

Florida A&M University
College of Law



Strategic Plan
2012-2015

MISSION STATEMENT

The reestablished Florida A&M University College of Law reaffirms our historical legacy of excellence and responsibility to serve as a transformative force for the public good. Our mission is to serve as a beacon of hope and catalyst for change by providing access to excellent educational training and opportunities to generations of students seeking to serve the needs of traditionally underserved people and communities locally, nationally and internationally. While we continue our historic mission of educating **African-Americans**, we embrace persons of all racial, ethnic and national groups as members of the university community. We are dedicated to developing legal professionals and community leaders committed to equitable justice and the rule of law.

VISION STATEMENT

Florida A&M University College of Law will be nationally and internationally recognized as a land grant and research institution committed to exemplary teaching, research, and service preparing transformation graduates with high ethical values dedicated to solving complex issues impacting our global society.

CORE VALUES

- Distinction in teaching, scholarship and service
- Excellence with caring
- Experiential learning
- Professionalism
- Diversity

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- Strategic Initiative 3:** **Develop positive relationships with alumni bar associations, other state law schools, the judiciary, community organizations, and** the general public in order to foster positive public relations and goodwill 16
- Strategic Initiative 4:** Develop and implement programs to **raise funds** to supplement state allocations, establish endowed chairs, increase **scholarship** assistance to students, and support **faculty travel,** research, and professional development 17
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I. GOALS RELATED TO STUDENTS

STRATEGIC INITIATIVES

- Strategic Initiative 1: Improve quality and diversity of student body
- Strategic Initiative 2: Recruit and retain minority students
- Strategic Initiative 3: Offer a demanding, comprehensive and innovative curriculum based on needs of legal profession
- Strategic Initiative 4: Increase performance on bar exams and apply rigorous testing techniques and standards
- Strategic Initiative 5: Offer academic support and writing programs that are designed to enhance the academic development and success of students
- Strategic Initiative 6: Offer world class library services *to* faculty, students and the general public
- Strategic Initiative 7: Operate an effective career services program that offers viable employment assistance to students and alumni

Strategic Initiative 1: Improve quality and diversity of student body.

Goal 1.1: Develop and implement a strategic plan for the Office of Admissions aimed at the recruitment and retention of highly qualified minority applicants.

Strategy 1.1.1: Develop a coherent and achievable recruitment strategy.

- a. Increase admissions applications to 2000 by Fall 2013, including a 20% increase in minority applicants.
- b. Significantly increase recruitment efforts at historical black universities and colleges.
- c. Expand campus visits to institutions outside of Florida with significant minority and/or Florida connected populations.
- d. Increase recruitment efforts in poor and traditionally underserved communities.

Strategy 1.1.2: Improve combined reporting systems (CRS) identification of candidates.

Strategy 1.1.3: Improve Web-Based information by:

- a. Revise website
- b. Conduct marketing analysis
- c. Develop print material and web content focused on target populations.

Strategy 1.1.4: Operationalize 3+3 program.

Goal 1.2: Increase median LSAT to 151, median GPA to 3.3 and top 25% LSAT to 154 by Fall 2015.¹

Strategy 1.2.1: Increase merit scholarship opportunities by 20% for 1st year and returning students as a retention measure by Spring 2013.

Strategy 1.2.2: Market and promote "Centers of Excellence" within the law school academic program to attract high quality students and to increase workplace marketability.

Strategy 1.2.3: Market and promote career success of graduates.

Strategy 1.2.4: Market and promote success and visibility of faculty by publishing marketing materials **bi-annually** and issuing press releases.

¹ The 2011 entering class median LSAT was 148, median GPA 3.10 and top 25% LSAT 151. Increases in median LSAT or GPA must complement the COL's minority diversity goals.

Oversight Responsibility:

Associate Dean for Student Services and Admissions Committee

Strategic Initiative 2: Recruit and retain minority students.

Goal 2.1: Maintain and increase minority diversity.

Strategy 2.1.1: Targeted recruitment of students committed to the mission of the College of Law.

Strategy 2.1.2: Provide enhanced scholarship and financial aid opportunities for students

Strategy 2.1.3: Promote diversity through programmatic opportunities, activities and student organizations.

Strategy 2.1.4: Increase African-American diversity in the overall student body by 15% by Fall 2015.

