

**ANNUAL ASSESSMENT, PLANNING AND BUDGET REPORT
FALL 2004**

1. EXECUTIVE SUMMARY

1.1 Name of Unit
School of Law

1.2 Description of Unit and Its Mission

The School of Law in the Jesuit tradition of academic rigor, pursuit of justice, and service to others, educates future members of the Bar to be skilled advocates and sensitive counselors-at-law committed to ethical norms in pursuit of dignity for all.

1.3 Assessment of Unit

The entering class of 2004 was the highest credentialed in the history of the school. This appears to reflect the improved national status of Loyola.

A number of new programs were introduced in 2004 in an attempt to address long term problems. A series of lectures and tutorials were offered to those planning to take their Bar examinations. Successful Bar passage for July, 2004 improved by 11%.

The physical appearance of the law school, Pine Street café, and student lockers were all improved. This seems to have had a noticeable positive effect on morale.

There has been a marked increase in faculty scholarship over the past year. Fourteen members of the faculty have either published major articles or books, and at the time of this report there are a number of submitted articles awaiting selection.

Faculty members are also involved in a wide range of public service activities. The law school has been able to attract highly credentialed visitors and scholars and this has contributed to the enhanced national reputation.

1.4 Goals of the Unit

In addition to the extensive foreign summer program, the law school has already begun plans for the introduction of an LL.M for law graduates from Civil Law jurisdictions. It will not be necessary to increase existing staff to implement this new degree.

In response to ABA demands, in January 2005, the School of Law will begin construction of a 16,000 square foot addition to its physical plant. This addition will provide needed classroom, office, and student facility space.

1.5 Review of the Past and Current Budgets

The law school's financial status is determined by the existence of a Memorandum of Understanding between the central administration and the law school. This provides the law school with the ability to make long term plans based on its own viability rather than the added contingency of the operating needs of the College. Under the current arrangement, the law school is financially secure although the introduction of new programs is dependent upon other sources of revenue.

1.6 Resource Needs/Wants/Reallocation

It is hoped that funds will be found for the establishment of a Law/Medicine/Ethics Center, a Center for Entertainment and Sports Law, and a Center for the study of Complex Litigation and Class Actions.

There are currently no plans to reduce the budget. Any reduction will result in a reduction of the quality of the overall operation and this is not a sensible option. Reallocation of resources will be handled on an as needed basis.

1.7 Summary of achievements

The developments of the immediate past, and the anticipation of future progress, has created an atmosphere of enthusiasm amongst alumni, faculty and students, and there appears to be no real reason why this cannot continue.

The standing of the unit has been increased as measured by the student entry requirements which have reached an all time high. Our faculty publications have increased substantially over the last two years and several staff members have received recognition for their community service both to the university and the community.

2. IDENTIFICATION OF THE UNIT

Loyola University New Orleans School of Law

2.1 Mission or purpose statement of the unit

In the Jesuit tradition of academic rigor, pursuit of justice, and service to others, the School of Law will educate future members of the Bar to be skilled advocates and sensitive counselors-at-law committed to ethical norms in pursuit of dignity for all.

2.2 General Statement and Descriptive Information

The School of Law operates as three law schools, day Common Law, day Civil Law, and

evening Civil Law. The law school program equips students with qualifications that enables them to seek employment in any field where a law degree might be a prerequisite.

2.2.1 Headcounts of full-time and part-time staff (as of 7/31/03 and 7/31/04)

7/31/03 - 46 full-time staff
7/31/03 - 14 work study student workers
7/31/03 - 27 part-time student workers
7/31/03 - 17 part-time staff

2.2.2 Headcounts of faculty (as of 7/31/03 and 7/31/04) tenured, tenured track, full-time extraordinary, and part-time extraordinary

07/31/03 Faculty count:
29 - tenured in ordinary faculty
3 - tenured in library faculty
3 - tenure-track in ordinary faculty
4 - tenure-track in library faculty
3 - law clinic faculty
1 - full-time extraordinary in the ordinary faculty
24 - part-time extraordinary including unpaid adjunct faculty

