June 2011 Update of College of Law Strategic Goals November 2006

Within the framework provided by the Strategic Goals set out in the Pathways Plan, there are some sub-headings not applicable to the operation of the College of Law. These merely will be identified.

Post Katrina learning opportunities:

A. Expansion of the Law Clinic: The devastation caused by Katrina resulted in an enormous demand for the provision of legal services for the poor and homeless. The universal rationale behind all Law Clinics is the provision of these services within an educational environment and Katrina only magnified this need.

In 2009 the College of Law added four permanent faculty positions in the Law Clinic. The new faculty members previously worked with the Law Clinic in various capacities.

In 2008 a substantial gift was made to the College of Law in order to name the Law Clinic which is now known as the Stuart H. Smith Law Clinic and Center for Social Justice. With this gift the College of Law was able to move forward with plans to renovate the Dominican Conference Center (located adjacent to the College of Law campus) to establish that building as the home for Clinic operations. The expanded space provides the Law Clinic with sufficient office space, classroom space, space for interviewing clients and offices for visiting, and part time professionals working with the Law Clinic.

B. Joint Policy Education Research Projects: Katrina identified many areas of the law that needed both analysis and reform. This need not only enabled our domestic faculty to structure courses to meet this need but other law schools throughout the country wanted their own students to take advantage of this educational opportunity. Under the leadership of Loyola faculty, joint projects have been, and will continue, with colleagues and students from around the country. To date the College of Law has engaged in cooperative projects and training law school groups from American University, Case Western Reserve, DePaul, Georgetown, Howard, LSU, Northwestern, NYU, Southern, Tulane, University of California at Berkeley, University of California at Los Angeles, University of Denver, University of Houston, University of Maryland, Washington University and Yale University. There is every indication that this list will grow.
Increase Participation in International Education:

Increase Interdisciplinary Teaching: As the study of law is at the graduate level there are limited opportunities at Loyola for either students or faculty to participate in a great deal of interdisciplinary work. The reverse however is not the case, and the law school has an outstanding offer to all undergraduate colleges that students may attend any law class that is thought to be suitable for their degree, and for which their current level of education makes such a study worthwhile. Ongoing.

Innovatively Integrate Technology into Learning Activities: Apart from the increase in the use of the internet as a research tool, the increased use of ‘Blackboard’ in the presentation of classes, the increase in the use of computers during examinations, and the flexibility for both students and faculty resulting from the College of Law being totally ‘wireless’, existing technology continues to transform legal education. Instructors can now instantly refer students to the ACTUAL courtroom presentations and hear judicial response to submissions, and trial and appellate courses can be the subject of instant replay. The extent of the use of technology as a teaching tool is limited only by the imagination of the instructor. Ongoing.

Place More Students in Internships: In November 2006 there were 200 law students participating in the internship program; 192 receiving no academic credit and 8 receiving credit representing approximately 25% of the student body.

At the time of this writing in June 2011 there were 233 law students who participated in the internship program during 2010-2011; 213 receiving no academic credit and 20 receiving credit.

Increase the Percentage of Students Living in Affinity Residence Halls: Most of the best law schools in the country offer students some form of graduate housing. These can take the form of glorified dormitories or flats that are suitable for married students. At present we are able to offer a limited number of poor quality dormitory places for law students. Cabra Hall is situated immediately opposite the College of Law. Historically it has been the least popular residence hall and often falls below full capacity. It is the opinion of the College of Law that a future conversion of Cabra into suitable graduate housing would not only enhance the attractiveness of attending Loyola, but in the long-run such a conversion would be a substantial income generating enterprise. Operating the facility as an undergraduate and graduate project has proved unsatisfactory from a law student’s point of view and Cabra is only used as a port of last resort.

Develop and Implement a Strategic Plan for Graduate Education: In fall 2006, following a submission by the faculty, the Board of Trustees approved the introduction of an LL.M. into the general law program.

In fall 2007 the College of Law enrolled its initial class in the United States Law LLM Program for international students. Four students participated in the 24 credit hour
curriculum. Since the initial year, the LLM program has accepted 4 students in 2008-2009, 4 students in 2009-2010 and 6 students in 2010-2011.

**Achieve Enrollment Stability by Increasing Student Satisfaction:**
Students have a ready availability of information about all facets of legal education and this fact results in constant comparisons with other schools being made. Furthermore, many schools do not apply stringent entry levels for upper-class transfers, and some students see this as an opportunity to move to another less expensive school. We are constantly alert to this problem and judiciously use upper-class merit scholarships to reduce the impact of easy transfer as exhibited in the net attrition rate experience below.

