

THE STRATEGIC PLAN

INDIANA UNIVERSITY SCHOOL OF LAW — BLOOMINGTON

Advancing knowledge, justice, and the public good

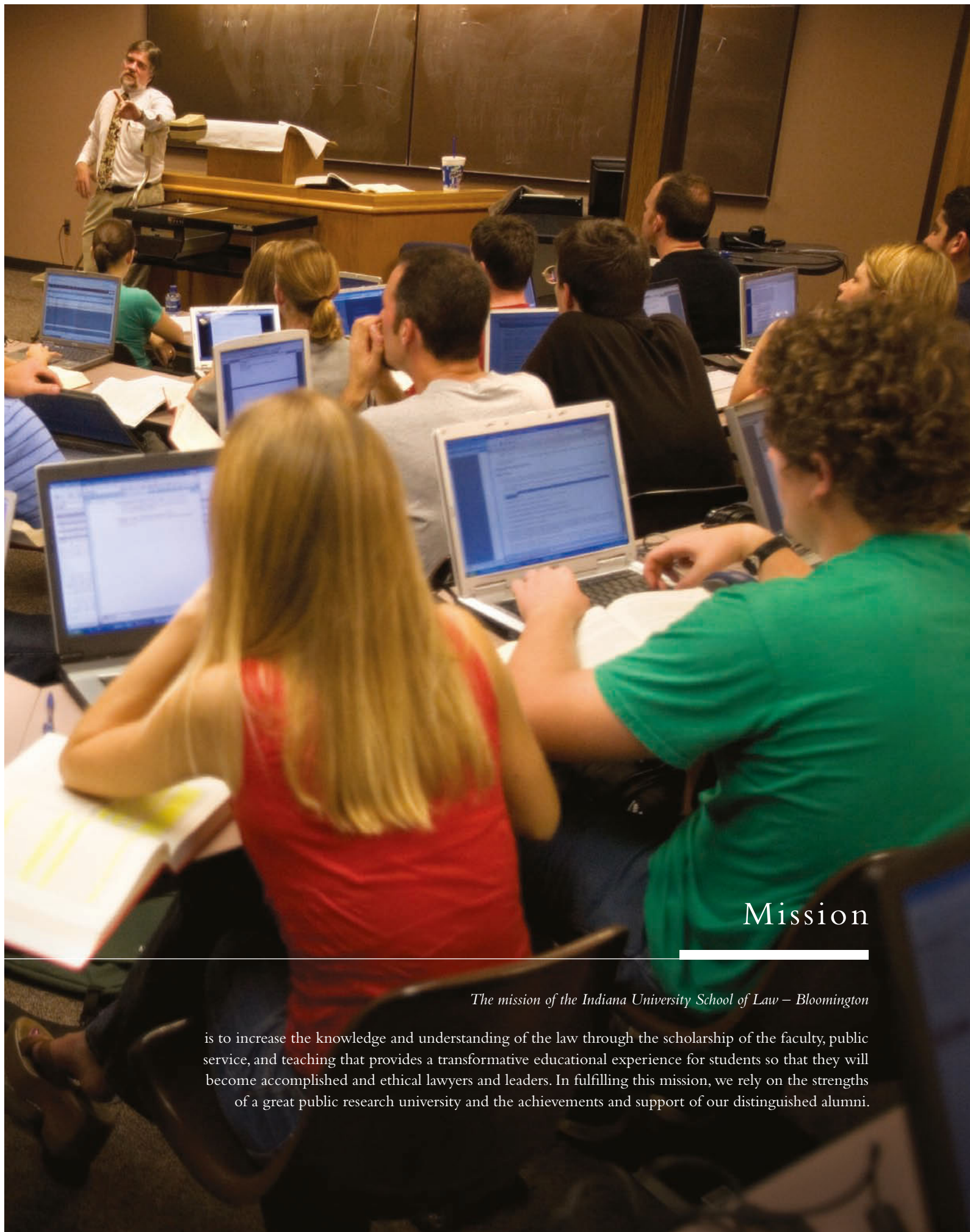




Core Values

We, the members of the Law School community, are committed to:

- an intimate and intellectually exciting community of teaching, studying, and learning
- intellectual rigor and academic integrity in all of our work
- openness to new ideas in our own and other disciplines
- welcoming diversity of background and point of view
- honesty, collegiality, respect, and care in our relationships
- public service, justice, and the highest ethical standards of the legal profession.



Mission

The mission of the Indiana University School of Law – Bloomington

is to increase the knowledge and understanding of the law through the scholarship of the faculty, public service, and teaching that provides a transformative educational experience for students so that they will become accomplished and ethical lawyers and leaders. In fulfilling this mission, we rely on the strengths of a great public research university and the achievements and support of our distinguished alumni.



LETTER FROM THE DEAN

Indiana University School of Law — Bloomington is one of America's leading public law schools. A commitment to excellence in teaching, scholarship, and public service, and a mutually supportive relationship with an outstanding research university, make Indiana Law the school of choice for outstanding faculty and students. The accomplishments of its alumni in Indiana, the nation, and the world are a testament to the quality of Indiana's legal education.