Strategy 2.1.5: Conduct statistical analysis of FAMU COL student performance to determine which factors best predict success and failure in law school and in bar performance.

Oversight Responsibility:

Associate Dean for Student Services and Admissions, Associate Dean for Academic Affairs, and Admissions Committee, and Academic Support Program

Strategic Initiative 3: Offer a demanding, comprehensive and innovative curriculum based on needs of the legal profession.

Goal 3.1: Develop systematic schedule of program review by Fall 2012.

Strategy 3.1.1: Develop viable program of study in the part-time program.

a. Consistency in program of study and elective offerings.

Strategy 3.1.2: Ensure that all required and mission-related courses are consistently offered and effectively taught.

Strategy 3.1.3: Increase experiential and skills-based programs.

a. Expand clinical course offerings

b. Expand internship and externship opportunities for students

Strategy 3.1.4: Ensure quality and consistency in mission-related course offerings.

a. Conduct annual quality reviews

- Strategy 3.1.5: Increase student writing opportunities within doctrinal courses.
- Strategy 3.1.6: Create law practice simulations in upper level doctrinal courses that build skill sets needed by specialists in the relevant field.
- Strategy 3.1.7:** Ensure that all first year courses are taught by experienced and or highly qualified full-time faculty in the subject area by Fall 2013.
- Strategy 3.1.8: Make certain that all adjunct faculty are highly experienced practitioners of law with expertise in the subject areas in which they will teach.

Goal 3.2: Expand experiential and skills-based opportunities for students.

- Strategy 3.2.1: Develop civil government externship program with the judiciary, government/public and private sector by Summer 2012.
 - a. Revise and implement civil government externship course by April 2012.
 - b. Increase domestic civil government externship placements by 30% by Summer 2013.

Goal 3.3: Enhance international initiatives and programs

- Strategy 3.3.1: Enhance the international dimension of academic and research program.
- Strategy 3.3.2: Actively support mission and initiatives of the Center for International Law and Justice (CILJ)
 - a. Provide international experiential opportunities for students
 - b. Fund international law internship program
- Strategy 3.3.3:** Keep FAMU's brand highly visible throughout the international community.
 - a. Forge exchange agreement and partnerships with foreign institutions
- Strategy 3.3.4:** Produce diverse and culturally astute graduate for the global workforce.

Goal 3.4: Establishment new "centers of excellence" within three years.

- Strategy 3.4.1: Establish new centers of excellence in environmental law, development and justice by Fall 2014.
 - a. Ensure that institutional funding and faculty resources exist to successfully operate centers of excellence.

Oversight Responsibility:

Associate Dean for International Programs and Associate Dean for Academic Affairs

Strategic Initiative 4: Increase **performance** on bar exams and apply rigorous assessment techniques and standards.

Goal 4.1: Increase Florida bar passage rate for first time takers to ensure continued compliance with ABA standards and the progressive achievement of an 80% bar passage rate in unity with the aspirations of the Board of Trustees.

Strategy: 4.1.1: Develop a comprehensive strategic plan to increase bar passage rates by May 2012.

- a. Develop academic warning system with required academic counseling for all students with cumulative GPA between 2.4 or below.
- b. Eliminate re-admission of academically disqualified students with cumulative GPAs of 1.85 or less except in clearly and objectively documented exceptional cases within two years.

Strategy: 4.1.2: Increase admissions criteria and standards without compromising diversity.

Strategy: 4.1.3: Recruit and retain only those students that demonstrate a realistic potential to become effective members of the legal profession.

Goal 4.2: Review implementation of faculty approved grading curve **bi-annually**.

Strategy 4.2.1: Develop computer-based implementation of improved grading curve by Spring 2013.

Strategy 4.2.2: Develop and distribute to faculty grading curve profiles for each course taught by 2013.

Goal 4.3: Amend grade appeal process to **improve policy**.

Strategy 4.3.1: Limit grade appeal process to grade calculation errors.

Goal 4.4: **Improve the** quality of examinations.

Strategy 4.4.1: Develop and implement plan to assist, train and promote excellence in the preparation and delivery of high-quality exams, including the development of a set of standards, guidelines, and review of exams.

Strategy 4.4.2: Implement annual exam writing and review workshops for all faculty beginning in the Fall 2012.

