

**Strategic Plan**  
**May 2007**  
**Tulane University Law School**

**Priorities**

- A. Decrease the pre-2005 size of the student body while maintaining or enhancing the quality and diversity of the student body profile and the quality of student life
- B. Increase the size and diversity of the full-time tenured and tenure-track faculty
- C. Augment the scholarly productivity of the full time faculty
- D. Promote programs and activities that are central to the institutional identity
- E. Generate revenues outside of tuition and traditional non-tuition sources
- F. Improve quality and quantity of the collection, staff, and resources of the library
- G. Engage our alumni in the life of the Law School and the accomplishment of its mission

**Goals Associated with Listed Priorities**

**Priority A.** Decrease the pre-2005 size of student body while maintaining or enhancing the quality and diversity of the student body profile and the quality of student life

**Goals:**

1. Reduce the size of future entering J.D. classes to 250 in order to create an environment conducive to excellence in teaching and scholarship
2. Refocus student recruitment and marketing efforts
3. Encourage student-faculty interaction outside of class
4. Ask the University administration to dedicate a group of on-campus residential units for law students
5. Maintain and enhance the diversity of the student body

**Priority B.** Increase the size and diversity of the full-time tenured and tenure-track faculty

**Goals:**

1. Achieve a full-time faculty of least forty (40) members
2. Create depth in subject areas of heavy student enrollment and areas related to institutional identity
3. Change appointments strategies and culture to allow more flexibility in attracting outstanding candidates
4. Modify recruitment strategies to improve ability to successfully recruit diverse faculty candidates

5. Increase number of faculty members teaching in course areas that promote the institutional identity
6. Increase number of faculty members teaching high enrollment, multi-section courses
7. Adopt strategies designed to improve the retention of diverse faculty members
8. Promote a working environment that is respectful of all faculty members' personal circumstances

**Priority C.** Augment the scholarly productivity of the full-time faculty

**Goals:**

1. Foster a vigorous intellectual climate
2. Institute a 3.3 course teaching load for tenured faculty members (three courses per year with a fourth course every third year)
3. Create incentives that will encourage productivity
4. Improve the quality of placement of faculty scholarship
5. Improve the visibility of faculty scholarship

**Priority D.** Promote programs and activities that are central to the institutional identity

**Goals:**

1. Create guidelines to be used in connection with faculty approval of new programming
2. Reevaluate whether existing programs promote the institutional identity
3. Assign the task of evaluating any new program and reevaluating any existing program to a new or existing committee
4. Enhance the availability and quality of skills training provided outside of the clinics
5. Encourage all students to take at least one international or comparative law course
6. Encourage faculty members to integrate comparative or international law concepts into their courses when feasible or appropriate
7. Consider the expanded use of technology for teaching

**Priority E.** Generate revenues outside of tuition and traditional non-tuition sources

**Goals:**

1. Create courses that would generate tuition from non-law students
2. Develop revenue-generating proposals that promote institutional identity
3. Confect a uniform compensation scheme for faculty participation in revenue-generating programs or activities

4. Increase faculty awareness and securing of funding grants

**Priority F.** Improve quality and quantity of the collection, staff, and resources of the library

**Goals:**

1. Improve quantity and quality of collection
2. Recruit and retain adequate complement of professional staff
3. Enhance library's web presence to improve constituent service

**Priority G.** Engage our alumni in the life of the Law School and the accomplishment of its mission

**Goals:**

1. Maintain and create new programs that will reinforce a sense of life-long association with the Law School
2. Encourage participation in Law School events, programs, and activities.

## **Strategies Designed to Achieve Goals**

**Priority A, Goal 1** Reduce the size of future entering J.D. classes to 250 in order to create an environment conducive to excellence in teaching and scholarship

- Adjust admissions policies to attain 250 J.D. entering class

**Priority A, Goal 2.** Refocus student recruitment and marketing efforts

- Target student recruiting efforts to on-line sources such as blogs and related web sites as students increasingly looking to these rather than traditional law school bulletins
- Develop a marketing strategy that creates a law school "brand" focusing on areas of expertise and strength
- Emphasize availability of specialty area programs and concentrations
- Expect all full-time faculty members to make reasonable efforts to assist in student recruitment

**Priority A, Goal 3.** Encourage student-faculty interaction outside of class

- Develop strategies and programs to involve students in the scholarly mission of the school
- Support programs and funding for informal social interaction between students and faculty outside of class

**Priority A, Goal 4.** Ask the University administration to dedicate a group of on-campus residential units for law students

**Priority A, Goal 5.** Maintain and enhance the diversity of the student body

- Admit class of 250 students to, at a minimum, maintain present level of institutional interest candidates
- Support programs to enhance the student's experience related to diversity issues