07/31/04 Faculty count:
30 - tenured in ordinary faculty
2 - tenured in library faculty
3 - tenure-track in ordinary faculty
5 - tenure-track in library faculty
4 - law clinic faculty
8 - full-time extraordinary in the ordinary faculty (2 Visitors, 6 Fellows)
24 - part-time extraordinary including unpaid adjunct faculty

2.2.4 Headcounts of full-time and part-time graduate students (Stats Day 03F)

Data per STATS Screen

Fall, 2003 Law School student headcount 859; Student Course Credit Hours
11,654

Fall, 2004 Law School student headcount 813; Student Course Credit Hours
11,211

3. ASSESSMENT

3.1 General statement on how assessment is conducted within the unit (The unit's assessment plan should be posted to its Intranet site.)

[A] Faculty

Faculty is obligated to carry out three major functions within the unit.

[a] Teaching. At the completion of each semester, students complete a detailed assessment of every teacher. Following review by the Associate Dean for Academic Affairs and the Dean, these assessments are tabulated and circulated both to the individual teacher and the entire professorial faculty.

The dean uses these assessments as part of his annual faculty assessment for the purposes of salary adjustments.

Teaching assessments are kept on file and used for purposes of tenure, promotion and other special awards such as distinguished professorships.

All instructors seeking tenure or promotion are observed in their classroom by senior members of faculty who teach in similar subject areas.

All adjunct professors are observed on a regular basis and persistent adverse reports results in a cessation of their appointment.

[b] Research. All faculty are expected to engage in some aspect of legal research.

Research includes traditional law review articles, CLE papers, and development of new courses and production of course materials.

Assessment of this work is largely objective and quantitative although for tenure and promotion outside reviews are required.

[c] Service. All members of faculty are required to engage in some service oriented work.

This work includes such activities as faculty and university-wide working committees, student mentoring, pro bono legal activities, and general community service.

All members of faculty are expected to report their service activities and these are taken into account when the annual salary review is made.

[B] Senior Staff

All senior staff report directly to the dean.

The dean calls regular meetings and receives reports concerning the operation of the various departments.

'Admissions' is an exception to this rule because law school admissions are under the control of the Admissions Committee and the Assistant Dean of Admissions is, in effect,

the executive officer of that Committee. The dean therefore receives reports from the Committee regarding the general operation of 'Admissions'.

Assessment of senior staff occurs annually and is carried out via the standard forms provided by Human Resources.

[C] Support Staff

All support staff report to senior staff supervisors who in turn report to the dean.

Support staff are assessed using the standard Human Resources forms. Although members of the faculty do not supervise support staff, they provide Associate Dean Jumonville with detailed performance reports relevant to the assessment of those who provide secretarial services for the faculty.

3.2 Year 03-04 goals/objectives (include how these goals are strategic to both the unit's and the university's mission; these should be based on the unit's strategic plan.)

[A] Create an environment that will attract highly qualified students, increase the scholarly output of faculty, hire new faculty who possess qualifications that are worthy of a nationally ranked law school.

[a] The first step in this process was to improve the physical appearance of the law building. To this end the law school was painted, the broken front steps replaced, the exterior of the Pine Street facility was painted and the interior renovated. New student lockers were installed with an additional 150 lockers added.

[b] Curriculum changes were introduced that would immediately impact the incoming class of 2004-2005. These changes included both a week-long 15 hour compulsory orientation program and a revamped first-year legal research and writing program.

[c] Extra activities added included an increase in the number of competition moot court teams, and an increase in the opportunities for overseas study.

– Cause and effect are difficult to prove although the credentials of the first-year class for 2004 are the highest in the history of the law school.

[B] Increase the scholarly out put of faculty.

Funds were set aside to provide faculty with research assistance during the teaching year and throughout the summer; the summer research grant program was extended and the funding increased so that summer school teaching was not too financially advantageous, an atmosphere was created whereby scholarship was considered the norm and the faculty informed that salary increases would be greatly influenced by scholarly output.

Hire new faculty etc.