Strategic Planning Committee

John S. Applegate, Chair
Jeannine Bell
Fred H. Cate
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Susan Williams
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Randall R. Riggs, '77

It is from this position of strength that we began our strategic planning process to meet the challenges ahead. Law schools today operate in a highly competitive environment as they vie with each other for the best students and faculty. Students, faculty, and legal employers increasingly evaluate law schools based on their perceived standing relative to other law schools. Moreover, the external bodies to which law schools are accountable, including university administrators, trustees, and supporters, who are themselves faced with a competitive environment and limited resources, increasingly look to relative standing as a way to measure a law school's effectiveness and value. Accordingly, it is no longer enough for a national law school to rest satisfied with itself or firmly to believe itself underrated in the eyes of others.

For Indiana Law to continue to thrive in an era of limited resources and increased expectations, it is essential that we thoughtfully and systematically leverage our strengths and concentrate our resources on the aspects of our program that will be most effective in distinguishing ourselves as an academic community of superior scholars, teachers, and students.

As a faculty member, dean, and alumna, I am excited and optimistic about our future. Like all law schools, we face significant challenges, but also opportunities. This plan relies on a realistic assessment of where we are today and charts an ambitious future for our tomorrow.

In 1842, shortly after the school's founding, its leaders adopted what today would be called a vision statement, promising a law school: "inferior to none west of the Mountains; one in which the student will be so trained, that he shall never, in the attorney, forget the scholar, and the gentlemen." Apart from the gender usage of its day, this statement set forth an ambitious vision for Indiana Law to follow in its formative years.

As we introduce and implement our own strategic plan some 160 years later, we hope to be equally visionary: "to be a highly visible and influential law school whose faculty, students, and graduates advance knowledge, justice, and the public good in the nation and around the world."

A more visible, influential, and highly regarded position will, most importantly, improve our students' and graduates' life chances, not merely through the transformative education we provide them, but because of the diversity of opportunities that will be open to them. It will enhance our ability to attract and maintain a strong and influential faculty and expand the influence that our scholars have on leading policy debates. And a more visible, influential, and highly regarded law school will make Indiana Law an enduring source of pride for its alumni, faculty, students, and staff, and enable us to attract the financial support necessary to accomplish our goals.

When we began this process, I was committed to developing a plan that set measurable goals so that we could hold ourselves accountable for implementing the

The strategic planning process began shortly after Lauren Robel's appointment as dean. To help enable the Law School to assess its current competitive position, an experienced outside consultant collected comparative data about Indiana Law, interviewed faculty and staff on a confidential basis, and prepared a report that analyzed Indiana's competitive position among peer law schools. In August 2004, Dean Robel appointed a committee of Law School faculty and members of the Board of Visitors and Alumni Association Board of Directors to prepare a strategic plan. The committee reviewed the consultant reports and other materials, consulted formally and informally with faculty and board members, and met five times as a full committee to create this plan. Dean Robel actively participated in all aspects of the committee's work and enthusiastically supported it. The strategies, objectives, action steps, and indicators were endorsed by the Board of Visitors and Alumni Association Board of Directors and overwhelmingly approved by the faculty in April 2005.

plan. I did not want a static document that would be forgotten in a few years. Accordingly, we have developed a series of indicators of our progress. They are not ends in themselves; rather, they are measurable criteria that indicate whether Indiana Law is making progress in pursuing our goals. We will regularly report back to our community on how we are doing.


Our plan is in two parts: three overarching strategies that are supported by a variety of initiatives, and five critical implementation steps. The plan is the result of significant hard work, creative thinking, and careful deliberation on the part of our strategic planning committee, our faculty and staff, our students, and alumni. Our discussions were open and honest and in the spirit of moving our institution forward. It was rewarding to see the community pull together with a common goal to advance Indiana Law's visibility and reputation. And because our process was inclusive, I am confident that we will work together to achieve our vision.

I want to thank the committee members for their creativity, diligence, and tireless efforts to develop the plan. As we move forward, we will continue to reach out to our community for insight, comment, and financial support as we begin to implement the plan. Thanks to your help, we will reach our goals.

