St. Louis. We continue to coordinate the needs of the Admissions, Career Services and Alumni Relations offices through the Strategic City Initiative. As the Alumni Relations Office plans the event calendar for the year, Admissions and Career Services Office are consulted on which strategic city should be visited and when according to their office's specific needs. As events and receptions are implemented, both offices are actively involved in inviting prospective students, admitted students and current students. In the past year, we held multiple events in Indianapolis, Chicago, and Washington.

We also held events in all of the primary cities, and in Grand Rapids and Louisville.

- Over 1,000 alumni attended law school events outside Bloomington last year.
2. We will provide more frequent and more direct communication with our alumni to increase their awareness of activities, successes, and needs of the law school. We will encourage greater faculty involvement in these activities.
- Alumni communication effort has centered on the redesign and launching of the new website. Alumni can now easily find information on activities and successes of the Law School. Faculty members continue to be an important factor when communicating with alumni. When possible, we include a faculty presentation at receptions and actively invite faculty to attend receptions. This past year, we had faculty at 8 of our receptions. Furthermore, we continue to highlight faculty prominently on the website and in alumni publications.
 - Over the past year, we sent a full cycle (two issues) of Alumni News, which featured news from the school, alumni stories, class notes and a calendar of upcoming alumni events.
3. We will form alumni networks in all areas where we have a significant alumni presence, including Indianapolis, Chicago, New York, Washington, and Los Angeles.
- We continue to have a strong Indiana Law Societies in Chicago and Washington DC. For both cities, we have formed Admissions, Career Services, Communications & Outreach and Networking committees. Each committee is chaired by a Society steering committee member with a designated Law School staff liaison. We continue to send regular Society newsletters to both areas that focus on alumni accomplishments in their respective city, upcoming events, and news from the Law School. Society steering committee members are instrumental in encouraging area alumni to attend receptions and to stay connected with the Law School. In Chicago, the Society helped host a second annual JD/MBA event and plan to do so for the coming year as well. In DC, we have continued meeting with the area alumnae group (spearheaded by the Networking committee) and are currently planning the Women's History Initiative which will capture the career paths of some of our older alumnae in the area. For both Chicago and Washington DC, we continue to have successful "Welcome to the City" events with roughly 100 alumni, students and recent graduates attending the events.
 - The Alumni Relations Office sent quarterly (fall, winter, spring) Society newsletters to all area alumni in Chicago and Washington DC.
 - We continue to hold our Winter Alumni Board Meeting in Indianapolis as well as our annual Basketball Game Reception. We also held our first

“Welcome to the City” event which brought together nearly 100 alumni, students, and recent graduates.

- We are exploring a society in the Twin Cities.
- In New York, a core group of younger alumni has formed a Society and is holding young alumni gatherings nearly every three months. We have created a listserv for this group that allows for better communication. Furthermore, we held the annual Dean’s reception in conjunction with the AALS annual meeting and coordinated a Spring Break reception with alumni and students (this was in conjunction with alumni and student visits set up by the Career Services Office).
- In coordination with the Career Services Office, we held a spring break reception in Los Angeles (as with New York, this was in conjunction with alumni and student visits set up by the Career Services Office). We will continue to focus on the annual Spring Break visits to organize our area alumni.

4. We will embrace our international graduates as alumni of the law school, forging continuing connections between them and the law school. We will strengthen our international alumni clubs in Seoul, Taipei, and Bangkok, and create new ones.

- In Summer 2008, Professors David and Susan Williams met with alumni and prospective students in Bangkok.
- In Spring 2009, Professor Joseph Hoffmann plans to make several trips to Korea to further develop our new relationships there with the help of our alumni.
- In Spring 2008, Professor John Applegate visited Taiwan to give several lectures and meet with prospective students from Taipei.
- In Fall 2007, Dean Robel visited our partner institutions and alumni in China.

Indicators of Progress

a. Increased number of alumni involved in activities that support the law school and its students.

- We tracked 720 alumni volunteers last year.

b. Increased number of alumni events and greater attendance at events.

- Over 1,000 alums attended events outside Bloomington last year.

c. Greater number of alumni from each of the major employment markets for our students, who visit the law school and meet our students.