Strategy 4.4.3: Provide mentoring in exam construction for junior faculty members.

Goal 4.5: Refine writing requirement and evaluation criteria.

Strategy 4.5.1: Revise and establish baseline criteria for participation in the independent research and directed research courses.

Strategy 4.5.2: Increase the number of practice-orientated **writing/drafting** courses offered.

Strategy 4.5.3: Encourage faculty to incorporate writing assignments into course curriculum.

Oversight Responsibility:

Associate Dean for Academic Affairs, Associate Dean for International Programs, Curriculum Committee, RPT Committee and Academic Standards Committee

Strategic Initiative 5: Offer academic support and writing programs designed to enhance the academic development and success of students.

Goal 5.1: Continue writing skills diagnostics for incoming students and programs for identifying at-risk students within one year.

Goal 5.2: Initiate process of collaborate between the Legal Methods and Academic Support programs to achieve maximum results by Spring 2013.

Oversight Responsibility:

Associate Dean for Academic Affairs and Curriculum Committee

Strategic Initiative 6: Offer world class library services to faculty, students and the general public.

Goal 6.1: Create an environment conducive to the study of law.

- Strategy 6.1.1:** Provide and maintain comfortable workplaces.
- Strategy 6.1.2:** Conduct annual service survey of faculty.
- Strategy 6.1.3:** Maintain usage statistics of library patrons.

Goal 6.2: Provide high quality services, establish prominent collections, and state-of-the-art information technology for library patrons.

- Strategy 6.2.1:** Conduct annual needs assessment(s).
- Strategy 6.2.2:** Perform annual review of state of collection.
- Strategy 6.2.3:** Identify and implement state of the art information technology.
- Strategy 6.2.4:** Seek external funding sources. Apply for at least two external grants per year.

Goal 6.3: Promote and market the library's resources.

- Strategy 6.3.1:** Publish informational newsletters at regular intervals.
- Strategy 6.3.2:** Conduct faculty training sessions on the utilization of electronic research tools.
 - a. Encourage faculty to participate in and support services and surveys conducted by the library
- Strategy 6.3.3:** Establish Occasional Book Lecture Series
- Strategy 6.3.4:** Sponsor an annual showcase of faculty and student scholarship

Oversight Responsibility:

Associate Dean for Faculty Development and Research and Library Committee

Strategic Initiative 7: Operate an effective career services program that offers viable employment assistance to students and alumni.

- Goal 7.1:** Develop an effective on-line information and job posting system by Spring 2013.
- Goal 7.2:** Improve job placement tracking to account for 95% of graduating class within three months of graduation by Spring 2013.
- Goal 7.3:** Increase career placement of students to 90% within nine months of graduation by Spring 2013.

Strategy 7.3.1: Develop programming that encourages students to consider traditional and non-traditional career paths.

Strategy 7.3.2: Provide debt counseling to students.

Goal 7.4: Increase on-campus job interviews by 30% by Spring 2013.

Strategy 7.4.1: Increase on-campus job interviews with large law firms by 30% by Spring 2013.

Strategy 7.4.2: Increase on-campus job interviews with federal government employers 30% by Spring 2013.

Oversight Responsibility:

Associate Dean for Student Services and Administration

II. GOALS RELATED TO FACULTY

STRATEGIC INITIATIVES

Strategic Initiative 1: Retain and attract excellent faculty members

Strategic Initiative 2: Create a supportive environment that values and promotes faculty teaching and scholarship

Strategic Initiative 3: Promote faculty development

Strategic Initiative 4: Maintain an effective system of faculty governance

Strategic Initiative 5: Maintain library resources and staff necessary to support research, classroom instruction and reference needs of the faculty

Strategic Initiative 6: Encourage faculty, staff and students to actively participate in University-wide and community activities

Strategic Initiative 7: Encourage participation of faculty, staff, and students in public activities.

Strategic Initiative 1: Retain and attract excellent faculty members.

Goal 1.1: Continue vacancy replacement and expansion of tenure-track faculty

- Strategy 1.1.1: Fill faculty vacancies within two years and expand faculty by at least one new position annually consistent with curricular needs, student body size and available resources.
- a. Hire at least one entry-level faculty member during the period of 2012-2013.
 - b. Hire at least two **senior/lateral** faculty members during the period of 2013-2014.