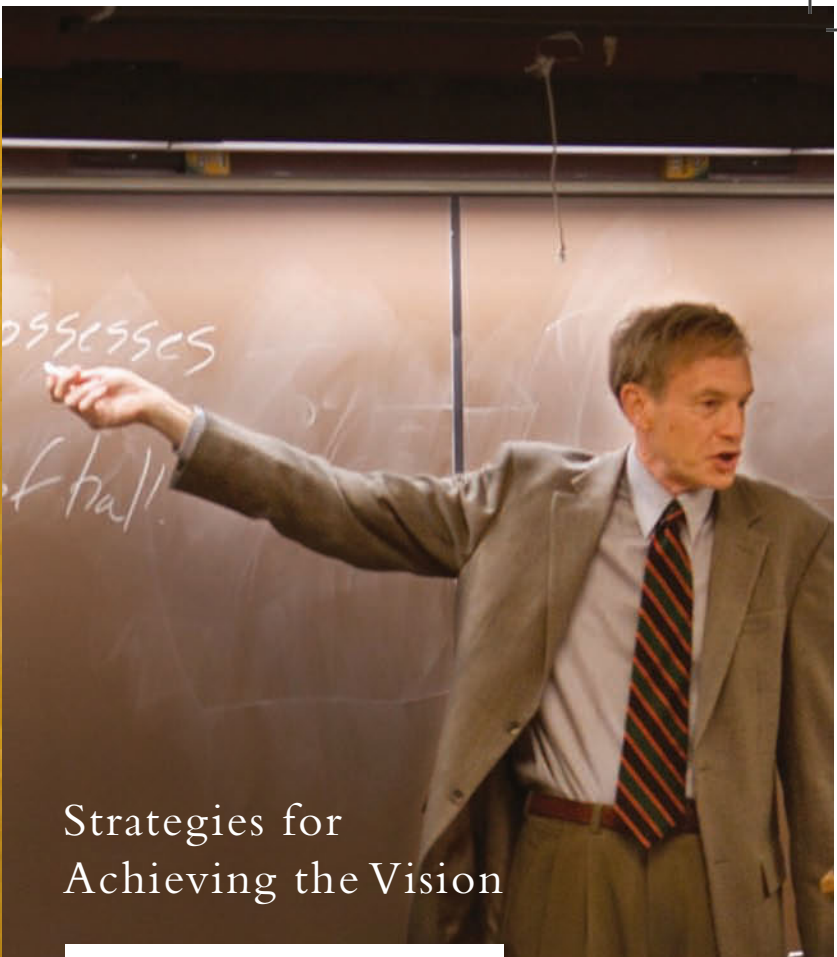
Sincerely,



Lauren Robel '83
Dean and Val Nolan Professor of Law

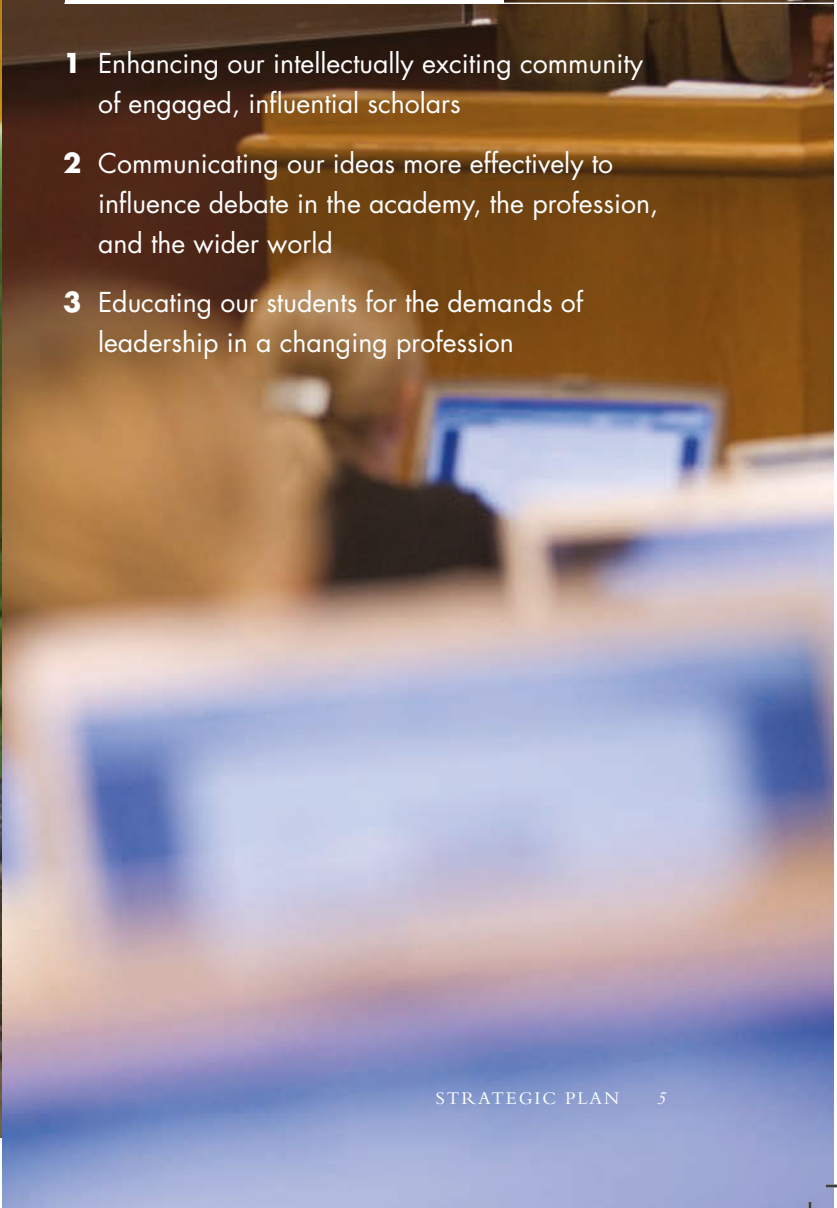


OUR VISION is to be a highly visible and influential law school whose faculty, students, and graduates advance knowledge, justice, and the public good in the state, in the nation, and around the world.