- In 2007-08 we increased the number of receptions to 20 with a total attendance of 1,227.
- d. More international alumni clubs and greater participation in each club.
- We continue to assist our international alumni clubs to host events that bring together alumni and prospective and admitted students. Matriculating students who have participated in these events indicate that speaking with our alumni was a major factor in their decision to choose Indiana law.

IMPLEMENTATION

Resources

We will allocate the law school's resources to achieve the goals and strategies of this plan.

1. We will critically reexamine all current revenue and expenditures of the law school to determine that each maximizes the school's ability to implement this plan.

- Completed. As part of an ongoing review of resources, the Admissions Office is currently undertaking an internal Strategic Plan that will evaluate the costs and benefits of various strategies for identifying and recruiting prospective students. In addition, the Executive Associate Dean is currently drafting an International Strategic Plan for the School of Law, which will evaluate the costs and benefits of various international programs and institutional relationships.

2. Faculty and administrators will be accountable for their performance and will be rewarded for strong performance that contributes to meeting our strategic objectives.

- Completed.
 - A new faculty salary policy was adopted in 2005-06.
 - All senior administrative staff have goals and objectives for their respective departments that are based on the strategic plan, and annual reviews of senior administrative staff (including salary-setting) are based in part on the achievement of, or meaningful progress toward, such departmental goals and objectives.
 - Faculty annual report request information about how faculty activities further the objectives of the strategic plan, and such reports are considered in salary evaluation.

3. Each faculty member will develop an annual personal plan, in consultation with the dean, for contributing to our strategic objectives.

- Completed. The requirement of an annual personal plan for faculty members was instituted in 2005-06.

4. Each senior administrator will develop an annual departmental plan, in consultation with the dean, for contributing to our strategic objectives.

- Completed. The requirement of an annual departmental plan was instituted in 2005-06.

Infrastructure

We will provide the necessary infrastructure support for the research and teaching mission of the School of Law.

1. We will expand and remodel existing physical space to accommodate urgent specific needs, and implement a long-term plan for expanded, more functional space.

- In 2007, remodeled space from the library added a new classroom, new seminar room, and a number of new faculty offices.
- In summer 2008, all of the fixed seats in the classrooms were removed and replaced with new, freestanding chairs.

2. We will maintain an excellent, service-oriented library that provides faculty and students with access to the information, materials, and training in research technology that they need for their research, teaching, and learning.

- The Law Library, 16th largest in the U.S., continued to serve as one of only 11 law-school libraries designated as depositories for U.S. Supreme Court records and briefs.
- As part of the Law School's overall website redesign project, the Law Library developed its section of the website, including BLAWg IN Bloom, a blog designed to communicate developments and points of interest for the library's many audiences.
- The Law Library continued to expand and enhance its electronic offerings, including an extensive list of on-line journals and other on-line legal resources.

3. We will provide the law school community with ready access to broad connectivity with Internet and other electronic resources in a stable and secure computing environment.

- We completed upgrades to the Law School's wireless network, providing reliable wireless access to the entire building.

4. We will support the technology needs of the faculty and students for research, teaching, and learning, in and outside the classroom.

- In summer 2008, we added digital cameras to two classrooms, the moot courtroom, and two conference rooms. The cameras are now all controlled from a central media room. In addition, video conferencing systems were added in two conference rooms.

Communications and Marketing

We will adopt a comprehensive and aggressive communications and marketing program to enhance the visibility and influence of the law school.

1. We will develop a distinctive identity for the law school based on the strategic plan, and we will consistently reinforce that identity in communications with all of our constituencies.

- The Law School hired Robyn Holtzman as the Assistant Dean of Communications. Dean Holtzman is an experienced professional in this area and a graduate of this law school.
- The Law School continued implementation of its Communications and Marketing Plan during 2007-08, including increased efforts in faculty scholarship marketing, web strategy, and a restructured publications format.
- Indiana University unveiled its own integrated image, which was implemented by the Law School in all areas.
- We continued to brand Indiana Law in all of our materials. The second *Indiana Law* publication highlighted our faculty's scholarly contribution to the debate over legal issues in war time. Our publications were sent to specific lists of influential law faculty and *USNWR* rankers.