**Priority B, Goal 1.** Achieve a full-time faculty of at least forty (40) members

- Emphasize the recruitment at times of candidates who will enhance the scholarly reputation or diversity of the school or show the promise thereof, without regard to the school's curricular needs

**Priority B, Goal 2.** Create depth in subject areas of heavy student enrollment and in areas related to institutional identity

- Develop list of courses currently offered outside of law school that could be cross-listed in law school catalogue and be offered for credit towards graduation
- Encourage cross-listing of law school courses in course lists of other schools or departments at Tulane
- Appointments committee should develop priorities for hiring in areas where depth would be useful after gaps in curriculum are adequately staffed
- Consider the creation of a permanent visiting professor slot that could be filled either permanently by someone with a dual appointment or on an annual rotating basis by a one semester or full year visitor

**Priority B, Goal 3.** Change appointments strategies and culture to allow more flexibility in attracting outstanding candidates

- Adopt a more flexible approach to consideration of candidates at varying times during hiring season including consideration of a candidate or candidates by the voting faculty before all candidates have been interviewed
- Create two separate appointments committees for entry level and lateral hires
- Committee focusing on lateral hires should operate year-round
- Appointments Committee members should be appointed for staggered three year terms
- Provide entry-level candidates with the opportunity to meet separately with untenured faculty members
- Take more flexible view towards permanent hire of laterals without a visit
- Provide appointments candidates with information concerning the quality of life in New Orleans

- Encourage faculty members to take more active role in recruitment of candidates after offer has been made including faculty members from outside of the law school
- Continue to limit the use of Professors of Practice to individuals who do not teach courses traditionally taught by full-time faculty members

**Priority B, Goal 4.** Modify recruitment strategies to improve ability to successfully recruit diverse faculty candidates

- Encourage consideration of faculty candidates with preexisting connection to New Orleans area
- Involve minority group member alumni in recruiting efforts

**Priority B, Goal 5.** Increase number of faculty members teaching in course areas that promote the institutional identity

- In assessing annual list of hiring priorities, consider needs in areas related to institutional identity once obvious curricular holes have been staffed
- When evaluating appointments candidates, consider candidate's ability to teach in areas related to institutional identity in addition to individual's primary area of expertise or interest
- Consider increasing faculty involvement in supervision or monitoring of Trial Advocacy course

**Priority B, Goal 6.** Increase number of faculty members teaching high enrollment, multi-section courses

- All full-time faculty members be willing to modify course assignment requests to accommodate institutional needs
- Reassess coverage of linked courses with aim of combining some courses to reduce the inflexibility associated with prerequisites and sequencing

**Priority B, Goal 7.** Adopt strategies designed to improve the retention of diverse faculty members

- Promote an environment that is welcoming and supportive of diverse faculty members

**Priority B, Goal 8.** Promote a working environment that is respectful of all faculty members' personal circumstances

**Priority C, Goal 1.** Foster a vigorous intellectual climate

- Create scholarship workshop program for presentations by outside scholars
- Encourage all faculty members to attend and participate in workshops, lectures, and other intellectual programs and activities

- Arrange class schedule to provide for open slot from noon until 1:30 on one day of week to promote intellectual life
- Organize a formalized internal workshops (brown bags) for discussion of works in progress by Tulane Law faculty members and other mechanisms to promote intellectual life
- Develop formalized scholarship mentoring program and other mechanisms to support untenured faculty members
- Invite scholars from other disciplines at Tulane to attend workshops
- Provide faculty members with information on trends and innovations in scholarly publication, and the opportunities presented thereby, including web-based publications and interdisciplinary scholarship

**Priority C, Goal 2.** Institute a 3.3 course teaching load for tenured faculty members (three courses per year with a fourth course every third year)

- To fulfill curricular demands, all faculty members are expected to be flexible in their course assignments to accommodate institutional needs
- The administration of the law school shall reexamine, in consultation with the director of each certificate program, whether that certificate program can achieve the curricular flexibility necessary to obtain a 3.3 teaching load. If the administration determines that such curricular flexibility cannot be achieved in any certificate program, the Dean shall report that fact to the faculty and the faculty shall vote to eliminate that program unless the Dean's finding is deemed unreasonable.
- Direct the Academic Affairs Committee to reassess the structure and content of upper-class courses to enhance curricular flexibility
- Expect all tenured faculty members to include four (4) non-seminar courses within their course portfolio to enhance curricular flexibility

**Priority C, Goal 3.** Create incentives that will encourage productivity

- Create annual award for outstanding scholarship
- Announce scholarship award winner at graduation and in external law school publication
- Collect information from all full-time faculty members concerning research and programmatic interests and transmit it to University grant-raising officials to promote grant-raising opportunities

**Priority C, Goal 4.** Improve the quality of placement of faculty scholarship

- Focus some internal and external scholarship workshop meetings on scholarship placement techniques