Strategies for Achieving the Vision

- 1 Enhancing our intellectually exciting community of engaged, influential scholars
- 2 Communicating our ideas more effectively to influence debate in the academy, the profession, and the wider world
- 3 Educating our students for the demands of leadership in a changing profession



Strategies for Achieving the Vision

- 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.

Practitioners, academics from law and other disciplines, policy makers, and judges increasingly turn to law schools for guidance and insight. We have a faculty of very productive scholars who seek to advance justice and the rule of law through their scholarship and involvement in legal organizations.

However, we must do more. For Indiana Law to become more visible and influential, its faculty must be among the leaders in producing high-quality legal scholarship that is valued, cited, and respected by others in the field. By creating incentives and removing obstacles, this plan provides strong encouragement for our faculty to be at the forefront of influential scholarly productivity.

ACTIONS

1. We will provide faculty members with sufficient time to produce substantial scholarship of high quality.
2. We will adopt a salary structure that encourages the hiring and retention of excellent scholars.

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
- b. Increased influence of faculty scholarship, including number of citations to faculty work, adoptions of case books and other teaching materials, reviews, published responses, and invitations to present work outside the Law School
- c. Improvements in nationally recognized rankings of law schools and law faculties, including the U.S. News academic and practitioner survey rankings

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.

As part of our effort to enhance our scholarly reputation, we must attract and retain faculty members whose work influences the leading issues of the day. Accordingly, in our hiring process, we will place a premium on attracting productive scholars.

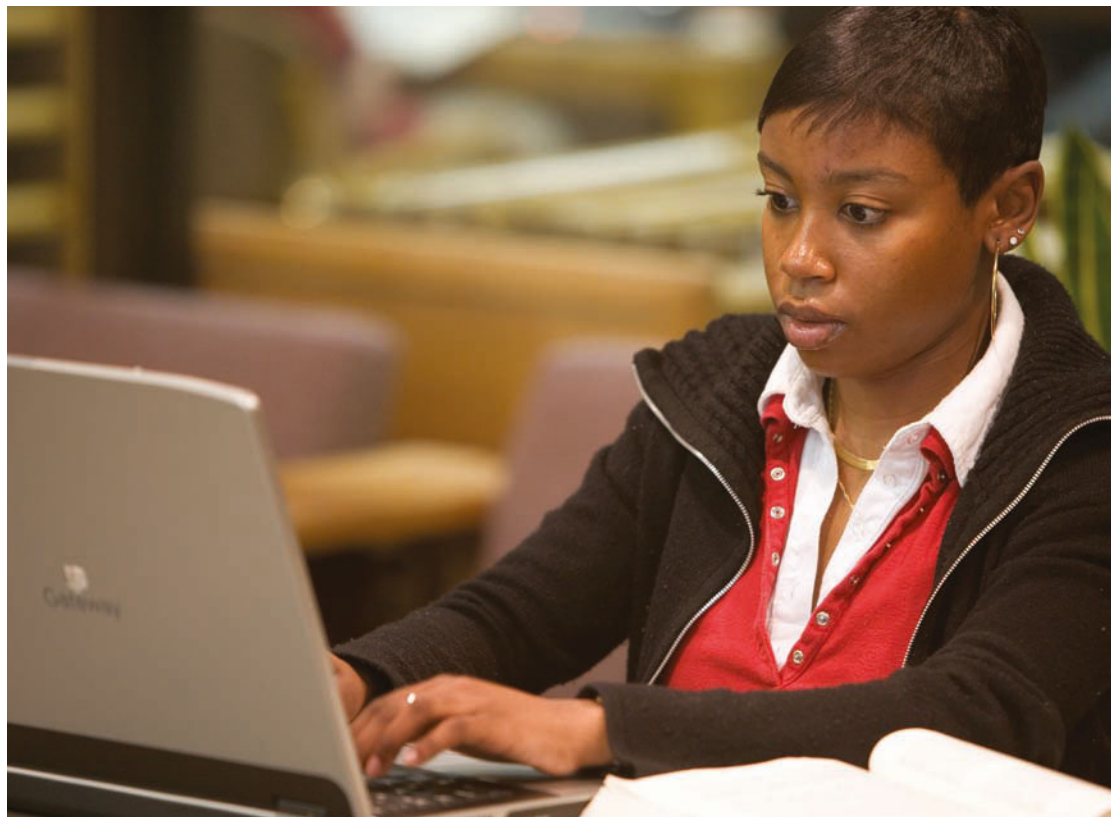
We will also build our intellectual community by attracting visiting scholars who can provide a different perspective to our faculty and our students. We will enhance the connection between our scholarship and our teaching by integrating our scholarship into our teaching, by involving students in our scholarly activity, and by supporting student scholarly efforts.

ACTIONS

1. The faculty appointments process will place primary emphasis on hiring productive scholars who will have a significant impact on their respective fields.
2. We will reach out to the Indiana University community in related areas to bring the perspectives of other disciplines to our work.
3. We will develop programs and opportunities for intensive intellectual exchange within our faculty as a whole and in smaller communities of learning.