As a result of a substantial grant, an endowed professorship in Environmental Law was

established. Even though the traditional methods of advertising were adopted, a more pro-active approach was taken. Highly qualified professors across the country were contacted individually. The same procedures were adopted with regard to the hiring of our six new legal writing instructors and two visiting faculty.

- There has been a noticeable increase in the quantity of faculty scholarship during the past twelve months. Five books have been published or are currently with publishers, and fourteen members of faculty have either had major articles published or are currently awaiting publication.
- As a direct result of the pro-active hiring campaign, the law school has hired new faculty with qualifications appropriate for a school with a national reputation. New faculty have degrees from such institutions as Harvard, Yale, Columbia, Stanford, UNC Chapel Hill, Chicago Kent, and Tulane.

[C] It is not possible to be absolutely certain with regard to cause and effect, but following the introduction of the bar review seminars the 2004 graduates who took the bar exam increased their bar passage rate by 11%.

Again, students report that the improvement in physical appearance and general atmosphere has increased morale and the attrition rate has dropped from 57 students in 2003 to 48 students in 2004.

3.3 Description of assessment activities and their results for year 03-04 goals

See 3.2 above.

3.4 Assessment of internal (within the university) and external (outside Loyola) environments affecting the unit.

[A] Internal threat.

1. The current progress of the law school is a direct result of the financial security provided by the Memorandum of Understanding (MOU). The MOU expires in July, 2006 and there is, at present, no guarantee that it will be renewed.
2. The University plans to relocate visual arts to the main campus and make a portion of St. Mary's Hall available to the law school. This grant of space is dependent on a successful capital campaign.

[B] External threat.

1. The law school is inherently a tuition financed operation. In the event that there is a downturn in demand for law school places, the total operation and projections

will need to be reassessed.

4. PLANNING

4.1 General statement describing strategic planning in the unit (The complete strategic plan should be posted on the unit's Intranet site.)

The general plan includes the following: completion of building the new law school addition, introduction of an LL.M and new foreign programs, bar pass improvement, increase faculty development and recruitment, widen national reputation, continue to lower attrition rate, increase scholarships and donations, extend operation of career services prospects, increase student diversity,

4.2 Top 3-4 strategic goals/objectives for 04-05 year (Indicate how the assessment information from Section 3 above informed the formation of these goals.)

[A] Begin the construction of the newly approved 16,000 square feet addition to the law school physical plant.

Although the need for extra space was a demand of the law school's accreditation board [ABA], it is clear that the dramatic effect its announcement had on the entire law school community reflects the positive impact that the project is having and will have on the law school's operation.

The positive atmosphere it is generating has increased faculty and student morale and increased alumni support, with the direct consequence being an increase in faculty publication, a reduction in student attrition, and an increase in alumni financial and job placement support.

[B] Finalize curricula and structural arrangements for the already approved introduction of an LL.M program.

As a result of the historical accident, the Louisiana Purchase, and the extensive foreign summer school program that includes legal studies in Austria, Hungary, Russia, Costa Rica, and Brazil, Loyola Law School is uniquely placed in the world of legal education to offer a meaningful LL.M program for law graduates from Civil Law jurisdictions. It is thought that an LL.M could be offered without any increase to the existing professorial staffing levels although there may be need for some additional administrative assistance.

The effect of an LL.M program will send a message to our present and incoming students that Loyola is a school with an international reputation, and this in turn will make our degree program more attractive.

[C] Improved Bar Passage.

During Fall, 2004, the faculty participated in a series of pilot lectures and tutorials for 3L students specifically designed to assist in successful completion of bar examinations. It would appear that as a consequence of this innovation the number of successful students

increased by 11%.

It is proposed that these lectures and seminars be more formalized and focus on specific areas of traditional difficulty. It is also proposed that the law school provide greater opportunity for non-Louisiana based students to participate in a national bar program.

Bar passage rates are often viewed as one of the measures of the quality of a legal education, so our current improvement in this area could be seen as a general marker of our educational progress.

[D] Lower Attrition Rate.

It has been possible to identify a number of reasons that students leave Loyola following their first year of study.

