



STRATEGIC OVERVIEW AND PLAN

UNIVERSITY OF TENNESSEE COLLEGE OF LAW

THEORY. PRACTICE. JUSTICE.

MISSION STATEMENT

Our mission is:

1. To prepare students for the practice of law by integrating theory and practice across the curriculum, with emphasis on clinical and skills training, innovative classroom teaching, legal writing, and professional values.
2. To produce high-quality scholarship that examines, explains, critiques, and improves the law and the legal system; and
3. To serve the university, the profession, and the public by developing and sharing our talents and expertise.

STRATEGIC GOALS

- 1. Attract an accomplished, diverse, and engaged student body and enhance their career opportunities.**
 - a. Objectives
 - i. Establish a sustainable enrollment plan.
 - ii. Increase the number of students and graduates who secure jobs of their choice.
 - iii. Increase information, support, guidance, and advice to students interested in pursuing the widest possible range of careers.
 - iv. Promote faculty, staff, and student collaboration that will enhance engagement in career development initiatives.
 - v. Enhance connections with alumni throughout their careers to further the goals of the alumni and the college.
 - b. Short-term strategies
 - i. Address the implications of a smaller student body on college funding, instruction, operations, and student body demographics, given the current admissions landscape.

- ii. Use data to establish goals for class size, balancing academic profile and diversity considerations.
- iii. Refine the current three-year enrollment and scholarship plan, incorporating best estimates of applicant pools, the potential for transfer enrollment, the possibility of tuition adjustments, concerns for cost sensitivity, and the likelihood of residency reclassification relief and other institutional support.
- iv. Evaluate the potential for increasing enrollment through the admission of qualified transfer students, early decision programs, or shorter duration programs.
- v. Develop a 3+3 or other enrollment program targeting UT honors students.
- vi. Establish a degree of Master of Laws in United States Business Law through the Center for Entrepreneurial Law.
- vii. Explore the viability of a part-time day program as an alternative for students with family responsibilities, job limitations, or financial obligations that make pursuing full-time legal education impractical.
- viii. Use internal and LSAC data to evaluate communication strategies and recruitment methods for prospective students who can be identified (e.g., targeted communication strategies and relationship building with advisors and candidates) and those who cannot be identified (e.g., web presence, advertising, and reputational measures).
- ix. Evaluate recruitment messages (e.g., diversity enrollment, student accomplishments, and signature programs), delivery methods, and targeted groups (e.g., geographic targets driven by student preference) in crafting recruitment strategies.
- x. Expand the role of alumni in Admissions and Career Services initiatives.
- xi. Increase the number and scope of employers participating in formal recruitment, employment, and professional development programs.
- xii. Install “career competencies” as a framework for the creation of benchmarks to be used to evaluate individual professional development and student engagement in Career Services activities.
- xiii. Increase communications with students regarding the bar admission process and continue efforts to increase bar passage rates.
- xiv. Share information strategically about the career objectives of 3Ls and graduates who are “unemployed and seeking” with faculty and alumni.
- xv. Enhance outreach to unemployed 4Ls between graduation and nine-months out, focusing on suggested resources, job search advice, review of resumes and marketing materials, and design and implement an advice workshop or webinar with similarly situated recent graduates.
- xvi. Continue to develop and refine the student-attorney mentoring program.
- xvii. Develop strategies to assist students who choose to engage in solo or small firm practice.

- c. Long-term strategies
 - i. Continue to seek solutions to residency reclassification concerns.
 - ii. Monitor trends in “JD advantage” and other emerging “alternative” employment roles for law graduates and incorporate information into educational programming.
 - iii. Develop bridge-the-gap CLE programs focusing on law practice management and development for recent grads.
 - iv. Evaluate the trends in post-graduate employment to inform the allocation of staff, time, effort, and other resources.
 - v. Continue to develop an accurate alumni contact database.

2. Prepare our students for all aspects of legal practice by integrating theory, doctrine, and professionalism with clinical and skills training.

- a. Objectives
 - i. Create an integrated curriculum that focuses on teaching precise analytical thinking, professional skills development, legal research, and effective legal writing throughout the curriculum.
 - ii. Strive to provide the opportunity for every student to take simulated practice classes, advanced legal writing and research classes, and a clinical-experience course.
 - iii. Ensure that our program of legal education responds in a timely manner to the evolving practice of law.
 - iv. Sustain teaching excellence across the curriculum.
- b. Short-term strategies
 - i. Attract and retain excellent faculty.
 - ii. Continue the ongoing comprehensive examination of the entire curriculum.
 - iii. Encourage increased use of writing, research, and practice elements in doctrinal courses by scheduling faculty discussions and forums to share existing experiences and models.
 - iv. Expand resources for teaching improvement and support, including regular forums and workshops on teaching, learning, and the use of instructional technology.
 - v. Explore new course delivery formats such as intersession, mini-term, and others.
 - vi. Review adjunct faculty to ensure that teaching and assessment are consistent with College of Law and ABA standards.
 - vii. Re-examine and evaluate second-year introductory period to help make student transitions to the upper-level curriculum more effective, particularly with regard to research and writing expectations.

