GOAL A. IMPROVE ACADEMIC PROGRAM.

Discussion. In considering ways to strengthen our academic program, we are particularly influenced by the 2007 Carnegie Foundation Report, *Educating Lawyers: Preparation for the Profession of Law* and the Clinical Legal Education Association’s *Best Practices in Legal Education*. Our mission is to prepare “students of diverse backgrounds and learning styles to be effective lawyers with the knowledge, skills, and values necessary to serve their clients, our profession, and society at large.” Our curriculum should be reviewed to determine how it can best provide opportunities for students to acquire and develop the necessary knowledge, skills, and values. We also want to develop better means of assessing student learning. Student meetings conducted as part of the planning process revealed students desire: (1) more frequent feedback assessing their understanding of the material being studied; (2) more opportunities to write; and (3) more opportunities to apply the material they are studying in a practical context.

Although our first-year students, like law students in most law schools, are generally eager to learn the law, we know our upper-level students could be better engaged. We seek to provide opportunities for more practical experiences, and teaching methods that: (1) develop writing and other important skills in addition to legal analysis; and (2) encourage student engagement.

Means for Achieving Goal A:

1. During the 2013 to 2014 academic year, the Curriculum Committee will provide the faculty with a recommendation regarding a “professional experience” requirement for graduation. The “professional experience” is an intensive practical experience that engages the student in the role of lawyer.

2. During the 2013 to 2014 academic year, the faculty will complete a review of the curriculum based upon an assessment of career pathways.

3. During the 2013 to 2014 academic year, the first year curriculum will be reviewed with a special emphasis on changes to Property and Contracts. The faculty will also complete a review of upper level course requirements.

4. During the 2013 to 2014 academic year, the faculty will guide implementation of the Master of Studies in Law (MSL) degree program to begin in the fall of 2014.
5. During the 2013 to 2014 academic year, the faculty will guide implementation of the Master of Laws (LLM) degree program to begin in the fall of 2014.

6. Continue to foster writing opportunities for students in the classroom and in extracurricular activities.

7. Continue to foster development of law practice simulation experiences in upper-division doctrinal courses.

8. Continue to create opportunities for students to prepare portfolios of their written law school works.

Committee or Individual(s) Responsible for Pursuing Means:

The Curriculum Committee will continue actively pursuing curriculum issues associated with improving the academic program. As their work progresses, the “professional experience,” student writing/portfolio of written works, and practice simulation means for achieving academic program goals will be specifically addressed by the faculty.

GOAL B. IMPROVE TEACHING EFFECTIVENESS.

Discussion. We view our teaching as an institutional strength, in large part assessed by student evaluations in the Law School Survey of Student Engagement (LSSSE), and alumni surveys and comments. Faculty activities to improve teaching also demonstrate commitment to build on this strength. The goal of continued improvement of teaching effectiveness is in harmony with our goal of improving the academic program to better engage upper-level students.

The development of our centers of expertise has resulted in more specialized upper-level courses being taught by adjuncts. For oversight and mentoring, the Associate Dean for Academic Affairs provides individual orientation, we distribute an adjunct handbook (substantially revised in the fall of 2012), we provide teaching workshops each year on topics relevant to law school pedagogy, and the Dean and Associate Dean for Academic Affairs read the student evaluations and follow up as necessary. We would like to further develop our adjunct teacher monitoring program.

Means for Achieving Goal B:

1. Continue the expectation that all faculty members will annually engage in efforts to improve their teaching. This task will be monitored and supported by continuing the practices of: (a) including description of such efforts in the annual faculty information form; (b) providing support for faculty improvement of teaching by faculty development sessions on topics such as active learning by students, methods for better engagement of upper-level students, and methods to provide more faculty feedback to
students; (c) fostering peer observations and feedback on teaching; and (d) hosting the 2013 annual summer conference of the Institute for Law Teaching and Learning

2. Continue fostering the humanizing of legal education through faculty education and opportunities for students to engage in more collaboration, review personal statements written in the first year at a later time, and focus more intently on professionalism.