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
- b. Increased success in competition for hiring and retention of faculty members among peer schools
- c. Maintenance of a low student:faculty ratio



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.

Indiana Law is an integral part of one of America's great research universities, with demonstrated strengths in fields ranging from business to public and environmental affairs to informatics. As law plays a critical role in these disciplines and countless others, our faculty members must work with their counterparts as they analyze trends and develop solutions and ideas for the future. In short, we must leverage the strengths of our entire university.

Accordingly, we will work with our counterparts on research projects and to develop joint centers housed at the Law School to conduct interdisciplinary research. We will also expand on our historic commitment to Law & Society research and teaching.

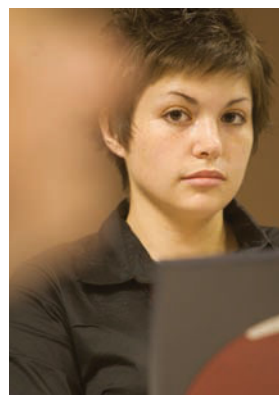
Indiana Law has one of the largest joint degree programs of any school in the Big 10. We will strengthen these programs and seek out new programs as opportunities arise. We will also expand the number of concentrations that we offer so that interested students can specialize in particular fields.

ACTIONS

1. We will support the creation of interdisciplinary research centers and projects, courses, and programs of individual research.
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.
3. We will strengthen our joint degree programs and add new ones as valuable opportunities present themselves.
4. We will build on the Law School's traditional strength in the study of Law & Society through research support and faculty recruitment.
5. 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 to serve an important institutional interest.

INDICATORS OF PROGRESS

- a. Greater quantity of interdisciplinary scholarship published in prominent scholarly journals, publications by leading presses, and other highly influential venues
- b. Expanded student participation in joint degree and other interdisciplinary programs
- c. Increased external and university funding for research by the law faculty
- d. Greater recognition of law school programs in relevant national rankings and surveys
- e. Creation of new centers in strategic areas, such as constitutional democracy and environmental law and policy



Strategies for Achieving the Vision

- 2 Communicating our ideas more effectively to influence debate in the academy, the profession, and the wider world

COMMUNICATING OUR IDEAS

Objective

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

For Indiana Law to increase its visibility and influence, our faculty members must participate in the debate on the leading issues of the day. We cannot simply convey our thoughts through law review articles, but we must be “at the table” when legal reform and policy issues are discussed.

We have a long tradition of involvement in policy-making issues. From the founding of the Law School, our faculty members have proved invaluable to legislators as they developed laws to govern the state and nation. Indiana Law faculty members have used their expertise on voting rights, assisting governments with

the formation of laws and regulations, advising lawyers on civil rights issues, arguing before the United States Supreme Court on free speech, drafting legal instruments for the United Nations, as well as writing *amici* briefs on behalf of a client or a cause. More recently, the scholarship of our faculty (and our faculty involvement) has helped shape the debate on issues ranging from freedom of speech to international treaties to the death penalty and even to law school rankings.

As we move forward, our goal is to continue this engagement and to share our ideas and viewpoints beyond academia to practicing lawyers, policy makers, judges, and the public at large. We will accomplish this goal both by providing incentives to our faculty and by removing obstacles that impede greater involvement.

ACTIONS

1. We will develop a comprehensive and aggressive plan to increase outside awareness of our faculty members’ scholarship with both academic audiences and the larger community, particularly policy makers and opinion leaders.
2. We will host conferences and other events that bring prominent scholars and policy makers to Bloomington, and we will support active participation by faculty members at conferences and in leading influential national and international scholarly and professional organizations.
3. We will use our Web site to provide broad and ready access to our faculty’s work and the intellectual life of the Law School.

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 the Law School to participate in scholarly programs
- b. Increased leadership and active participation by our faculty in influential national and international scholarly and professional organizations

Strategies for Achieving the Vision

3 Educating our students 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.

Indiana Law students are among the best in the nation ... and they are getting better. In the past several years, each class of admitted students has had stronger academic qualifications than in the prior years. And, more importantly, the classes are stronger from the top to the bottom. As we move forward, we are committed to continuing to increase the academic qualifications of our students. At the same time, we are firmly committed to enhancing the diversity of our student body. Through a personal approach to admissions and increased use of scholarship funds, we can achieve both goals.



We will also seek to add a greater number of students with prior work experience, as these students bring valuable perspectives to the classroom.

In addition, we will also seek out students with strong academic qualifications who have interests or backgrounds in our growing specialized programs and centers. We will provide these students with a strong foundation in the law and allow them to obtain in-depth experience in their areas of interest.





ACTIONS

1. We will continue to use scholarships to maximize the number of entering JD and graduate students with high academic potential.
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.
3. We will seek to increase the number of entering JD students with work experience.

INDICATORS OF PROGRESS

- a. A more selective admissions process, with increased undergraduate grade point averages and LSAT scores
- b. Greater success in competing with peer schools for the best qualified students
- c. Continued vigilance in meeting our commitment to a diverse student body
- d. Increased financial aid expenditures per student

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.