- [1] Each year a number of students do not meet the required standard to progress into second year. In an attempt to minimize these, an extended academic support program has been introduced. Students may seek help independently and those students whose fall examination results indicate limited progress are directed into the program.

This year two members of the faculty have been assigned to assist whereas last year there was only one.

- [2] A number of highly ranked law schools throughout the country are prepared to accept students in the second year if they have completed a satisfactory first year of study. This applies even if they had been rejected as first year students.

In an attempt to counter this, we have introduced a targeted scholarship/financial aid program for upper-class students. We are able to identify at least five students who didn't transfer as a result of this policy.

In order to extend this policy, the development officer has been instructed that upper-class merit scholarships are high on the list for prospective donors.

- [3] Students are very conscious of career opportunities following graduation, and following a successful first year often wish to transfer to law schools in those states where they ultimately wish to live and work.

We are attempting to counter this by extending our contact with alumni throughout the entire country and setting up out-of-state mentoring programs.

Our career services department has arranged for an increased number of prospective employers to interview at Loyola and has expressed a willingness to finance the trips of hiring officers of out-of state firms. This proactive action has helped deter possible transferees.

The program will continue.

4.3 Description of resources supporting the 04-05 goals

The aims expressed in 4.2 are supported directly from fees and tuition and indirectly

through endowment, gifts, and physical plant.

4.4 Evaluation criteria and evaluation plan for these goals

See 4.2

5. BUDGET

5.1.1 Budget discussion (FY04 narrative-associated budget activity for law school. Assessment of whether budget support was adequate to staff and operate the unit)

In May, 2003, the School of Law signed its second Memorandum of Understanding (MOU) with the University which details the financial relationship between the School of Law and the University. In the present MOU, which is in effect from 8/1/03-7/31/06, the University will receive 20% of regular tuition and summer tuition revenues generated by the School of Law while the remainder of the revenues generated by the School of Law's regular and summer tuition revenues (80%) will be made available to the School of Law. In addition, the School of Law receives fees generated by Continuing Legal Education and sales of its Law Review publication as well as application fees and forfeitures.

During FY04, the School of Law generated \$19.298 million in gross revenues and provided the University with \$3.775 million for its share of revenues. This left the School of Law \$15.524 million for its operations plus \$1.622 million in surplus dedicated to a capital account in accordance with the MOU.

The funding available to the School of Law during FY04 was adequate for the staffing and operations of the School of Law. Highlights include a tuition discount percentage of 16.58%, funding of a variety of speakers and conferences on many aspects of the law, funding of 15 summer research grants which have generated a considerable amount of scholarly research, establishment of a bar preparation program, support of student organizations competing in regional, national and international competitions, funding for 23 faculty members to attend educational conferences and the needed upgrade of faculty and administration computer equipment. The \$1.622 million surplus generated in FY04 is dedicated to the law school building expansion.

5.2.1 Budget discussion (FY05 narrative-associated budget activity for law school. Assessment of whether budget support seems adequate to staff and operate the unit and what precautions the law school needs to exercise in its operations)

As discussed in 5.1.1 above, the Memo is in effect for FY05.

Projections for FY05 indicate that the School of Law will generate \$19.485 million in gross revenues and will provide the University with \$3.841 million for its share. For

FY05, the School of law has budgeted \$15.483 million for its operations plus \$0.162 million in anticipated surplus to be dedicated to a capital account in accordance with the MOU.

It is anticipated that the funding available to the School of Law during FY05 will be adequate for the staffing and operations of the School of Law. Highlights of the FY05 budget include a tuition discount percentage increased to 19.84%, the establishment of the Gauthier-St. Martin Chair in Environmental Law (the School of Law's first endowed Chair), the hiring of an Assistant U.S. Attorney on a "look-see" basis pending possible permanent hire, establishment of a new legal writing fellows program which includes five new faculty to provide increased focus on the writing program, the addition of a faculty secretary to meet the needs of the increased faculty, 8% increase in the book budget allocation for the Law Library, increase in the budget allocations for three additional departments within the School of Law, enhancement of the new student orientation program, and continued funding of speakers and conferences, summer research grants, student organizations competing in regional, national, and international competitions, and funding for faculty travel to educational conferences. Additionally, selected members of the faculty received equity adjustments to their salaries. These equity adjustments equaled approximately a 1.25% addition to the overall faculty salary budget.