3. Continue to focus on increasing student participation in the classroom: (a) continue to integrate a professionalism component in the first-week program that addresses preparation and participation; (b) based upon Best Practices for Legal Education, continue to provide training to the faculty in teaching methods that encourage participation and that increase faculty expectations of students to be prepared and master the material; and (c) identify courses where faculty devote the equivalent of one class period discussing professional values and conduct and identify them as courses that qualify under the Kansas Bar Association’s “Kansas Pillars of Professionalism” program.

4. During the 2013-2014 academic year evaluate faculty survey results on faculty evaluation forms completed by students and consider any needed changes in the form or the evaluation process.

5. During the 2013-2014 academic year, develop a structured program for faculty monitoring and evaluation of adjunct faculty members, in addition to the current student evaluations.

6. Continue to encourage faculty to: (a) post, announce, and maintain office hours to enhance their availability to students; (b) make greater and more effective use of law librarians for scholarship and teaching; (c) use law librarians to train student research assistants in advanced research techniques; and (d) make more use of available electronic resources such as TWEN and Examsoft.

Committee or Individual(s) Responsible for Pursuing Means:

A number of programs have been adopted to fulfill the means noted above. The Associate Dean for Academic Affairs will be responsible for pursuing the means for Goal B. When addressing issues impacting adjunct faculty, Bill Ossmann, the adjunct faculty representative on the Strategic Planning Committee, should be considered as a resource.

GOAL C. IMPROVE CULTURE OF FACULTY SCHOLARSHIP.

Discussion. Although in recent years there has been significant improvement in scholarly production, we agree that faculty scholarship could be further improved and we seek to encourage more faculty to become involved in scholarship and academic leadership on a national level. Our Professional Development Committee has provided leadership in activities and other means to improve the scholarly culture and will continue to provide innovative means of fostering this culture.
Means for Achieving Goal C:

1. The COIF Committee was appointed and began work during the Fall 2011 semester by researching the COIF application process. Following a report to the faculty, the faculty decided to adopt the Committee’s recommendation to move forward towards the goal of applying for COIF membership after the 2014-15 ABA/AALS site inspection. The faculty will continue its scholarly efforts by:

   (a) Developing individual plans to produce quality scholarship, which may include law reform (such as work with the ALI, the Uniform Law Commission, and state law revision commissions);

   (b) aspiring to have one-third of the faculty publish one or more articles in the top 30 law journals before 2016;

   (c) continuing to provide necessary support, including adequate secretarial and research assistance.

2. Continue to emphasize that faculty members should strive to become conference presenters and organizers on a national level. Provide travel funds to support these activities.

3. Continue to provide more time for faculty members to write:

   (a) allow interested faculty members to teach three courses one semester and one the other semester in order to concentrate on writing;

   (b) explore ways for non-faculty personnel to handle more administrative tasks;

   (c) establish a system for sharing faculty responsibility to attend functions.

4. Clarify post-tenure institutional expectations. This will be pursued as part of the work of the COIF committee.

5. Continue to focus faculty recruitment on those who demonstrate scholarly interest and ability.

6. Continue to develop more faculty collaboration on scholarly work at all stages, including more mentoring and more critical feedback.

7. Continue to assist the faculty in using ExpressO and Scholastica and the similar services to place law review articles and posting articles to SSRN.

8. At the beginning and end of each academic year create opportunities to focus on scholarly plans and accomplishments of the faculty.
Committee or Individual(s) Responsible for Pursuing Means:

The Professional Development Committee will continue to be responsible for providing opportunities for faculty to share their scholarly plans and works with one another. The Associate Dean for Academic Affairs [Aida Alaka] will continue to work with faculty in designing teaching schedules that accommodate scholarly activities. The Dean will continue to support scholarly activities by funding, the extent possible, participation at national conferences and the exchange of ideas with professors at other schools. The Faculty Recruitment Committee will continue to consider scholarly interest and ability as an important factor in faculty recruitment. The chair of the COIF Committee [Alex Glashausser] will be responsible for addressing COIF-related matters.