The practice of law has changed dramatically in recent years, and the pace of change continues to accelerate. Our graduates must be prepared to succeed in this changing environment. They no longer will have the luxury to learn on the job, nor will they have an extended period of time in which to make their mark. They must be in a position to relate to clients, to communicate effectively, and to exercise professional judgment early in their careers.

As they prepare for the profession, students must have opportunities to experience the law in action and to put what they have learned in the classroom to work in the service of their clients and the public. We believe that clinical programs must go beyond their historical focus on litigation and advocacy to provide students with experience in transactions and regulatory fields, as well as expanding their opportunities to build alternative dispute resolution and counseling skills.

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.
2. We will use clinical, externship, and extracurricular opportunities to enhance professional skills and to encourage a lifelong commitment to public service, pro bono representation, and learning.
3. 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.

INDICATORS OF PROGRESS

- a. More frequent integration of communications, presentation, and writing skills into traditional classroom courses
- b. Greater clinical and externship opportunities with the goal that all interested students will have a clinical or externship experience



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.

Just as the practice of law has become more competitive, it has become more global. Even the smallest business has the opportunity to open overseas markets or develop international partners. And international human rights, trade, and security issues continue to capture the world's attention.

Indiana Law has been in the forefront of the response of American law schools to globalization, both in its curriculum and in a large and vibrant graduate program that provides international lawyers with background and training in American law.

We intend to build upon this foundation. We will not merely offer courses in international law as such, but, more importantly, integrate international legal issues into courses that have traditionally focused only on American law.

Our international graduate program is a source of pride and our goal is to expand the number of countries from which students attend, while at the same time increasing the academic qualifications of the students. International students bring new perspectives to the classroom and to the life of the Law School. We need to provide additional opportunities for our international students to interact and engage with JD students.

ACTIONS

1. We will increase the number of curricular and extracurricular learning opportunities that include an international or global component.
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.

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
- b. Increased number of foreign visitors and international contacts, and of cooperative agreements between the Law School and institutions in other countries
- c. Increased academic qualifications and greater geographic diversity of entering graduate classes





CAREER OPPORTUNITIES

Objective

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

Indiana Law does an excellent job of preparing students for the legal profession. Employers regularly report that recent Indiana Law graduates perform as well as their peers at other prestigious institutions.

A major goal of this plan is to ensure that Indiana Law graduates continue to have a wealth of attractive employment opportunities at graduation and that they succeed in their careers. The implementation of the action steps in this plan will bring Indiana Law to the level of its peer schools. In particular, we strive to expand the number of employers who recruit our students both on and off campus. By becoming more nationwide in our approach, we will broaden the opportunities for our students. Just as we have achieved success in admissions by adopting an aggressive outreach program, our career services staff will assure that employers in growing markets become more aware of the top-to-bottom strength of the Indiana Law graduating class.

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.
2. We will develop and implement a comprehensive strategy for outreach to potential employers of our students in growing legal markets.
3. We will actively encourage, counsel, and support students in applying for federal and state judicial clerkships.

INDICATORS OF PROGRESS

- a. Improvement in employment rates at graduation and nine months following graduation to at least the level of peer law schools
- b. Expansion of the geographic range and types of positions secured by our recent graduates
- c. Increased number of graduates who obtain judicial clerkships



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.

All great law schools rely on their alumni for guidance, teaching, mentoring of students, and financial support. Indiana Law alumni have always been generous with their time in helping the Law School and its students to succeed.

As we move forward, we must strengthen the connections between individual alumni and Indiana Law. The steps outlined in this plan will enable alumni to build relationships with one another, strengthen their connections with students, and understand the plans and goals of the Law School.

