MEMORANDUM

November 27, 2006

To: Walter Harris, Jr.
    Provost and Academic Vice President

From: Brian Bromberger
    Dean

Re: College of Law Strategic Goals

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.

Student Learning:

Revise the Common Curriculum to strengthen undergraduate education in the Jesuit tradition.
Not applicable to the College of Law.

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. Immediately on returning returned to New Orleans in January 2006, we hired an additional staff attorney to increase the service we were able to provide and following a donation from the Episcopal Diocese of New Orleans the Clinic is being further expanded. The expansion increases substantially the number of students who are able to incorporate clinical legal experiences into their regular legal education. Plans are currently afoot to obtain a substantial gift that will enable yet another staff attorney position to be hired and even further our involvement in clinical legal education.

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:** See Hugg

**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.

**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.

**Place More Students in Internships:** At the time of writing there are 200 law students participating in the internship program. 192 are receiving no academic credit and 8 are receiving credit. As this represents approximately 25% of the student body, it is difficult to predict that this number can be increased.

**Increase Participation in the Honors Program:** Not applicable to the College of Law.

**Apply to Establish a Chapter of Phi Beta Kappa:** Not applicable to the College of Law.

**Improve the Quality of Residential Life:** Not applicable to the College of Law.

**Develop a Facilities Plan for Residential Life to Integrate Learning and Living:** Not applicable to the College of Law.

**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.

**Integrate the Administration of Student Services to Better Develop Students as Whole Persons:** Not applicable to the College of Law.

**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. Subject to INS restrictions, it is anticipated that the first students will arrive in fall 2007.

**Achieve Enrollment Stability by Increasing Student Satisfaction:** The net student attrition between spring 2006 and fall 2006 was eight [8] students. This represents 1.5% of the student population. It can only be assumed that this figure represents considerable student satisfaction although both the faculty and staff are constantly on the lookout to ensure that the situation doesn’t change. 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. 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 Medical Law Center. Each Center requires at least two faculty offices and secretarial space.

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 shouldn’t 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. The original plan to move Visual Arts from St Mary’s to the main campus would have enabled the movement of the clinic to a stand alone law firm type operation that would stamp it as one of the premier clinics in the country.

Other facility requirements:

There is currently no secure place for **student mailboxes, no student activity center, and no real student lounge**. In the event that the clinic moves then about one third [1/3] of the entire ground floor would become available for use as set out in three above.

**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.

**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 attended the AALS recruitment conference in Washington D.C. in November, interviewed many applicants, and within the next few weeks it is hoped that some offers will be made. The 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.

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

**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. 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.

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.

**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 1/3\textsuperscript{rd} of the current faculty will have retired or left and they will have been replaced by faculty thirty years their junior.

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.

It is my hope that within five years, the university will have introduced some form of post tenure review program. I see this as the main method of preventing the College of Law and the entire university, from stalling in its current striving for national recognition.

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.