GOAL D. INCREASE DIVERSITY WITHIN THE LAW SCHOOL.

Discussion: Washburn University School of Law is dedicated to promoting an inclusive environment that celebrates the differences among us in terms of race/ethnicity, national origin, gender, age, religion, abilities/disabilities, and sexual orientation. Washburn Law strives to exceed the status quo in terms of forward thinking, which is evident in our history of regularly admitting women and minorities since our inception in 1903. Washburn Law remains dedicated to promoting an atmosphere where all students, faculty, and staff are encouraged to embrace the diversity that exists in our larger global society. The vital exchange of ideas that can occur between students, faculty, and staff is of the utmost importance in equipping students to actively prepare for life outside of law school. Embracing diversity within the community will assist in building effective legal professionals who enrich society. Washburn Law strives to see that diversity is not only protected, but celebrated and explored through the educational process.

Means for Achieving Goal D:

1. Continue developing pipeline efforts in high schools, community colleges, and universities. Initial efforts will remain regional in scope (i.e. Kansas and Kansas City Metropolitan areas) with a long-term goal to expand successful programs in additional educational venues and geographic areas. Continue hosting a pre-law camp for high school students and co-hosting the two Discoverlaw month.org programs targeting diverse college freshman and sophomores at Allen County Community College, Haskell University, and Washburn University.

2. Continue active participation in summer recruitment programs with the Council on Legal Education Opportunity (CLEO) or similar programs, including sending faculty to teach in such programs or hosting such programs. Efforts under this “means” will be redoubled with the appointment of Professor Rory Bahadur as the National Academic Curriculum Consultant by CLEO. In addition to assisting CLEO with program development, Professor Bahadur will oversee all of CLEO’s programming for entering and first-year law students. In addition to his administrative duties in hiring and training CLEO faculty, he will be teaching in the program. Professor Reggie Robinson attended
the Black Pre-law Conference in Houston, Texas to recruit students. Planned summer efforts include: sending a representative to the CLEO law fair in Chicago and attending the Pre-Law Summer Institute to recruit Native American students.

3. Continue to expand admissions processes aimed at enrolling admitted students with diverse backgrounds by emphasizing scholarships available to admitted students. Continue using the Candidate Referral Service to send e-mails to all diverse ethnicities explaining the scholarships available at Washburn and advertise that the *On Being a Black Lawyer* publication listed Washburn as one of the Top 5 Best Law Schools for Black law students. Several historically Black colleges and universities have been added to the recruiting calendar, including Harris-Stowe and Lincoln. Haskell University is also visited to recruit Native American students.

4. Continue and expand our program of affinity group members contacting admitted students. This program is in progress and will be partially implemented during the 2014-2014 academic year.

5. Foster an inclusive environment by providing programs and speakers on diversity issues. Work with the Black Law Students Association to develop programs to celebrate the anniversaries of the *Brown* decision and the Voting Rights Act. Executive Director Shawn Leisinger, with Center Directors Michael Kaye and Reggie Robinson, will work with BLSA on this project.

6. As hiring opportunities arise, continue our commitment to diversity when recruiting faculty, staff, and administration.

7. Continue to identify and promote national and local job fairs and bar association activities focused on diversity. Students are informed about diversity-related events, programs, and job fairs through the Professional Development Office. Margann Bennett serves on the Kansas City Metropolitan Bar Association Diversity Committee.

8. Continue to promote recognition of our diverse alumni through nominations to the "Lifetime Achievement Awards" program. The Alumni Office maintains this program.