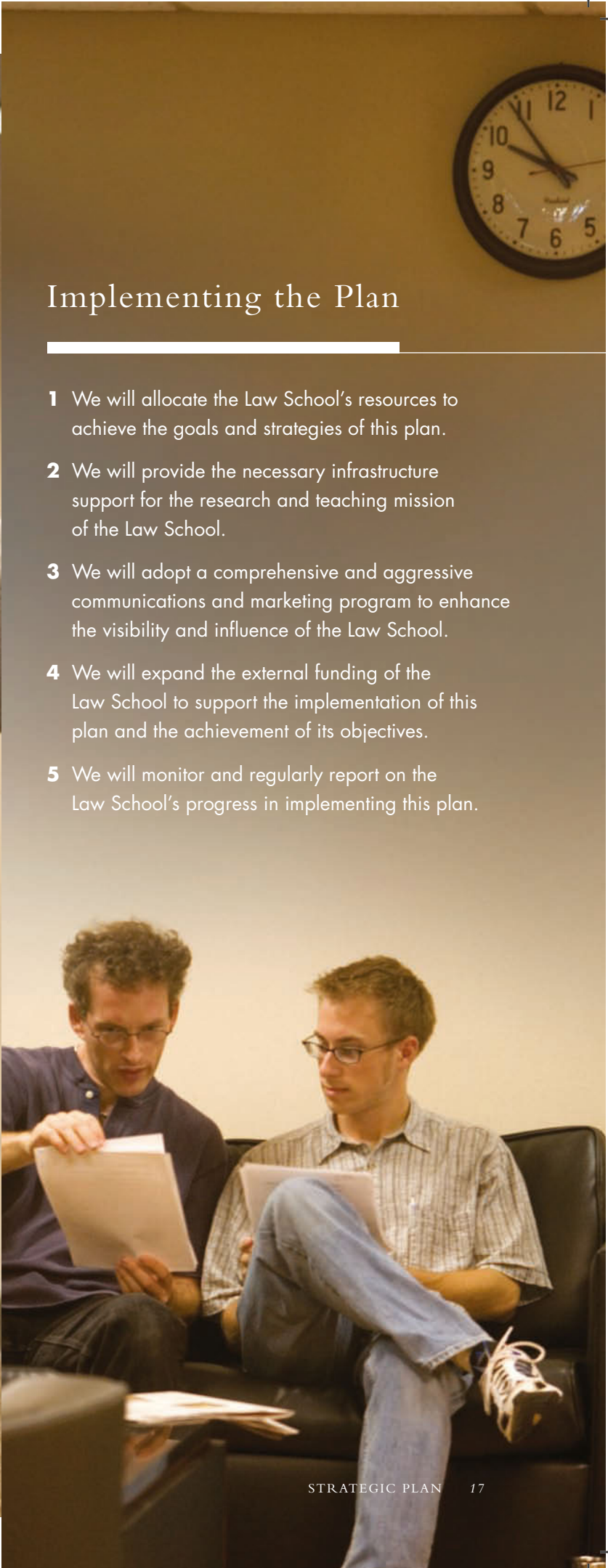
ACTIONS

1. We will increase the opportunities for alumni to participate actively in programs that recruit, educate, counsel, and place students.
2. We will provide more frequent and more direct communication with our alumni to increase their awareness of the activities, successes, and needs of the Law School. We will encourage greater faculty involvement in these activities.
3. We will form alumni networks in all areas where we have a significant alumni presence, both in the United States and around the world.

INDICATORS OF PROGRESS

- a. Increased number of alumni involved in activities that support the Law School and its students
- b. Increased number of alumni events and greater attendance at events





Implementing the Plan

- 1** We will allocate the Law School's resources to achieve the goals and strategies of this plan.
- 2** We will provide the necessary infrastructure support for the research and teaching mission of the Law School.
- 3** We will adopt a comprehensive and aggressive communications and marketing program to enhance the visibility and influence of the Law School.
- 4** We will expand the external funding of the Law School to support the implementation of this plan and the achievement of its objectives.
- 5** We will monitor and regularly report on the Law School's progress in implementing this plan.

One of the goals of the planning process was to create a living document with initiatives that would be implemented and indicators against which progress could be measured. The objectives and actions in this plan cannot be achieved without an effective implementation strategy that sets forth priorities and responsibilities. Departments within the Law School are already developing plans in five key areas: resource allocation, infrastructure management, communications and marketing, financing, and accountability.



Implementing the Plan

ALIGN RESOURCES

Objective

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

A number of the initiatives in this plan cannot be accomplished unless we secure additional resources. Others require a realignment of our current resources. As we implement the plan, it is critical that our resources are allocated in support of the goals of the plan.

ACTIONS

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





INFRASTRUCTURE

Objective

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

As we move forward, it is critical that our building, library, technology, and other infrastructure be sufficient to support our needs. We have made a strategic decision not to focus the goals of the plan on infrastructure needs, but to rely on improved utilization, upgrading, and incremental expansion to meet our infrastructure needs in the near term.

ACTIONS

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

COMMUNICATIONS AND MARKETING

Objective

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

A number of initiatives in the plan, such as enhancing communication of faculty scholarship or increasing connections with alumni, require a comprehensive marketing program in order to be successful. For our visibility, influence, and, ultimately, our reputation to grow, we must effectively communicate our goals and accomplishments to our alumni and the wider world.

ACTIONS

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

Implementing the Plan

FINANCING THE PLAN

Objective

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

Like most public law schools in recent years, Indiana Law has turned to its alumni and friends for financial support for the scholarships, faculty support, and new programs that are essential to maintain an excellent law school. The Law School has begun to create a culture of giving among its alumni, and they have responded generously as the annual fund continues to grow year after year.

Additional significant financial resources will be required to carry out the actions in this plan. Alumni and others can be assured that these actions represent the carefully considered priorities of the Law School and that Indiana Law will regularly report on its progress as stewards of their contributions.

ACTIONS

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 July 2010.
2. As part of the capital campaign, our increase in scholarship funds will be achieved by utilizing IU's Matching the Promise program.
3. We will increase the participation rate and amount of annual giving from alumni, faculty, and students, to achieve a \$1 million annual fund by July 2010.
4. We will increase grant and foundation support for the Law School.

ACCOUNTABILITY

Objective

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

We expect the Indiana Law community to monitor our success in implementing the plan and to hold us accountable for making progress against the indicators. We cannot ask for the support of the Law School's alumni and friends, without assuming responsibility for making progress toward its objectives and reporting on our progress.

