



INDIANA UNIVERSITY

SCHOOL OF LAW

Bloomington

STRATEGIC PLAN ANNUAL REPORT 2007

October 23, 2007

To the Indiana Law Community:

I am very pleased to report that, during the 2006–07 academic year, the Indiana University School of Law—Bloomington made substantial progress in several key areas of our five-year Strategic Plan. The Strategic Plan, adopted in spring 2005, set forth the following vision for the School of Law:

Our vision is to be a highly visible and influential law school whose faculty, students, and graduates advance knowledge, justice, and the public good in the state, in the nation, and around the world.

Consistent with the Strategic Plan, we set our institutional sights on becoming one of America's top ten public law schools by the year 2010. That ambitious target remains firmly in our sights as we conclude the second year of our five-year Strategic Plan.

During 2006–07, we took major steps toward reaching our goals and objectives in intellectual community, admissions, preparation for the profession, preparation for the practice of law in a global market, career opportunities, infrastructure, and financing the plan. This report outlines the specific actions and indicators that permit us to measure and evaluate our progress, and documents the extent of improvement over the baseline measures established in 2005–006. In each instance, the timeline for this report is from summer 2006 through summer 2007.

This report also reveals several areas where improvement is still needed. While we have taken a number of steps in the past few years to provide faculty with more time for scholarship, those initiatives are just beginning to bear fruit, as is shown through the reports in the areas of scholarship and audience for scholarship. We continue to address these areas with new initiatives and new incentives, and we pledge to redouble our efforts in every area where we are not yet within reach of our Strategic Plan goals and objectives. We are confident that, through such efforts, we can and will overcome these challenges.

As a final, additional spur toward ultimate success under our Strategic Plan, I have asked Indiana University's new President, Michael McRobbie, to arrange for a panel of top legal educators to visit the School of Law during the next year to conduct a wide-ranging and candid review of our program and efforts. Through this external review process, a first for Indiana University, we will gain the benefit of new perspectives and new ideas that can help us to become one of America's top ten public law schools.

Thank you for your continued interest in the School of Law, and stay tuned!

A handwritten signature in cursive script that reads "Lauren Robel". The signature is written in black ink and is positioned centrally on the page.

Lauren K. Robel
Dean and Val Nolan Professor of Law

STRATEGIC PLAN ANNUAL REPORT 2007

I. ENHANCING OUR INTELLECTUALLY EXCITING COMMUNITY OF ENGAGED, INFLUENTIAL SCHOLARS.

Scholarship

Objective

Our faculty will regularly publish original, creative, and important scholarship in prominent scholarly journals, publications by leading presses, and other highly influential venues.

Actions

1. We will provide the time needed by faculty members to produce substantial scholarship of high quality by reducing the time required for other academic commitments. In particular, we will reduce administrative responsibilities as much as possible consistent with faculty governance, and we will adopt a presumptive three-course teaching load in order to protect our commitment to excellent teaching and to compete effectively with other top law schools.
 - The three-course teaching load went into full effect in 2006–07. Committee assignments have also been reduced as much as possible, in order to provide faculty with the maximum amount of time for scholarship.
2. We will allocate supporting resources, such as summer research grants, travel, and research assistance, primarily on the basis of past productive use of such resources.
 - In Summer 2007, summer research grants were increased from \$7,500 to \$10,000, marking the first such increase in more than a decade. Summer research grants continue to be awarded on the basis of past scholarly productivity.
3. We will adopt a salary structure that encourages the hiring and retention of excellent scholars. We recognize the existence of many variations in the ways in which research, teaching, and service can combine to promote the production and dissemination of important and influential scholarship. We will therefore ask each individual faculty member, in her or his annual report, to describe how these various activities facilitated the faculty member's scholarly accomplishments in the past year, and to outline a personal plan for continued growth and development as an engaged and influential scholar in the upcoming year and beyond. To afford flexibility in contribution to the scholarly mission of the law school and accountability for individual efforts, we will also reward faculty

members who propose and execute agreed-upon personal plans that make meaningful indirect contributions to the scholarly mission of the law school.

- For 2007–08, faculty salaries were determined on the basis of the salary policy that was adopted in 2006 to implement this part of the Strategic Plan.
- In January 2007, all faculty members submitted personal research plans as a part of their Annual Reports.
- For 2007–08, the monetary value of most chairs and professorships was increased. These chairs and professorships are awarded to the most productive scholars at the School of Law, and important research support.