- c. Long-term strategies
 - i. Maintain the number of faculty necessary to fulfill our stated mission and to provide the highest quality of legal education.
 - ii. Ensure full-time faculty involvement in simulations, legal research, legal writing, and clinics to provide increased curricular breadth.
 - iii. Encourage writing opportunities throughout the curriculum.
 - iv. Expand course offerings to address new developments in the law and prepare students for potential career paths.
 - v. Provide additional physical space and technology resources for seminars and other instructional needs, including simulations and video recording.
 - vi. Explore and expand interdisciplinary opportunities across the curriculum
 - vii. Encourage faculty to use a variety of teaching and assessment methods.
 - viii. Increase funding for research assistants to more fully implement experiential learning and more regular assessment.
 - ix. Strive to create small sections in first-year courses to allow more integration of skills training and allow for more feedback throughout the semester.

3. Increase the quality and influence of our scholarship.

- a. Objectives
 - i. Continue to attract and retain excellent faculty.
 - ii. Increase opportunities for and encourage exchange of scholarly ideas within the law school, university, and academic community, and with the legal profession.
 - iii. Encourage and support scholarship during all phases of a faculty member's career.
 - iv. Encourage and support student research, writing, and publication.
- b. Short-term strategies
 - i. Provide opportunities for sabbaticals and released time.
 - ii. Increase publicity for faculty research and scholarship.
 - iii. Provide sufficient funds for travel, research assistance, and other support.
 - iv. Continue to involve faculty in and financially support co-sponsored programs with other university colleges and departments.
 - v. Identify and support opportunities for faculty to present scholarship at academic conferences and professional meetings.
 - vi. Increase faculty interchange with other law faculties.
- c. Long-term strategies
 - i. Maintain the number of faculty necessary to fulfill our stated mission of producing high-quality scholarship.

- ii. Increase faculty salaries.
- iii. Increase amount of summer research grants.
- iv. Pursue central funding by the university of summer research grants.
- v. Promote conference planning and hosting within the law school while pursuing external participation and sponsorship.

4. Foster an educational environment that promotes professional values, including public service.

- a. Objectives
 - i. Promote professional values throughout the law school experience.
 - ii. Integrate our curriculum, clinical opportunities, pro bono programs, the student-attorney mentor program, and alumni outreach to promote professional values, including public service.
 - iii. Increase participation in and expand service provided through UT Pro Bono.
 - iv. Encourage students to consider judicial clerkships and other government or bar-related service.
 - v. Develop strategic collaborations with external partners to expand the scope of, and further refine, public service opportunities available to those in the college.
 - vi. Provide sufficient pro bono opportunities for students who will take the bar exam in states with mandatory pro bono requirements.
- b. Short-term strategies
 - i. Continue to develop and refine the student-attorney mentor program.
 - ii. Increase funding for our Loan Repayment Assistance Program.
 - iii. Continue to evaluate the curriculum with an eye toward integrating doctrine, theory, and professional values in our teaching.
 - iv. Provide staff support and coordination for student pro bono program.
 - v. Expand the Alternative Spring Break program.
 - vi. Increase funding for the pro bono summer fellowship program.
- c. Long-term strategies
 - i. Expand the breadth and variety of service options for students, faculty, and staff, including community outreach.
 - ii. Explore the creation of a center devoted to professional leadership, values, and development.
 - iii. Increase recognition for service and pro bono activities of and among students, faculty, and alumni.
 - iv. Continue to emphasize professional experience, professional values, and public service to prospective students in the recruitment process.
 - v. Support the integration of teaching, scholarship, and service.

- vi. Explore implementing a pro bono requirement for faculty and students to provide real-world experience and another perspective in accordance with the university's land grant mission.