**Committee or Individual(s) Responsible for Pursuing Means:**

The Associate Dean for Student Affairs [Jalen Lowry] will be responsible for reviewing the “means” stated above and coordinating with all other personnel to assist them in accomplishing the means within their areas of responsibility and expertise. The Faculty Recruitment Committee, the Admissions Committee, and the Dean will continue to pursue their hiring and admissions roles in a manner that promotes the goal of improving diversity. The Director of Professional Development [Margann Bennett] will continue the mentoring program. The means relating to admissions will be pursued by the Admissions Director [Yolanda Ingram]. The Associate Dean for Academic Affairs [Aida Alaka], and the Scholarship Committee, will direct the strategy goals for scholarship
awards. The Director of Alumni Services [Judyanne Somers] will continue to administer the Lifetime Achievement Awards program. The Director of Marketing Communications [Marsha Boswell] will continue to assist with marketing communications and Martin Wisneski will work with all personnel regarding Washburn Law’s website.

**GOAL E. IMPROVE QUALITY OF STUDENT BODY.**

**Discussion.** Washburn University School of Law is dedicated to recruiting the best credentialed students possible. Evaluating new strategies to attract these students is an on-going, high priority.

**Means for Achieving Goal E:**

1. Continue to attract and retain students with high quality academic credentials that best match the school’s programs and curriculum.

2. Continue to recruit and retain qualified candidates who would bring diversity to the student body in terms of race/ethnicity, national origin, gender, age, religion, abilities/disabilities, and sexual orientation. Continue to host on-campus diversity events. Refer to Goal D for more details on this means.

3. Continue to expand relationships with college law school advisors, including the hosting of a prelaw advisor conference every other year. Continue to host pre-law advisor events at Washburn.

4. Continue to explore the methods of communication that best reach students and attract them to the school. Continue facilitating personal contact between the law school and applicants.

5. Continue to explore new sources and new approaches for identifying promising law school candidates, including college professors, current students, law faculty, and alumni. Continue newly-adopted efforts to communicate with honors programs, debate teams, mock trial teams, Greek organizations, multicultural groups, and other appropriate groups. Continue seeking applicant referrals from alumni.

**Committee or Individual(s) Responsible for Pursuing Means:**

The Director of Admissions [Yolanda Ingram] is the responsible party for coordinating with the Admissions Committee and other law school personnel and institutions to ensure the listed means are pursued. The Director of Admissions will report to the faculty during the Spring 2014 semester regarding the status of this goal and the means for achieving the goal.
GOAL F. ADDRESS STUDENT DEBT AND STATISTICAL TRANSPARENCY REGARDING GRADUATE EMPLOYMENT

Discussion: In addition to continuing to pursue opportunities to assist students in all types of legal and non-legal careers, including large and small firms, public interest, corporate, and government work, the Professional Development Office will pursue a more aggressive approach to counsel students about student loans and consumer credit issues. Student debt greatly affects career options and may affect their fitness to sit for a bar examination. Graduate employment statistics have garnered national media attention and the attention of the ABA Standards Review Committee. Organizations that gather this information are considering changing the methods and content of such collection and are generally suggesting more transparency by law schools.

Means for Achieving Goal F:

1. Continue seeking to improve student employment opportunities through outreach to employers in private practice, public interest, government, business, and the judiciary. Work with the Oil and Gas Law Center to develop a guide for identifying and accessing in-house corporate employment opportunities in positions available to, and appropriate for, a recent law school graduate. Once this is complete, the information will be used to address similar in-house employment opportunities with other businesses.

2. Continue programming designed to encourage students to consider a variety of practice areas and uses for their law degrees.

3. Develop methods for collecting feedback from students regarding programming, counseling, and other services provided by the PDO.

4. Develop programming that focuses on more individual counseling for students regarding student loans and consumer debt. Continue general programming regarding federal student loan reduction and forgiveness.

5. Analyze suggestions and requirements by various national entities collecting graduate employment data and amend our procedures and disclosure practices if necessary. ABA guidance and policies, and developments nationally, are being closely monitored and analyzed to ensure continuing compliance.

Committee or Individual(s) Responsible for Pursuing Means:

The Director of Professional Development [Margann Bennett] is responsible for continuing to pursue the means required to achieve goal F.
GOAL G. DEVELOP A COMPREHENSIVE STAFF ENHANCEMENT PLAN.