Indicators of Progress

a. Increased quantity of placements of articles and books in prominent scholarly journals, publications by leading presses, and other highly influential venues.

- The period of September 1, 2006 to August 31, 2007 provides our baseline year for tracking scholarship. During that time, our full-time, tenure-track faculty members produced 4 scholarly books, 5 new casebook editions, 52 law journal articles, 30 book chapters, and 26 reviews, comments, essays, and non-legal journal articles. Included among the scholarly works that were accepted for publication during the relevant time period were:
 - Susan Williams, *CONSTITUTING EQUALITY: COMPARATIVE CONSTITUTIONAL LAW AND GENDER EQUALITY*, Cambridge University Press, forthcoming 2008.
 - Robert Fischman, *FEDERAL PUBLIC LAND AND RESOURCES LAW*, Foundation Press, 6th ed. 2007 (with G. Coggins, C. Wilkinson & J. Leshy).
 - Marshall Leaffer, *ESSENTIALS OF INTERNATIONAL INTELLECTUAL PROPERTY*, Aspen Publishers, forthcoming 2008.
 - Donna Nagy, *SECURITIES LITIGATION AND ENFORCEMENT: CASES AND MATERIALS*, West Publishing, 2nd ed. 2007 (with R. Painter and M. Sachs).
 - Charles Geyh, *Preserving Public Confidence in the Courts in an Age of Individual Rights and Public Skepticism*, in *BENCH-PRESS: THE COLLISION OF THE COURTS, POLITICS AND THE MEDIA* (forthcoming, Stanford University Press).
 - Ajay Mehrotra, "To Lay and Collect": American Governors, Fiscal Federalism, and the Political Economy of Twentieth-Century Tax Policy, in *A MORE PERFECT UNION: AMERICAN GOVERNORS AND PUBLIC POLICY, 1908-2008*, ed. Ethan Scribnik (forthcoming, University of Pennsylvania Press) (with David Shreve).

- David Williams, *In Praise of Guilt: How the Yearning for Moral Purity Blocks: Reparations for Native Americans*, in a forthcoming book to be published by Oxford University Press.
- John Applegate, *The Power of Information and the Next Generation of Chemicals Regulation*, ___ *Texas L. Rev.* ___ (invited symposium contribution, 2008).
- Hannah Buxbaum, *Multinational Class Actions Under Federal Securities Law: Managing Jurisdictional Conflict*, ___ *Colum. J. Transnat'l L.* ___ (forthcoming 2007)
- Kevin Collins, *Constructive Nonvolition in Patent Law, or the Problem of Insufficient Thought Control*, ___ *Wisconsin L. Rev.* ___ (forthcoming 2007/2008)
- Joshua Fairfield, *The Search Interest in Contract*, 92 *Iowa L. Rev.* 1237 (2007).
- David Fidler, *Global Health Jurisprudence: A Time of Reckoning*, ___ *Georgetown L. J.* ___ (forthcoming 2008).
- Luis Fuentes-Rohwer, *Racial Bloc Voting and Direct Democracy*, ___ *California L. Rev.* ___ (forthcoming 2008) (with Guy Charles).
- Bill Henderson, *The Elastic Tournament: A Second Transformation of the Big Law Firm*, 60 *Stanford L. Rev.* ___ (forthcoming 2008) (with Marc Galanter).
- Dawn Johnsen, *Faithfully Executing the Laws: Internal Legal Constraints on Executive Power*, 54 *U.C.L.A. L. Rev.* ___ (2007).
- Leandra Lederman, *Statutory Speed Bumps: The Roles Third Parties Play in Tax Compliance*, 60 *Stanford L. Rev.* ___ (forthcoming 2007).
- Leandra Lederman, *"Stranger Than Fiction": Taxing Virtual Worlds*, 82 *N.Y.U. L. Rev.* ___ (forthcoming 2007).
- Christiana Ochoa, *The Individual and Customary International Law Formation*, 48 *Virginia J. of Int'l. L.* ___ (forthcoming 2007).

b. Increased influence of faculty scholarship, including number of citations to faculty work, adoptions of casebooks and other teaching materials, reviews, published responses, and invitations to present work outside the law school.

