

**CASE WESTERN RESERVE UNIVERSITY SCHOOL OF LAW
STRATEGIC PLAN: SUMMARY VERSION 5-15-08**

The ultimate mission of the School of Law is to achieve and be recognized for excellence in preparing leaders in the practice of law, public and community service, and commerce; providing enlightenment to the profession and the world; and fostering an accessible, fair, and reliable system of justice. The purpose of this Strategic Plan is to set the goals of the Law School for the next five to ten years and outline means to achieve these goals.

GOALS

1. Upgrade the Quality and Diversity of the Student Body

The Law School has long had many outstanding students. This is reflected in their achievements both here—as in publication of excellent scholarship and success in moot court competitions—and after graduation. However, the overall quality of our student body lags behind that of many schools with which we compete and would like to compete. To advance the quality and reputation of the Law School we must elevate the quality of the student body.

Our commitment to diversity has always been strong. The Law School enrolled a significant number of African American students during periods when few other schools were interested in affording opportunities to people of color, and our graduates include some of the nation’s leading civil rights lawyers. We want to build on our success in this regard.

In order to serve our students better, to attract a better student body, and to enhance the reputation of the law school, we should continue to improve the quality of student services and the placement of our graduates.

2. Enrich and Enhance Our Centers of Excellence

The Law School has earned a reputation for particular excellence in several fields, including: international law; intellectual property and the arts; health law; and clinical training. This reputation is responsible for attracting many of our students. The Law School is committed to enriching and enhancing our existing centers of excellence and will consider developing new centers of excellence to the extent that doing so will build on existing or developing strengths without compromising the overall quality of our programs. To do so will help us to achieve many of our other goals, including upgrading the quality and diversity of the student body and the quality and recognition of the faculty. The various centers typically provide important opportunities for hands-on inquiry by students as encouraged by University Plan Goal I-1. Existing centers of excellence include:

A. The Frederick K. Cox International Law Center has developed one of the country’s most ambitious and comprehensive international law programs. Affiliated with the

Center are the Institute for Global Law and Security Policy and the War Crimes Research Office. The Law School is the American home for the Canada-United States Law Institute. Through the Cox Center, the Law School also operates a summer program at the University of Utrecht in the Netherlands.

B. The Law-Medicine Center, the oldest and consistently ranked as one of the leading health law program in the United States, coordinates the health law curriculum, including many courses and seminars, and works with the Health Law Clinic. The Center sponsors lectures and conferences that bring to campus leading scholars and policy-makers in health law and policy. Many of these programs are published in *Health Matrix*, a student-edited health law journal that is ranked as the best health law journal in the country.

C. The Center for Law, Technology, and the Arts is an internationally recognized forum that focuses on teaching, research, and programs pertaining to intellectual property, technological innovation, and technology transfer; the intersection of science, economics, philosophy, and the law; legal issues concerning biotechnology and computer technologies; and laws and cultural issues relating to the creative arts. The Center has sponsored several significant conferences the proceedings of which have been published in the *Case Western Reserve Law Review*, and it helps to coordinate an extensive set of course offerings.

D. The Center for Business Law and Regulation focuses on a broad range of topics relating to corporations, securities, markets, and the role of government. Faculty affiliated with the Center have also engaged in studies relating to energy and the environment. The Center seeks to prepare future leaders to understand business issues facing entrepreneurs, business entities, and other clients; engage in legal, empirical, and interdisciplinary research on the role and impact of government in the regulation of business; and foster public debate on these issues.

E. The Center for the Interdisciplinary Study of Conflict and Dispute Resolution seeks through interdisciplinary research designed to produce new insights and innovations to heighten our understanding and treatment of conflict and dispute resolution while equipping law students with the knowledge and skill to assist a broad variety of clients with complex national and international issues.

F. The Milton A. Kramer Law Clinic Center is one of the richest and most highly regarded clinical programs in the United States. The Center administers a broad range of clinical programs, including the Civil Litigation and Mediation Clinic, the Criminal Justice Clinic, the Health Law Clinic, and the Community Development Clinic. These are live-client clinics in which students represent individuals and organizations from the Cleveland community. The Clinic provides the type of links to the community contemplated in University Plan Goal III-2.

G. The Center for Social Justice is our newest center of excellence. This Center builds on the legacy of the distinguished civil rights lawyers who were trained at the Law School and went on to play major roles in social and legal reform. In addition to honoring the work of Fred Gray, C.B. King, and others who helped to break down the legal edifice of segregation, the

Center will address current issues and help to encourage students to pursue careers and projects in public interest and nonprofit organizations as well as in the public sector. The Center provides opportunities for interdisciplinary work in social justice — an important ingredient of University Plan Goal I-2. It also involves creating connections with the Cleveland community as encouraged by University Plan Goal III-2.