Strategy 1.1.2: Retain highly productive tenured faculty members.

Goal 1.2: Recruit a diverse pool of minority tenured full professors.

Strategy 1.2.1: Begin AALS and lateral recruitment processes no later than July each year.

Strategy 1.2.2: Develop short-term **scholar-in-residence** program to recruit possible lateral hires.

Goal 1.3: Enhance faculty excellence in teaching and scholarship.

Strategy 1.3.1: Develop new evaluative tools to measure excellence in teaching and scholarship. Clarify written standards and procedures for teaching and scholarship.

Strategy 1.3.2: Establish pre-tenure teaching module to enhance rigor that includes peer observation component.

Strategy 1.3.3: Create teaching and scholarship recognition awards scheme.

Strategy 1.3.4: Encourage co-teaching opportunities.

Strategy 1.3.5: Initiate discussion with the university about merit-based pay equity.

Goal 1.4: Provide research and development support to productive faculty.

Strategy 1.4.1: Create annual merit-based cash awards for outstanding academic achievements in scholarship.

Strategy 1.4.2: Reward faculty for outstanding teaching and scholarship with travel and research support and reduced teaching loads.

Strategy 1.4.3: Established distinguished and named professorships.

Goal 1.5: Establish national and international reputation as an intellectually desirable and collegial institution.

Strategy 1.5.1: Engage in cutting-edge research and publication.

- a. Each faculty member publishes at least one substantial scholarly work per year.
- b. Increase faculty publication in standard law reviews by 25%.
- c. Increase faculty publication in specialty law journals by 20%.
- d. Increase faculty publication in peer review and or refereed journals by 20%.

Strategy 1.5.2: Develop comprehensive media strategy by Fall 2012.

- a. Encourage faculty to appear in local and national media as legal experts.
- b. Create and disseminate a faculty legal expert guide.
- c. Maintain lists of appropriate media contacts.
- d. Facilitate workshops for faculty interested in speaking to media.

Strategy 1.5.3: Promote and build FAMU College of Law's brand through faculty presentations at conferences.

Strategy 1.5.4: Market and promote faculty accomplishments through marketing (brochures, website, and broadcast media).

Goal 1.6: **Market College of Law to peer aspiring institutions.**

Strategy 1.6.1: Establish and support external faculty development lecture series.

Strategy 1.6.2: Host at least two major national conferences per year.

Strategy 1.6.3: Recruit nationally and internationally renowned scholars to be visiting professors, permanent hires or distinguished scholars in-residence during the period of 2012-2014.

Oversight Responsibility:

Associate Deans and Recruitment, Promotion and Tenure Committee

Strategic Initiative 2: Create supportive environment that values and promotes faculty teaching and scholarship.

Goal 2.1: **Provide opportunities for faculty to develop and refine scholarship and teaching.**

Strategy 2.1.1: Initiate working groups or theory reading groups designed to encourage and promote scholarly **works-in-progress** and innovative teaching methods.

a. Institute monthly "brown-bag" series for presentation of works-in-progress.

Strategy 2.1.2: Sponsor enrichment lectures on research methodology and teaching pedagogy.

Strategy 2.1.3: Offer training workshops in scholarship and teaching methods (including exam writing) for new faculty hires.

Strategy 2.1.4: Ensure that faculty members are provided with adequate research support.

Goal 2.2: **Provide financial and status awards for faculty scholarship.**

Strategy 2.2.1: Provide public recognition for faculty scholarship through newsletters, brochures and recognition events.

Strategy 2.2.2: Establish Faculty Scholarship Recognition Award inclusive of cash awards for scholarly productivity

Oversight Responsibility:

Associate Dean for Faculty Research and Development and Associate Dean for International Programs

Strategic Initiative 3: Promote faculty development.

Goal 3.1: **Revise faculty handbook and associated promotion and tenure rules to provide clear indication of expectations, standards and procedures for retention, promotion and tenure process.**

Strategy 3.1.1: RPT Committee initiates comprehensive review of Faculty-handbook August 2012.

Goal 3.2: **Review scholarship and teaching of untenured faculty members through annual reviews.**

Strategy 3.2.1: Dean shall provide written annual reviews to each faculty member by June 30 each year.

Strategy 3.2.2: Associate Dean for Research and Development shall regularly review scholarship and teaching of untenured faculty members.