- Professor Kenneth Dau-Schmidt concluded his term as the first Associate Dean for Research, having successfully promoted the visibility of Indiana Law faculty scholarship.
 Among Dean Dau-Schmidt's most successful efforts were creation of a new SSRN Journal, *Indiana Research Papers*, which publicizes scholarly works by Indiana Law faculty members; creation of a new series of SSRN Journals, hosted by the School of Law, in the area of Law and Society scholarship; creation and sponsorship of two Annual Big Ten Aspiring Scholars Conferences, which brought together untenured

professors from most of the Big Ten law schools; strong encouragement of scholarly activities by Indiana Law's own untenured faculty members; and compilation and distribution to the faculty of helpful materials on law journal placement prepared by Professor Leandra Lederman. In fall 2007, Professor Hannah Buxbaum assumed the role of Research Dean, replacing Professor Dau-Schmidt.

- The Indiana Law-hosted SSRN series on Law and Society scholarship became so popular during 2006–07 that it was subdivided into 12 distinct categories, all of them edited by Indiana Law faculty members.
- During the last 12 months, Indiana Law was ranked 17th among U.S. law schools in terms of the number of new papers submitted to SSRN, up three places from last year. Indiana Law ranked 32nd in terms of the total number of downloads on SSRN, down one place since last year — a particularly impressive rank since Indiana is a relative newcomer to SSRN. The top-ranked Indiana Law author, Bill Henderson, had more than 1500 downloads of his papers on SSRN during the last 12 months.

c. Improvements in nationally recognized rankings of law schools and law faculties, including the *U.S. News* academic and practitioner survey rankings.

- The School of Law was ranked 36th overall (up one place from last year) in the 2007 *U.S. News and World Report* rankings, and 15th among public law schools (unchanged from last year). Our academic reputation ranking remained unchanged at 3.2, while our practitioner reputation ranking dropped from 3.7 to 3.5 (but still remained above the 3.4 average of the three preceding years). Our analysis of the *U.S. News* rankings suggests that in the last ranking, we improved in admissions credentials and student-faculty ratio, but declined in employment statistics and practitioner reputation. We must improve in both of these areas, as well as in academic reputation, bar passage rate, and finances, in order to continue to move up in the *U.S. News* rankings. Our employment statistics for 2006–07 improved considerably over 2005–06 and will be reflected in next year's *U.S. News* rankings.
- In September 2007, Professor Brian Leiter published a ranking of U.S. law faculties based on per capita citation counts in all U.S. law reviews included in the Westlaw JRL database. Indiana Law did not rank among the Top 35 U.S. law faculties in terms of mean citation counts per faculty member, but it did rank 24th in terms of median citation counts. We interpret this data as indicative of a faculty that is generally very productive, and thus has a relatively high median per capita citation count, but that does not include many "superstars," who would have pulled up the mean per capita citation count.

Intellectual Community

Objective

We will build and maintain an intellectual community that supports innovative and important scholarship and that attracts and retains outstanding and influential scholars.

Actions

1. The faculty appointments process will place primary emphasis on hiring productive scholars who will have a significant impact on their respective fields. Curricular fit, especially in the short term, will not stand in the way of opportunities to recruit outstanding scholars.

- In 2006–07, the School of Law hired two tenure-track faculty members, both of whom meet these criteria:

Jody Madeira will teach in the areas of torts, family law and the death penalty. She earned her JD, and a PhD in Communications, from the University of Pennsylvania. She clerked for the Honorable Richard Cudahy of the U.S. Court of Appeals for the Seventh Circuit, and served as a Climenko Teaching Fellow at Harvard Law School. She is a Research Associate at the Capital Punishment Research Initiative, School of Criminal Justice, University at Albany, State University of New York, and has completed a major empirical study of the secondary victims of the Oklahoma City bombing.

Tim Waters will teach in the areas of international law, comparative law (including Islamic law), and legal profession. He earned his JD from Harvard Law School, and his Master's Degree in International Affairs from Columbia University. He previously taught at Central European University, Boston University, and the University of Mississippi, and was a Visiting Scholar at Harvard Law School. He has worked as a legal consultant for the Open Society Institute in Budapest and New York, and as a researcher for the International Criminal Tribunal for the former Yugoslavia in the Hague.

2. We will create a permanent visitor position to cover short-term curricular needs, as well as to enrich the law school's scholarly community and to make its faculty and programs better known to scholars at other institutions.

- No progress was made during 2006–07 on creating a permanent visitor position; the feasibility of this action is dependent on available funding.

3. We will reach out to the Indiana University community in related areas to bring the perspectives of other disciplines to our work.