ACTIONS

1. We will develop a detailed implementation plan that assigns specific responsibilities and timelines for actions under the strategic plan.
2. We will monitor the indicators in the plan on an annual basis to assess progress and permit revision of the plan where appropriate.
3. We will periodically report progress under the plan to our internal and external constituencies.
4. We will undertake a comprehensive assessment of the plan within five years after its implementation.





TO THE INDIANA LAW COMMUNITY:

We were privileged to lead the strategic planning process for the School of Law, and we believe that the resulting plan responds creatively and decisively to the compelling vision for the school that the dean set out for us. From the outset, we were determined to make strategic planning an inclusive process. We sought participation from all parts of our community—both inside and outside our buildings—and we received it. The plan before you was improved immeasurably by contributions from our entire community, and we are very grateful for your assistance and support in moving our Law School forward.

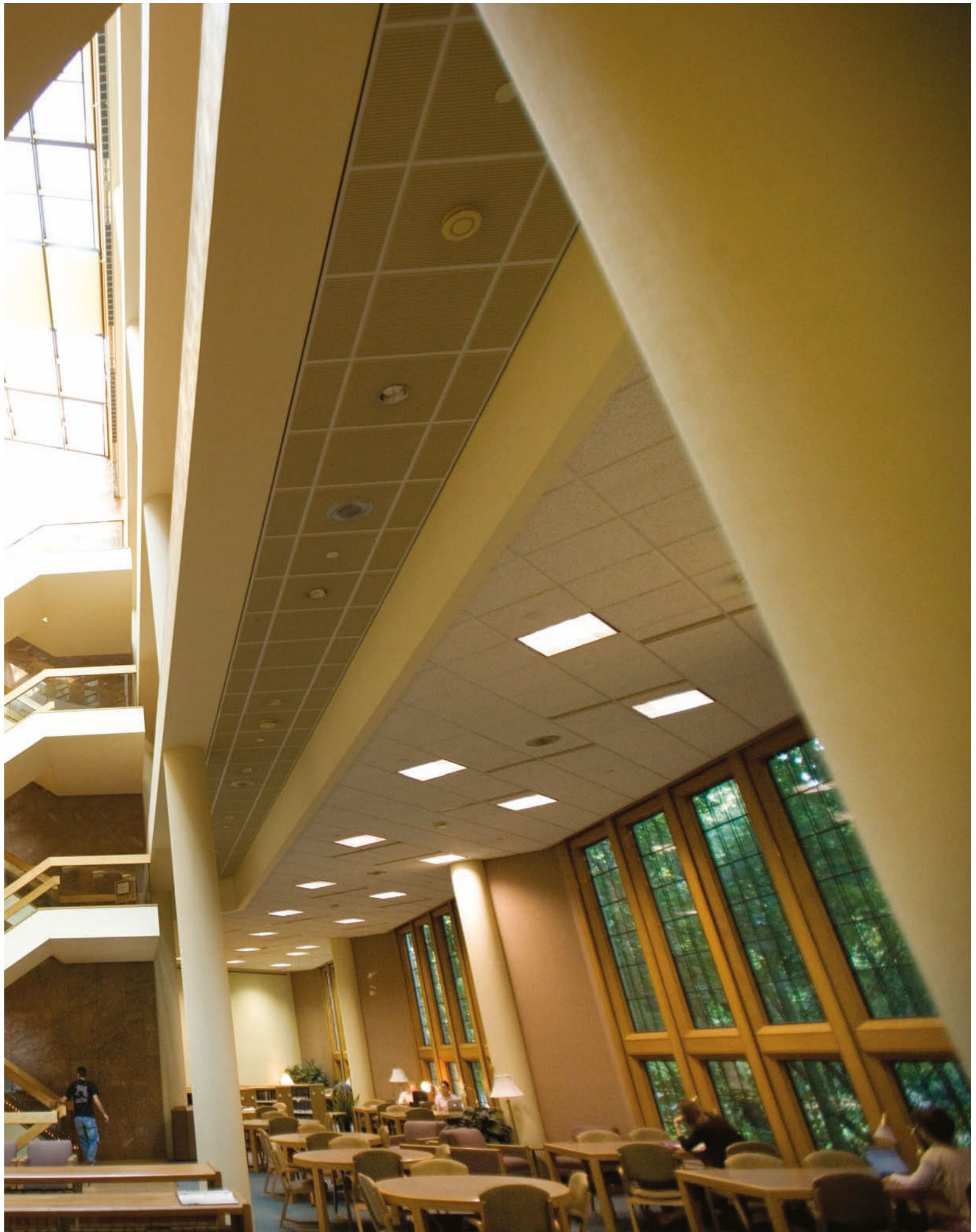
The plan is only the beginning and not the end of a process. For this document to be more than just a collection of exciting ideas, we must take action. We now enlist your support.

We are confident in the future of the School of Law. With the commitment of our faculty and boards to this

plan, and with the energetic leadership of Dean Robel, we look forward to working together as we move to “advance knowledge, justice, and the public good in the state, in the nation, and around the world.”

The Strategic Planning Committee





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