Oversight Responsibility:

Academic Associate Deans

Strategic Initiative 4: Maintain an effective system of faculty governance.

Goal 4.1: Hold at least one regularly scheduled faculty meeting per month.

Goal 4.2: Maintain standing faculty committees to address academic standards, admissions, curriculum, faculty recruitment, library, budget, and retention, promotion and tenure.

Goal 4.3: Revise and clarify standards for faculty voting and participation in governance.

Goal 4.4: Promote transparent and collegial culture of debate in faculty meetings.

Goal 4.4: Improve functioning of the committee system.

Strategy 4.4.1: Formulate universal procedures and reporting guidelines.

Strategy 4.4.2: Provide annual Committee charges resulting in annual written committee reports of actions taken annually.

Strategy 4.4.3: Establish a secure intranet on which to report, discuss and archive faculty committee business.

Oversight Responsibility:

Academic Associate Deans

Strategic Initiative 5: Maintain library resources and staff necessary to support research, classroom instruction and reference needs of the faculty.

Goal 5.1: Ensure sufficient staffing in library to cover research, classroom and reference needs of the faculty.

Goal 5.2: Maintain physical collection and electronic databases in accordance with national standards for ABA accredited law libraries.

Goal 5.3: Continue to progressively build special and international law collections.

Oversight Responsibility:

Director of the Library and Associate Dean for Faculty Research and Development

Strategic Initiative 6: Encourage faculty, staff and students to actively participate in University-wide and community activities.

Goal 6.1: Increase the presence of College of Law faculty members at University-wide events such as convocations, homecoming and graduation ceremonies.

Strategy 6.1.1: Publicize information about upcoming events in a timely fashion in a manner that encourages faculty, staff and students to attend.

Strategy 6.1.2: Provide transportation or transportation assistance for students, faculty, and staff for University events.

Strategic Initiative 7: Encourage participation of faculty, staff, and students in public service activities.

Goal 7.1: Promote public service activities among faculty, staff and students.

Strategy 7.1.1: Encourage community service activities in low-income areas in Orlando.

Strategy 7.1.2: Ensure that students have a multitude of pro-bono public service opportunities for academic credit.

Strategy 7.1.3: Engage in public service projects locally, domestically and internationally.

Oversight Responsibility:

Associate Deans

III. GOALS RELATED TO ADMINISTRATION, STAFF, AND DEVELOPMENT

STRATEGIC INITIATIVES

- Strategic Initiative 1:** Provide effective leadership and efficient systems of management and accountability.
- Strategic Initiative 2:** Maintain the building as a modern, attractive facility that is physically and environmentally safe, and that provides adequate space, and is conducive to learning, study, research, scholarship, and necessary support services.
- Strategic Initiative 3:** Develop positive relationships with alumni bar associations, other state law schools, the judiciary, community organizations, and the general public in order to foster positive public relations and goodwill.
- Strategic Initiative 4:** Develop and implement programs to raise funds to supplement state allocations, establish endowed chairs, increase scholarship assistance to students, and support faculty travel, research, and professional development.
- Strategic Initiative 5:** Strengthen ties with and increase support from alumni and friends of the College of Law.

Strategic Initiative 1: Provide effective leadership and efficient systems of management and accountability.

Goal 1.1: Refine management structure.

Strategy 1.1.1: Clearly define and communicate reporting lines by March 2012.

Strategy 1.1.2: Institute annual unit budget allocation system to ensure efficiency, effectiveness and predictability in planning.

Strategy 1.1.3: Establish Administrative Liaison Team to FAMU Tallahassee.

Goal 1.2: Develop or outsource mandatory executive leadership training seminars by Spring 2012.

Strategy 1.2.1: Develop team building clusters.

Strategy 1.2.2: Conduct information technology training.

Goal 1.3: Require quarterly reports from deans and senior staff.

Strategy 1.3.1: Develop uniform report structure.

- a. Dean and associate deans provide bi-annual reports to faculty and staff.
- b. Senior staff, including faculty members with directorships, provides quarterly reports to associate deans and faculty.

Goal 1.4: Conduct quarterly reviews of executive staff performance by Dean's Office.

Strategy 1.4.1: Develop uniform review structure.

Goal 1.6: Strategic Planning Committee provides annual progress report to faculty and staff.