Spring 2007 to fall 2007 - net attrition 10*
Spring 2008 to fall 2008 - net attrition 8
Spring 2009 to fall 2009 - net attrition 4
Spring 2010 to fall 2010 – net attrition 3

*net attrition is calculated as transfer attrition compared to transfers to Loyola.

It is clear that the need for vigilance remains a priority.

**Modernize facilities to Maximize Student and Faculty Success:**

**Develop a comprehensive facilities plan as a basis for assuring high quality learning:**

**Academic:**

1. Centers: It is proposed to establish three Centers, **Environmental Law Center**, **Entertainment and Sports Law Center**, and a **Health Law Center**. Each Center requires at least two faculty offices and secretarial space.

   **The Center for Environmental Law and Land Use** (CELLU) was inaugurated on the anniversary of Hurricane Katrina and seeks to become a leader in legal environmental education and service in the Gulf Region.

   In its first year, CELLU hosted and co-sponsored (with the Center of Progressive Reform) a national academic conference, “Katrina Consequences: What Has the Government Learned One Year Later,” a project that spawned a symposium of essays by some of the country’s top legal scholars, to be published in the Loyola Law Review. CELLU is currently collaborating with two centers at Boalt Hall Law School at the University of California—Berkeley, to engage Boalt students and Loyola students in collaborative research projects important to post-Katrina New Orleans.

   Consideration of additional centers is ongoing.
2. In order to further maximize students’ choice of courses with respect to time and flexibility, two extra medium sized classrooms are needed. It should be pointed out that the current expansion has enabled the College of Law to comply with ABA requirements and should not be seen as anything other than that.

3. **Clinic Needs:** Since Katrina the demand from the community for the type of services provided by the clinic has increased enormously. As the clinic functions much in the manner of a law firm with an additional educational component extra work requires added facilities. In addition to the current space the clinic needs at least two [2] conference rooms, five [5] interview/preparation rooms, two [2] clinic classrooms, five [5] offices, storage space and a reception room. It is not possible to find this space in the existing law building so some additional property will need to be found.

   In August 2008 the College of Law purchased the Dominican Conference Center which is located adjacent to the College of Law campus. The building has been renovated and will be established as the home for Law Clinic operations. The Clinic is now known as the Stuart H. Smith Law Clinic and Center for Social Justice. The expanded space provides the Law Clinic with sufficient office space, classroom space, space for interviewing clients and offices for visiting, part time professionals working with the Law Clinic and area for growth. Upon completion of renovation, all need of the Law Clinic will have been addressed with the exception of some storage which is being addressed.

**Other facility requirements:**

There is currently no secure place for **student mailboxes, no student activity center, and no real student lounge. Ongoing.**

**Explore acquisition of additional space:** Immediately in the vicinity of the College of Law, there are three [3] buildings that would solve the space problems for the foreseeable future; St. Mary’s Hall, The Dominican Conference Center and Greenville Hall.

As stated above, in August 2008 the College of Law purchased the Dominican Conference Center which will be used as the new home for the Stuart H. Smith Law Clinic and Center for Social Justice.

Space needs remain a concern of the College of Law.
One year, Three year, Five Year Plan:

Year One: Apart from the completion of the building extension and the reorganization that this brings with it, the main concern for the next year is the replacement of retiring faculty.

The Hiring Committee annually attends the AALS recruitment conference in Washington D.C. Many applicants are interviewed and our policy with regard to hiring is a compromise between filling specific needs and selecting the ‘best athlete’. A decision has been made that unless an offer is accepted by someone of extremely high caliber the position will not be filled, and our needs will be satisfied by visitors.

Recent faculty hires:
2007 Puder - Retiree replacement

In the event that the experimental Bar preparation Course is successful, it is anticipated that it will be become an integral part of our operation and be staffed accordingly. Naturally this requires both individuals and space.

Academic Support Program institution and expansion
   Staffing included two professors during 2009-2010 and 2010-2011
   Staffing increased to four professors for 2011-2012

Bar Prep initiatives
   Bar preparation program continues in summer 2011. Program is held on weekends during the commercially-offered BarBri course augmenting the training.