These jewels in the Law School's crown need to be preserved and nurtured. Several of them are directly related to priority areas identified in University Plan Goal I-2, including legal aspects of human health and social justice, ethics, and accountability, as well as to the core values of civic and international engagement as fundamental elements of the learning experience for our students. In addition, we should explore the possibility of adding new centers of excellence to the extent that resources permit. For example, with the addition of two leading environmental scholars to the faculty, we might consider creating a new center or expanding the scope of one or more current centers to focus on environmental issues and legal aspects of energy, another priority area articulated in University Plan Goal I-2.

3. Heighten the Quality and Recognition of Faculty Scholarship, Teaching, and Service

The faculty aspires to publish scholarship that addresses leading edge topics and has a significant impact on the legal profession, academy, and larger society. Many faculty members are acknowledged as leading experts in their fields. In recent years the Law School has succeeded in attracting several outstanding established scholars and has hired new scholars who have flourished.

We must build on this admirable record of achievement by increasing the quantity and quality of faculty scholarship and improving its recognition in academia and the legal profession.

Law is becoming increasingly interdisciplinary. The influence of economics, sociology, anthropology, history, the humanities, medicine, and science on the law has grown and will continue to grow. The rapid expansion of transnational activity is also transforming the law.

The Law School already has significant connections with other parts of the University. Members of our faculty also hold appointments in the School of Medicine, the Weatherhead School of Management, and the Departments of History, Philosophy, and Political Science, and faculty members from the Departments of English, History, and Sociology hold appointments in the Law School. Moreover, the Law School participates in the following dual-degree programs: J.D.-M.D., J.D.-M.B.A., J.D.-M.S.S.A., J.D.-M.P.H., J.D.-M.N.O., J.D.-M.A. (history), J.D.-M.A. (bioethics), J.D.-M.A. (political science), and J.D.-M.S. (biochemistry).

In addition, the activities of many of individual faculty members and centers entail numerous contacts with the College of Arts and Sciences, the Schools of Engineering and Medicine, the Mandel School of Applied Social Sciences, and the Weatherhead School of Management as well as with significant individuals and organizations in University Circle and in the wider community.

4. Enhance the School's Library, Classrooms, and Other Facilities

The quality of our library, classrooms, and other facilities are important to facilitate the work of students, faculty and staff and enhance our reputation and induce the best students and scholars to locate here.

The increasingly global and interdisciplinary nature of the law and the evolution of electronic resources of legal materials offer both challenges and opportunities to our library resources. The quantity and expense of many materials has risen rapidly. At the same time, many resources are now available electronically for free or at lower cost than their printed predecessors.

5. Modernize the Curriculum

The practice of law is constantly changing. Our curriculum must constantly adapt to meet the evolving needs of the legal profession. We continually review and revise our offerings. In recent years we have instituted the CaseArc integrated legal skills program to enhance our students' preparation for the practice of law. In addition to traditional training in legal research, analysis, and writing, CaseArc trains students in interviewing, counseling, negotiation, and strategic thinking through an interlocking four-semester course sequence during the first two years of law school, and provides a capstone program that places students in authentic professional settings and roles. We have also instituted concentrations in Business Organizations; Criminal Law; Health Law; International Law; Law, Technology, and the Arts (with separate tracks in Law and Technology and in Law and the Arts); Litigation; and Public Law (with separate tracks in Public and Regulatory Institutions and in Individual Rights and Social Reform). These curricular innovations give students the option of attaining a higher level of expertise in particular fields and increasing the skills they offer to prospective employers.

6. Improve Our Financial Condition

Virtually all our goals and strategic initiatives require additional funding in order to make significant progress. We must work to better our financial condition by eliminating any unnecessary costs, expanding tuition income from the LL.M. program, obtaining better financial arrangements from the University and, above all, increasing the level of donations.

The Office of Development and Public Affairs strives to increase the visibility of the Law School, to strengthen fund-raising, and to broaden our alumni network. The Law School's contacts with our alumni are important in several respects. Many alumni serve as adjunct faculty members or as speakers on various Law School programs. Alumni are an important source of jobs and career advice for our students and recent graduates. The attitudes alumni express about the School affect our public reputation. And alumni are a vital source of fund-raising. For all these reasons it is important that we intensify our contacts with our alumni.

STRATEGIC INITIATIVES

The following outlines the strategic initiatives the Law School will undertake in order to achieve our stated goals.

1. Upgrade the Quality and Diversity of the Student Body

To upgrade the quality of the student body, we need to increase our selectivity in admissions. Due to both the relatively flat national applicant pool and the realities of recruiting in our location, we should enhance the quantity and quality of our applicant pool by upgrading the quality and reputation of the Law School. We must also intensify our recruitment of admitted students to raise the percentage who choose to enroll here.