Goal 1.7: Organize annual faculty retreat.

Goal 1.8: Encourage and reward faculty and staff participation in university management and information technology training.

Strategy 1.6.1: Mainstream uniform approach.

Goal 1.7: Recruit, develop, and retain a diverse, well-qualified staff.

Strategy 1.7.1: Promote staff diversity for balanced work environment that caters to library clientele.

Strategy 1.7.2: Develop recruitment and retention plan for staff.

Strategy 1.7.3: Encourage professional development of staff.

Strategy 1.7.4: Encourage continuing education opportunities for staff.

Strategy 1.7.5: Promote cross-training of staff in multiple areas.

Strategy 1.7.6: Institute annual staff awards luncheon.

Oversight Responsibility:

Associate Deans

Strategic Initiative 2: Maintain the building as a modern, attractive and high-tech facility that is physically and

environmentally safe, **and that** provides adequate space **and is conducive to learning, study,** research, scholarship, and necessary support services.

Goal 2.1: Develop new and maintain existing instructional technology

Strategy 2.1.1: Incrementally develop smart classrooms by adapting and investing in new instructional technologies.

Strategy 2.1.2: Hire and retain specialized instructional technologists.

Strategy 2.1.3: Establish technology user request protocol and software to more effectively prioritize, assign and track user requests.

Strategy **2.1.4:** Initiate discussion with university to enable the COL to house and operate an external and internal web server integrated into the wider university IT system.

Goal 2.2: Create environmentally friendly work environment

Strategy 2.2.1: Develop comprehensive recycling scheme.

Goal 2.3: Develop decoration plan for the College of Law that reflects its mission and tradition by Spring 2012.

Goal 2.4: Install additional security cameras in the front of the College of Law and in faculty and staff parking lots by Spring 2012.

Strategic Initiative 3: Develop positive relationships with alumni bar associations, other state law schools, the judiciary, community organizations, and the general public in order to foster positive public relations and goodwill.

Goal 3.1: Develop comprehensive, electronic alumni database and directory by Fall 2012.

Goal 3.2: Develop sustainable programmatic relationship with the Florida Bar Association/Paul C. Perkins Bar Association during Fall 2012.

Goal 3.3: Foster joint academic programming **with** neighboring universities.

Goal 3.4: Mobilize local legal community.

Strategy **3.4.1:** Establish Community Outreach Day where professionals in Orlando can become a law school student for one **day**.

Oversight Responsibility:

Associate Deans

Strategic Initiative 4: Develop and implement programs to raise funds to supplement state allocations, establish endowed chairs, increase scholarship assistance to students, and support faculty travel, research, and professional development.

Goal **4.1:** Hire Major Gifts Officer with a proven track record of securing major gifts by Fall 2012.

Goal 4.2: **Develop and implement comprehensive** fundraising strategy by Fall 2012.

Strategy **4.2.1:** Increase private gifts by 25% by Spring 2013.

Goal 4.3: Increase research grants and legislative earmarks for programmatic activities.

Strategy 4.3.1: Increase grant applications for public and private research grants.

Strategy 4.3.2: Work with government affairs office to increase submissions for legislative earmarks for research and programmatic activities.

Goal 4.4: Encourage faculty to be entrepreneurial

Strategy 4.4.1: Develop a comprehensive database and inventory of information on faculty grants and fellowships by Fall 2012.

Strategy 4.4.2: Generate a monthly note on grant and fellowship opportunities for faculty and staff during by Fall 2012.

Goal 4.5: Develop endowed and named chair **proposals**

Strategy 4.5.1: Develop named chair proposals and support with cash awards.

- Strategy 4.5.2: Approach prospective donors to endow named chairs. For example:
- a. Environmental Law
 - b. Criminal Law
 - c. International Law
 - d. Tax Law

 - e. Race and the Law

Strategy 4.5.2: Established un-endowed distinguished and named professorships.

Goal 4.6: Establish **Annual Faculty Scholarship Award Reception.**

Oversight Responsibility:

Associate Dean for Faculty Research and Development and International Programs

Strategic Initiative 5: Strengthen ties with and increase support from alumni and friends of the College of Law.

Goal 5.1: Sponsor an annual career fair.

Goal 5.3: Encourage alumni and the broader legal community to participate in COL sponsored activities and to utilize FAMU library resources.