5. Strengthen our commitment to creating a broadly diverse, inclusive, supportive, and intellectually engaged community.

a. Objectives

- i. Attract and retain students, faculty, and staff from under-represented populations, including international students.
- ii. Provide a curriculum designed to help students prepare for the practice of law in a diverse and changing world.
- iii. Foster a welcoming, inclusive, and intellectually stimulating environment.
- iv. Leverage our increasingly large body of diverse alumni to systematically involve them in student recruitment, mentoring, employment, and other activities of the college.
- v. Seek financial support from the university to recruit talented non-resident prospective students to the college.

b. Short-term strategies

- i. Increase the profile of the Blackshear Banquet and similar events.
- ii. Offer a diverse range of programs and speakers.
- iii. Continue successful admissions efforts to recruit diverse students (e.g., maintaining strong relationships with historically black colleges and universities).
- iv. Continue to identify and recruit diverse faculty and staff candidates.
- v. Encourage and support a wide variety of student organizations to actively participate in the law school community.
- vi. Strengthen collaborative relationships with the Tennessee Lawyers' Assistance Program, Board of Law Examiners, Board of Professional Responsibility, Tennessee Bar Association, and campus counseling center.
- vii. Increase awareness of, and support for, international curricular and extra-curricular activities.
- viii. Establish a degree of Master of Laws in United States Business Law through the Center for Entrepreneurial Law.
- ix. Continue to support study and work abroad opportunities.

c. Long-term strategies

- i. Increase funding for student organizations.
- ii. Expand support and opportunities for minority faculty and international visitors (e.g., establishing a VAP).
- iii. Develop a high-profile jurist-in-residence program or lecture series.

- iv. Develop support systems to help students deal with the challenges of law school and the legal profession.
- v. Develop and strengthen partnerships with diverse national and international communities.
- vi. Enhance academic advising to provide support for the college's increasingly diverse student body.
- vii. Explore opportunities for interdisciplinary programming, including symposia, study and work opportunities, speakers, research, and courses.
- viii. Consider the expansion of study and work abroad opportunities such as faculty or student exchanges, shorter stand-alone course experiences, and on-campus courses that integrate exchange opportunities.

6. Provide the informational resources and technology to support our teaching, scholarship, and service missions.

- a. Objectives
 - i. Fully integrate information services and resources as well as appropriate technology into the law school.
 - ii. Support the law library and technology department in coordinating and providing appropriate legal information and technology resources for the law school.
 - iii. Continue to develop a 21st-century information collection of print, electronic, and other media to best support the tri-partite mission of the law school.
 - iv. Use technology more effectively in classroom instruction.
- b. Short-term strategies
 - i. Continue to support implementation of the law library strategic plan.
 - ii. Develop and implement a college technology plan.
 - iii. Continue efforts to strategically balance the collection between information available digitally and in print, focusing the core print collection on items that should remain in print for accessibility purposes, or unique pieces that are not widely available digitally.
 - iv. Collaborate with Communications Department in ongoing efforts to improve the effectiveness of the law school's web and social media presence.
 - v. Assist student organizations in creating and maintaining uniform and up-to-date web pages.
 - vi. Develop pool of research assistants trained and coordinated by library reference faculty.
- c. Long-term strategies
 - i. Identify core intellectual law school activities involving students and faculty that could be centered in the law library.
 - ii. Create additional multimedia space for students.

- iii. Explore possible collaborations to digitize portions of the collection, including archival material, for broader dissemination within the university and externally.
- iv. Continue developing online journals or similar e-publications to supplement or replace existing journals.
- v. Increase availability of instructional technology in each classroom.
- vi. Explore acquiring curricular resources, such as digital casebooks for use by students.
- vii. Assess evolving technology for courtrooms and law classrooms and implement as appropriate.

7. Secure the financial resources necessary to achieve our goals.

a. Objectives

- i. Improve the structure and amount of financial support from the university.
- ii. Manage available financial resources as effectively as possible.
- iii. Continue to increase alumni financial support through effective development and alumni relations work.
- iv. Develop, where possible other external sources of funding.
- v. Explore creative pricing strategies for tuition and fees.
- vi. Find innovative ways to reduce student costs and to allocate resources for scholarships.
- vii. Increase the local, state, national, and international profile of the law school.

b. Short-term strategies

- i. Continue discussions with the university to restructure the relationship between law student tuition and the law school budget.
- ii. Continue to increase the amount generated by, and the percentage of alumni participating in, annual giving campaigns, including class gifts.
- iii. Continue to explore other potential sources of external funding for the Alternative Spring Break Program, summer fellowship programs, and other programs.
- iv. Continue regular alumni events and increase the involvement of faculty and staff in those events.
- v. Develop a marketing and communications plan to increase the college's national and international profile.
- vi. Continue to build upon the resources and reputation of faculty and alumni to enhance student recruitment and employment initiatives.
- vii. Continue to seek consideration from the university for residency reclassification as a strategy to recruit talented and diverse students seeking to establish their careers in Tennessee.
- viii. Continue to cultivate partnerships with legal employers for funding of public interest fellowships.

- c. Long-term strategies
 - i. Expand class representatives for and law firm challenge components of the annual giving campaign.
 - ii. Increase alumni awareness of planned giving opportunities.
 - iii. Continue partnerships with other university departments and other entities (e.g., Y-12).
 - iv. Improve the allocation and management of private resources.