We should strive to better our selectivity by reducing the size of the entering full-time J.D. class, beginning with a reduction by at least 10 students for the class entering in August 2008. Ideally, we should diminish the entering class by 20% for the class entering in 2013. This is financially feasible if coupled with increasing the number of transfer students we accept into the second-year class, expanding our LL.M. program, and creating a more inviting part-time program. In keeping with University Plan Goal IV, a more robust part-time program could diversify the student body by making the Law School more accessible to students with children or who need to work while pursuing their legal studies.

We should make the Law School more attractive to quality students by offering more financial assistance. As suggested by University Plan Goal I-4, this contemplates enhancing endowment support for named fellowships. Scholarship assistance should be raised at least 25% in the next five years. We should also refine our efforts to reduce the attrition of top students who transfer elsewhere from the Law School. By bolstering its loan-repayment program for graduates doing public interest work, the Law School also enhances its appeal to an important group of students.

Although some of these steps can be taken without loss of revenue, a substantial enhancement of the quality of the entering class of full-time J.D. students will entail a decline of tuition income for which we must compensate. To this end we should explore means of reducing expenses and, more important, expanding our fund-raising. The size of the entering full-time J.D. class should be reduced as finances permit, and shrinking the entering class should be a top priority in our financial planning.

We also need to increase the diversity of the student body. Our initiatives to upgrade the quality and reputation of the Law School, to increase financial aid, and reduce the size of the student body, and to improve student services and placement will facilitate our effort. In all these areas we must take steps specifically targeted to augmenting the diversity of the student body, including better programs to find and attract qualified minority students.

Finally, we need to focus on outcome measures as well as input factors. We are taking

steps to improve our graduates' performance on the bar examination, a crucial requirement for entry into the legal profession. We recognize that a superior law school does not "teach to the test," but we can nevertheless provide greater assistance to our students as they prepare for the bar. The faculty and administration are developing several initiatives in this regard. As urged by University Plan Goal I, these initiatives include special efforts to identify and assist students who might be at risk of failing the bar examination. Within three years our students' pass rate on the Ohio bar examination should increase by five percentage points.

Placement of our graduates is a key factor in attracting students and establishing the Law School's reputation. We need to raise the percentage of our students who are employed to the time of or soon after graduation; to increase the placement of our graduates in prestigious positions, including the best law firms, judicial clerkships, and other governmental and non-profit positions. Because fewer than half of our graduating students have remained in Ohio for each of the past several years, we must continue to expand the career opportunities available to our students and graduates outside northeast Ohio in order to elevate our national exposure and reputation.

Achievement of several of our other goals will facilitate improvement of placement. For example, if we improve the quality of the student body and the reputation of the Law School, employers will be more eager to hire our students. Strengthening contacts with alumni will also help. Additional funding would enable the CSO to publicize the Law School more effectively and to subsidize an expansion of group placement efforts around the nation.

2. Enrich and Enhance Our Centers of Excellence

To enrich and enhance our centers of excellence we need to augment our financial resources in general. This is discussed below. Where possible we should also seek special donations earmarked for the centers. We should elevate the publicity for the Law School and generally and the centers in particular. This will help to attract scholars, students and donors to the centers.

We should seek areas of collaboration between the centers and members of the faculty who have not previously worked with the centers. We should explore possibilities for increasing contacts of the centers with other parts of the University — as contemplated in University Plan Goal I-2 — and with outside organizations.

Planning for the centers should be refined. Directors of the centers and affiliated faculty should draft plans periodically and discuss these with the administration and the plenary faculty.

3. Heighten the Quality and Recognition of Faculty Scholarship, Teaching, and Service

In the next five years faculty members should seek to attain a goal of publishing one substantial article per year. To heighten the quality and recognition of faculty scholarship and teaching, to the extent that finances permit the Dean should extend the reductions in teaching

loads and improve the financial support for research and innovative teaching. We should also upgrade the subsidies for participating in scholarly and professional activities outside the Law School so as to raise the profile of the faculty in academia and the bar.

As emphasized in University Plan Goals I-4 and II, faculty diversity is essential to the richness of the educational enterprise. Expanding the recruitment and retention of women and minorities promises to elevate the overall quality of scholarship and teaching.

Like other strategic initiatives, this effort cannot substantially succeed without additional resources. In addition to increasing general fund-raising we should seek donations that directly or indirectly support scholarship. In recent years we have expanded the number of chaired professorships. We should continue to do so. We should seek funding that would allow the Law School to designate certain faculty members as endowed scholars periodically. Endowed scholars would have their teaching loads reduced or eliminated for some period of time so that they could devote additional attention to scholarship. The University should support this effort with direct funds and by assisting constituent schools with their targeted fund-raising efforts.

We also need to widen the recognition of the faculty's scholarship. We should broaden efforts to highlight faculty scholarship, including upgrading Law School symposia so that they attract more attention and publicity. The Dean should also try to increase the inclusion of our faculty in symposia and other scholarly forums outside the Law School.