**Priority C, Goal 5.** Improve the visibility of faculty scholarship

- Strongly encourage all faculty members to list their scholarship on SSRN

- Encourage and support faculty presentation of scholarly work at external conferences and workshops

**Priority D, Goal 1.** Create guidelines to be used in connection with faculty approval of new programming

- Evaluate whether the proposed program either does nor does not promote the law school's strategic identity
- Evaluate whether proposed program detracts from the law school's ability to provide instruction to its J.D. and LL.M. students
- Evaluate the net financial impact of the program on the law school budget.
- Evaluate whether the program enhances the reputation of the law school
- Evaluate whether faculty participation in the program will divert faculty resources and attention away from scholarly and classroom endeavors
- Evaluate whether the program enhances the J.D. and LL.M. students' experience, i.e., the extent to which students participate in the program.
- Evaluate whether the scheduling of the program will conflict with regularly scheduled courses and programs
- Evaluate the extent to which non-full time faculty involvement in the program is appropriate
- Evaluate the extent to which the program enhances interdisciplinary learning

**Priority D, Goal 2.** Reevaluate whether existing programs promote the institutional identity

- Apply criteria established for new programs
- Continue foreign summer schools that are financially viable

**Priority D, Goal 3.** Assign the task of evaluating any new program and reevaluating any existing program to a new or existing committee

**Priority D, Goal 4.** Enhance the availability and quality of skills training provided outside of the clinics

- Task a new or existing committee with evaluating mechanisms for creating new skills-training courses or injecting skills training into existing courses
- Increase the involvement of full-time faculty members in the Trial Advocacy course

**Priority D, Goal 5.** Encourage all students to take at least one international or comparative law course

**Priority D, Goal 6.** Encourage faculty members to integrate comparative or international law concepts into their courses when feasible or appropriate

**Priority D, Goal 7** Consider the expanded use of technology for teaching

- Provide additional equipment and resources in class rooms for more effective teaching, as feasible
- Evaluate the cost and utility of providing facilities in the law school or on campus to permit law students to take courses through distance learning under arrangements with other law schools or law firms
- Provide support and training for those faculty members interested in integrating technology into their teaching

**Priority E, Goal 1.** Create courses that would generate tuition from non-law students

- Create law courses for undergraduates as appropriate
- Consider creation of law-related courses or programs for members of other professions not leading to a degree
- Consider joint programming opportunities with other academic units within the University
- Consider programming opportunities targeted at Latin American students, academics, and professionals
- Consider the creation of foreign summer programs for American undergraduate students
- Evaluate the capacity and appropriateness of enabling law school faculty to teach students elsewhere through distance learning in programs targeted at off-campus individuals in the U.S. or abroad

**Priority E, Goal 2.** Develop revenue-generating proposals that promote institutional identity

- Task a new or existing committee with evaluating revenue-generating proposals in accordance with new program guidelines set forth in D1

**Priority E, Goal 3.** Confect a uniform compensation scheme for faculty participation in revenue-generating programs or activities

**Priority E, Goal 4.** Increase faculty awareness and securing of funding grants

- Enhance coordination and communication with University grants and contracts personnel
- Provide administrative support for grant identification and administration

**Priority F, Goal1.** Improve quantity and quality of collection



- Increase access to information through new acquisitions, electronic subscriptions, and cooperative collection development arrangements

**Priority F, Goal 2.** Recruit and retain an adequate complement of professional staff

- Review competitiveness of compensation provided to the professional staff
- Evaluate the adequacy of the size of the professional staff

**Priority F, Goal 3.** Enhance library's web presence to improve constituent service

- Improve teaching area in computer lab to accommodate more students
- Provide on-line access to contents of collection
- Provide on-line access to inter-library loans
- Provide on-line access to additional research tools

**Priority G, Goal 1.** Maintain and create new programs that will reinforce a sense of life-long association with the Law School

- Increase alumni clubs and networks to include eventually all areas where we have a significant alumni presence.
- Maintain a consistent presence in those areas, including educational programming for alumni as part of regular alumni gatherings using faculty and other speakers.
- Create professional networking opportunities for alumni through small group dinners and events.
- Strengthen connection with alumni by enhancing communications about developments occurring at the Law School, and explaining the goals, needs, and plans of the Law School.
- Consider expanding services provided to alumni, including CLE, lifetime e-mail, and career development assistance.

**Priority G, Goal 2.** Encourage participation in Law School events, programs, and activities

- Increase alumni, as well as local bench and bar, attendance at Law School lectureships, colloquia, and symposia through enhanced publicity and personal invitation.
- Involve alumni as appropriate in teaching and mentoring of students.
- Expand and formalize existing initiatives that allow for alumni to participate in programs that recruit, counsel, and place students.
- Provide greater recognition for alumni who support the Law School financially and in other ways