Discussion: The Law School has had turn-over in a number of staff positions in recent years. Turn-over reduces productivity and effective communication. Staff members (classified and administrative) are an integral, creative part of the Law School and need to be recognized for their work. The Law School will develop a plan to enhance staff skills, interoffice law school communication, and create cross training opportunities.

Means for Achieving Goal G.

1. The updating of job descriptions continues; descriptions are at various stages of review.

2. An office manual project, which seeks to standardize processes, will continue into the 2013-14 fiscal year.

3. Continuing education opportunities for staff are being identified, with time and funding support for programs that will improve staff knowledge and skills.

4. A new staff evaluation form has been developed and implemented.

5. Several initiatives are being pursued to improve the interoffice and law school communication.

6. Several initiatives are being pursued to provide a professional and enjoyable work environment.

Committee or Individual(s) Responsible for Pursuing Means:

The Dean has delegated this task to the Associate Dean for Administration [Jo Hunt], who will continue to address this Goal during the 2013-2014 academic year.

GOAL H. DEVELOP A COMPREHENSIVE MARKETING PLAN.

Discussion. Washburn Law has frequently been described as one of the “best kept secrets” in legal education. To effectively compete for students the law school must effectively market what it has to offer. Because marketing involves everyone associated with the law school, it requires a coordinated effort that can only be achieved through a comprehensive marketing plan.

The marketing plan should also consider the role of the Washburn Law website and specific staffing needs to maintain the website. Many of the goals adopted by the faculty have a component that relates to marketing activities and the Washburn Law website. Examples of items that have been difficult to maintain on a regular and timely basis at current support staff levels include: monitoring all events taking place in the law
Meaning for Achieving Goal H:

1. An integrated marketing plan will be completed during the Summer of 2013.

2. The new website is in the process of being completed and will be fully operational by the 2013-2014 academic year.

Committee or Individual(s) Responsible for Pursuing Means:

The Director of Marketing Communications [Marsha Boswell] will be responsible for developing a comprehensive marketing plan for consideration by the Dean during the Fall 2013 semester. The goal will be to arrive at a plan which the Dean and faculty support. The Director of Marketing Communications [Marsha Boswell] will also be responsible for seeing that any approved plan is implemented. Recommend formation of a Website Committee with the Assistant Library Director and Head of Technical Services [Martin Wisneski] as the committee chair. The committee will report to the Dean during the Fall 2013 semester regarding its findings and recommendations.

GOAL I. DEVELOP SUSTAINABLE LEGAL EDUCATION STRATEGIES

Discussion. Current trends in legal education have caused law schools to respond in various ways to a shrinking applicant pool. Washburn has responded to a decrease in applicants by reducing class size in an effort to maintain the credentials of the entering class. This has resulted in a substantial shortfall in tuition revenue. The Dean has responded to the revenue shortfall by adopting various cost-cutting measures while pursuing new sources of revenue. This goal engages the faculty and staff in exploring ways the law school can continue its mission while experiencing reduced funding from tuition and other sources.

Means for Achieving Goal I:

1. This goal will be explored as a topic for faculty discussion as part of the self-study process.

2. Study and share ideas on how law school courses and activities can become self-supporting by: pursuing financial support from interested alumni or other sources; pursuing grants; advertising the availability of all, or part, of a course to attorneys
interested in taking the course for continuing legal education credit; and marketing law school expertise to the public when it is appropriate and can be done consistent with the law school mission.

3. Develop on-line courses that can target interested tuition-paying students from around the world.

4. Implement, at the earliest opportunity, a Master of Legal Studies program.

5. Implement, at the earliest opportunity, a Master of Laws program.

**Committee of Individual(s) Responsible for Pursuing Means:**

Efforts in this area were initiated by the Strategic Planning Committee with a discussion among interested faculty members regarding strategies faculty might pursue to ensure the economic sustainability of law school courses and programs. The Self-Study Committee will be responsible for ensuring this topic is addressed by the faculty during the self-study process. David Pierce, working with Associate Dean for Academic Affairs [Aida Alaka], will continue to coordinate an informal gathering and exchange of information among interested faculty.