Faculty should be encouraged to ponder and explore interschool and interdisciplinary collaborations and to report and discuss their plans with the Dean. As discussed above, the centers of excellence should be particularly urged to incorporate such collaborations in the plans and activities. The Dean should take the lead in this initiative by publicizing collaborations and supporting them with lighter teaching loads and financial assistance. Funding should be obtained both by generally enhancing the Law School's finances and by seeking specific funding for particular endeavors.

A notable example of collaboration is the Intellectual Property Commercialization project involving the Law School, the Weatherhead School of Management, and the Department of Genetics of the School of Medicine. This initiative addresses issues relating to the commercialization of biomedical-related inventions by exposing graduate students to the challenges and opportunities encountered in developing biomedical intellectual property from the point of early discovery to the clinic and market. Specifically, this initiative seeks to enable students to evaluate technological advances and inventions holistically, focusing on issues that extend beyond scientific efficacy and include patient and practitioner value propositions, legal and intellectual property protection, potential market impacts, market competition, and ethical, social, and healthcare practitioner acceptance.

The University should also facilitate interschool and interdisciplinary collaborations both by providing funding directly and by assisting the Deans of the constituent schools to find grants and donations.

4. Enhance the School's Library, Classrooms, and Other Facilities

Maintaining, renovating and enhancing the school's library, classrooms, and other facilities is always expensive. Our challenge is to structure our priorities so as to allocate the optimal amount money so as to provide the best availability of source materials at the lowest possible cost. The Library has a continuous program to review our acquisitions and electronic capabilities to meet this challenge. The Dean and the faculty should collaborate to identify problems and possible solutions and improvements.

In addition to accessing general funds for this purpose, we should seek donations for specific projects, using appropriate recognition of the donors as an inducement.

The University also has a significant role in this effort. It must upgrade the library resources of the general university and of the other constituent schools and subsidize cooperation among the university libraries so that the Law School library can concentrate its efforts on resources unique to the Law School. The University should also improve the facilities for special activities, such as large gatherings. Finally, the University should increase funding for the facilities of constituent schools both directly and by cooperating with and facilitating the fund-raising efforts of the constituent schools.

5. Modernize the Curriculum

We should continue to modernize the curriculum. On one hand, we need to focus the attention of students on core courses so that they master the central bodies of law crucial to the bar examination and the practice of law. At the same time, we need to offer an evolving range of courses reflecting new developments in the practice of law. We also need to incorporate new technology whenever possible to enhance the effectiveness of our teaching.

Faculty should be encouraged to revise existing courses and to develop new courses that will improve the curriculum. Resources should be made available for this purpose. In this connection, we need to build on and improve our CaseArc integrated legal skills program, a pioneering innovation when it was inaugurated five years ago before the recent clamor for new approaches to legal education around the country.. Improvements in CaseArc should include expanding the capstone offerings.

Initiatives toward this goal should be integrated with pursuit of several other goals. For example, faculty should be encouraged, where appropriate, to incorporate interdisciplinary approaches into their teaching and to explore the possibility of team-teaching and cross-listing of courses with other divisions of the university.

6. Improve Our Financial Condition

Although many steps to improve the Law School can be taken without additional funds, a substantial rise in the quality and reputation of the Law School will require greater financial

resources. In some cases we may be able to reduce current expenses, especially if we can shrink the student body. However, the potential for total savings is small.

Unlike other divisions of the University, the Law School can expect to raise only a small amount of money from government grants. We currently depend heavily on tuition income. However, we should not expand the size of the full-time entering J.D. class. Indeed, as discussed above we should try to reduce this size of this class. Our tuition is already much higher than that of public law schools, and is comparable to that of other private law schools with which we compete. Accordingly, we cannot expect to raise additional funds by accelerating the annual increases in tuition for J.D. students.

We hope that the University will strengthen its finances so that it can reduce its charges and increase its financial support for the constituent schools. Particularly favorable treatment should be granted to those schools, including the Law School, that enjoy a high reputation that burnishes the renown of the University.

We may to some extent be able to improve our finances by expanding our LL.M. program. The primary source of additional funding, though, must come from increasing donations to our Annual Fund and endowment. We should increase annual giving and the endowment by 25% in the next five years.

To bolster this effort, the Office of Development and Public Affairs should update communications with our alumni, making more use of email. We should gather more information about alumni so that we can target particular communications to those who are most likely to be interested in them. For example, we can increase attendance at symposia, lectures, and other continuing legal education activities if we can increase communications to alumni who practice in fields related to each specific event.

People are more likely to be altruistic if they believe that others similarly situated are also behaving altruistically. We should highlight the contributions of alumni so as to increase awareness among alumni that their colleagues are pitching in. This will encourage everyone to begin to contribute or to increase their contributions.