2. We will produce a steady stream of targeted, current, and high-quality communications with our many important external constituencies.

- During 2007-08, the Law School published the *Dean's Report* (annual); the *Alumni News* (semi-annual) and *Indiana Law* (semi-annual) newsletters; six Indiana Law Update e-newsletters (bi-monthly); 14 postcards and invitations; and 15 brochures, programs, and fact sheets.
- During 2007-08, the Law School published the *Dean's Report*; two issues of *Alumni News* and one *Indiana Law* newsletter; five *Indiana Law Update* e-newsletters; eight postcards and invitations; seven brochures and programs; five posters; and three advertisements.

3. We will promote wide distribution of faculty scholarship and support faculty members' efforts to distribute their scholarly work.

- The Law School recorded approximately 161 media hits worldwide, an increase over last year.
- The Communications and Marketing Department prepared and disseminated tip sheets and press releases about the scholarly activities of Law School faculty members; sent postcards highlighting scholarly accomplishments to targeted peer audiences; and prepared enhanced promotional and event materials for conferences held at the Law School.

- The School supports distribution of reprints of articles and uploads on SSRN.
4. We will maintain an attractive, accessible, and comprehensive website that is useful for the law school's internal and external constituencies.
- The Law School, together with the Office of Creative Services, completed a redesign of our website, which launched in August 2008. The new website is ADA accessible, usable by all browsers and platforms, and advances a carefully constructed message in line with our print strategies. The new website also corrects numerous navigation and design issues that were identified by internal and external constituents.
 - A wide array of new news features and profiles were written for and posted on the Law School's website.

Financing the Plan

We will expand the external funding of the law school to support the implementation of this plan and the achievement of its objectives.

1. We will undertake a comprehensive capital campaign for the law school that raises endowed funds for scholarships, chairs, professorships, and clinics, in accordance with this plan. The campaign will leverage the resources of Indiana University, the IU Foundation, as well as our alumni and friends to add \$30 million to our endowment by 2010.
 - As of June 30, 2008, the School of Law has raised over \$48 million towards the \$30 million overall goal.
2. As part of the capital campaign, our increase in scholarship funds will be achieved by utilizing IU's Matching the Promise program.
 - In 2007-2008, we received \$20,000 in matching funds based on scholarship gifts.
3. We will increase the participation rate and amount of annual giving from alumni, faculty, and students, to achieve a \$1,000,000 annual fund by 2010.
 - We hired Dean Regenovich, an experienced development professional and lawyer, as Assistant Dean of Development
 - In 2007-08, for the second consecutive fiscal year, the Fund for Excellence exceeded its established target, raising over \$1,000,000. The participation rate for alumni giving is 19% (1,666 alumni gifts from a living alumni pool of 8,880 alums) in 2007-2008, down from 21% in 2006-2007.
 - Advancement Office personnel made 511 contacts in 2007-2008.

4. We will increase grant and foundation support for the law school.
 - We hired Archana Sridhar, an experienced grants professional and lawyer, as Assistant Dean of Research.
 - We are in the third year of a four-year, \$400,000 commitment from the Balfour foundation. \$100,000 is received each of the four years with 75% going toward our clinical program and 25% going toward student scholarships.
 - We received a two year, \$50,000 commitment from the Firestone Corporation. The money is designated to support scholarships for students from Liberia.
 - Law School faculty received 1.57 million in research support from external grants.

Accountability

We will monitor and regularly report on the law school's progress in implementing this plan.

1. We will develop a detailed implementation plan that assigns specific responsibilities and timelines for actions under the strategic plan.
 - Completed in 2005-06.
2. We will monitor the indicators in the plan on an annual basis to assess progress and permit revision of the plan where appropriate.
 - Completed in 2006-07; formed the basis for this 2007 Report.
3. We will periodically report progress under the plan to our internal and external constituencies.
 - We have completed and published progress reports for each year of the plan.
4. We will undertake a comprehensive assessment of the plan within five years after its implementation.
 - We will perform a comprehensive assessment of the Strategic Plan in connection with the School of Law's scheduled re-accreditation in 2010.