6. RESOURCE NEEDS/WANTS/REALLOCATION

6.1 Personnel

6.1.1 General statement on adequacy of staffing to meet present and future strategic goals

Because the law school is required to operate as three law schools, day Common Law, day Civil Law, and evening Civil Law, our faculty and staffing needs are at times lopsided.

The law school currently has sufficient faculty and staff to meet its curricula obligations, although the ABA has identified an over-reliance on adjunct faculty.

Without the use of adjunct faculty and the willingness of existing faculty to undertake overloads, we would be unable to offer our basic curriculum.

There is, however, no room to introduce 'second generation' courses without seriously affecting the basic program, nor is there sufficient staff to introduce new desirable courses. Future plans include the establishment of a Center for Entertainment and Sports Law, a Medical Law and Ethics Center, a Center for the study of Complex Litigation and Class Actions, and an Environmental Law Center.

6.1.2 Priority listing of additional/revised faculty/staff positions

The law school needs at least three additional faculty members to cover basic courses in Business and Taxation Law, Trusts, Estates and Estate Planning Law, and foundation

courses in Contracts and Procedure.

Together with additional faculty comes the requirement to provide support staff and the need for at least one extra secretarial assistant.

The IT staff is able to maintain the existing computers, but there is no opportunity to offer training courses to either faculty or support staff. One extra fully trained IT expert is necessary.

6.2 Facility Improvements

6.2.1 General statement on facilities including classrooms, office space, meeting spaces, etc. to meet present and future strategic goals

The ABA has commented adversely on our physical plant and at present the law school is not in compliance with ABA requirements. The approval of a 16,000 square foot building addition to the existing facility will satisfy ABA demands.

6.2.2 Priority listing of facility improvements (Include cost estimates.)

The first priority is to house the Law Clinic in a 'stand alone' facility. This requires 11 offices, reception area, classroom, 2 interview rooms, student laboratory, and conference room. This requires approximately 5,000 square feet at a cost of approximately \$2.5 million.

6.3 Technology/professional development support

6.3.1 General statement on technology/professional development needed to meet present and future strategic goals

There is a need to upgrade the 'wireless' technology in the current law building in order to eliminate some of the 'dead-spots,' and to increase the number of computers available to students in the computer laboratory. The creation of the proposed specialist centers will necessitate both hardware and support additions.

6.3.2 Priority listing of technology needs, including media, professional development

The priorities are as above.

6.4 Budget reduction/reallocation/revenue generation plans

6.4.1 General statement regarding areas for reallocation, reduction of expenses, or generation of additional revenue

There are currently no plans to reduce the budget. Any reduction will result in a reduction of the quality of the overall operation and this is not a sensible option.

Additional revenue is generated through active alumni and 'Foundation' solicitation.

6.4.2 Priority listing of budget reduction/reallocation/revenue generation plans

As stated above, in 6.4.1, there are currently no plans to reduce the budget. Any budget reallocation will be handled on an as needed basis.

Revenue generation plans include the establishment of the new LL.M program and aggressive fundraising activities.

7. SUMMARY OF ACHIEVEMENTS

7.1 Unit as a whole

The standing of the unit has been increased as measured by student entry requirements which have reached an all-time high. National standing as measured by *US News and World Report* ranks the law school mid-range nationally and our foreign programs are ranked fifth in the entire country.

7.2 Faculty achievements/service

Faculty publications have increased substantially over the last two years. A number of members of the faculty have been appointed to prestigious governmental advisory positions.

7.3 Staff achievements/service

Staff members have received the Gillis Long Poverty Law Center's Public Service Award in recognition of their community service. Another staff member was named Distinguished Alumna of the year for her dedicated service to Loyola's City College.

7.4 Student achievements

The Loyola International Environmental Law Moot Court Team finished second in the recent international competition. Schools from the US, and eight other countries competed.

8. APPENDICES