Year Three: As indicated above it is predicted that there will be continual faculty retirements over the next few years, so it is anticipated that recruitment will be an ongoing process. Care must be taken to ensure that the terms and conditions offered to potential hires are on par or better than our peer schools or it will be impossible to maintain the steady improvement we have shown over the past few years. Also, as indicated above, this process will be affected by any long-term demographical changes to both New Orleans and Louisiana. Such changes will necessarily change the structure of the law school with respect to its evening program and Civil Law commitment.

Recent faculty hires:
2008 Drury, Kalb - Retiree replacement
2009 Senn – Retiree replacement
2009 Sokol – Gabriel replacement
It is hoped that within three years the College of Law will have obtained additional endowed funds in order to implement its expended law course offerings. To this end the dean’s office is committed to increasing its efforts to locate potential donors and carry out the necessary cultivation processes in order to secure additional funds. In conjunction with the desire to extend our academic offerings is a need to extend the size of the physical plant of the College of Law. It must be remembered that the motivation behind the current extension was an ABA sanction regarding available space for existing programs rather than a plan to provide additional choices. Given relatively stable enrolment, budget projections indicate that from 2009 onwards the College of Law may begin to accumulate some capital funds which will be available to support the expanded operation.

New fund raising efforts will be explored with new law Dean Maria Pablon Lopez

Expanding physical plant - renovation of and expansion into the Dominican Conference Center has helped to alleviate some of the space concerns. Expansion into other nearby university buildings should be a priority.

It is also anticipated that the LL.M. program will be fully operational and it is anticipated that this will result in a substantial infusion of funds to the general operating budget. It is planned to use these funds to support the hiring of additional faculty and further reduce our dependence on adjuncts to teach specialist courses.

As stated above, in fall 2007 the College of Law enrolled its initial class in the United States Law LLM Program for international students. Four students participated in the 24 credit hour curriculum. Since the initial year, the LLM program has accepted 4 students in 2008-2009, 4 students in 2009-2010 and 6 students in 2010-2011. In an effort to bolster the LLM Program, through the spring 2011 semester we have offered ½ scholarships for the LLM participants. It is yet to be determined how long the scholarship program will continue for the LLM participants.

Year Five: By the end of 2011 it is anticipated that the College of Law will have entered an entirely new phase of its development. It is estimated that approximately 1/3rd of the current faculty will have retired or left and they will have been replaced by faculty thirty years their junior.

Since the last SACS reaffirmation the College of Law has added 10 new members of the faculty. Five of the new hires replaced three retirees, one faculty member who relocated to another state and one deceased faculty member. Five additional faculty positions were approved for the College of Law.
In keeping with our stated desire to expand the diversity of our faculty, the demographics of the 10 new members of the faculty include six women (one of which is African American and one of which is Chinese) and one man of German descent.

The future of New Orleans as a city and source of students will have been settled and the long term structure of the curriculum *vise a vie* Civil and Common Law will have been decided. In the event that there is a reduction of Civil Law Courses, one would expect there to be a substantial increase in the diversity of course offerings, and a further ‘nationalizing’ of the student body. This will result in substantial changes to the Career Services Department, which will need to focus much more time on interstate employment opportunities than has previously been the case. Again, once the national market becomes a prime source of our student body we will need to ensure that the facilities we provide for the students are comparable with those provided by peer schools. As of 2006 this is not the case.

Analysis of Career Services – ongoing need

Curriculum analysis-The analysis of the law curriculum is ongoing. At the faculty retreat in March 2011, the faculty approved several substantive changes to bolster the success of students including:

- Addressing students in the bottom quartile after the first semester, the first year and the second year by adjusting their required curriculum.

- Removing electives from the law bulletin assigning the Associate Dean to make decisions on the electives in the best interest of the student.

- Hiring a director of the Academic Support Program

It is my hope that within five years, the university will have introduced some form of post tenure review program.

Most law schools throughout the country are able to provide some form of graduate housing for their students. With this in mind I would like to see Cabra Hall or the Conference Center eventually converted into a graduate housing complex.

As previously stated, the Conference Center has been renovated for use by the Law Clinic. Regarding Cabra Hall, University President Kevin Wildes recently announced the approval by the Board of Trustees of Phase II of Loyola’s Facilities Master Plan. In his announcement, Fr. Wildes said “Cabra Hall, on the Broadway campus, is by far the residence hall with the greatest need. We will do some work on it this summer and begin a major renovation a year from now.”