- The Center for the Study of Law, Society, and Culture sponsored a weekly series of lectures, presentations, and workshops on diverse aspects of interdisciplinary legal scholarship. These forums brought together faculty from not only the Law School, but also many other departments throughout Indiana University, including Psychology, Political Science, Economics, and Criminal Justice, among others.
- The Indiana Democracy Consortium held its first major conference, "Democracy and the Modern World: Prospects and Challenges," at the University in June 2007. This conference included participants from not only the Law School, but also the IU College of Arts and Sciences and the IU School of Public and Environmental Affairs.
- The Law and Economics Brown-Bag Lunch Series continued to bring together scholars from the Law School, Business School, and Economics Department to discuss wide-ranging topics on a weekly basis.
- An informal Criminal Law Study Group brought together scholars from the Law School and IU Departments of Psychology, Political Science, Philosophy, and Criminal Justice to discuss issues of substantive criminal law.

4. We will develop forums for intensive intellectual exchange within our faculty as a whole and in smaller communities of learning.

- The Speakers and Research Committee continued to sponsor regular workshops for the presentation of works-in-progress by our own faculty.
- In January 2007, we held a faculty retreat organized around the newly released Carnegie Foundation report, "Educating Lawyers: Preparation for the Profession of Law." This retreat led to significant changes in the first-year curriculum, adopted by the faculty during the spring, which in turn led to the formation of curricular-specific workgroups that have now been tasked with the responsibility to review each substantive area of our upper-level curriculum. These workgroups will be the locus for discussions about the future of teaching and research in each of these key substantive areas.

5. We will include students in our intellectual community by integrating faculty scholarship into the classroom, encouraging student scholarship, encouraging student participation in conferences and other scholarly events at the law school, and inviting students to participate in faculty research.

- Professor Bill Henderson used his own research on the legal profession, as well as research by other scholars in the field, to enhance his existing course on the Sociology of the Large Law Firm as well as to develop a proposal for a new first-year course on the Legal Profession. The new

first-year course was approved by the faculty, and will be taught in 2008–09.

- Professor David Williams engaged students in several research projects related to the work of the Center for Constitutional Democracy in Plural Societies in Liberia, Burma, and Central Asia.
- Professor Joseph Hoffmann invited students from his Death Penalty Seminar to conduct research on legal and policy issues related to death-penalty reform proposals in Illinois and Indiana; one student research paper was relied upon, and cited by, the Illinois House Judiciary Committee.
- Three students won national essay competitions for work supervised by faculty.

Indicators of Progress

a. Hiring and retention of faculty members who are or will be leaders in publishing original, creative, and important scholarship in prominent scholarly journals, publications by leading presses, and other highly influential venues.

- 2007 faculty hires Jody Madeira and Tim Waters, are published scholars with the strong potential to become nationally prominent leaders in their respective fields.

b. Increased success in competition for hiring and retention of faculty members among peer schools.

- We made offers to seven entry-level candidates for tenure-track faculty positions; two of the seven candidates ultimately accepted our offers.

c. Increased participation in faculty colloquia, workshops, and other internal scholarly gatherings.

- Faculty participation remained strong in both the Law and Society workshops and the internal workshops organized by the Speakers and Research Committee as forums for our own faculty members to present their works-in-progress.

d. Maintenance of a low student:faculty ratio.

- The student-faculty ratio improved significantly, from 14.1:1 in 2005 to 12.3:1 in 2006.

Interdisciplinary and Collaborative Research and Teaching

Objective

We will encourage and support interdisciplinary and collaborative research and teaching, particularly in cooperation with other schools and centers of the Bloomington campus.

Actions

1. We will support the creation of interdisciplinary research centers and projects, courses, and programs of individual research.
 - Three interdisciplinary centers continued to provide a key locus for collaborative research bringing together Law School professors with academic colleagues from other departments and centers throughout the university: the Center for Law, Society, and Culture (directed last year by Professors Michael Grossberg and Ken Dau-Schmidt); the Center for Constitutional Democracy in Plural Societies (directed by Professor David C. Williams); and the Center for Applied Cybersecurity Research (directed by Professor Fred Cate).
 - The Law School is a key organizer for the Indiana Democracy Consortium, which brings the intellectual resources of the campus together to foster research on democracy theory and democratization.
 - Professor David Fidler served as Director of a new Indiana University Center on American and Global Security.
 - Professor Jeff Stake served as one of the national leaders of the interdisciplinary Society for the Evolutionary Analysis of Law.

2. We will invest resources in collaborative programs and centers based on existing faculty strengths and commitment, actual or potential for cooperation with other units of the Bloomington campus, and potential for future impact.
 - The Law School secured a major gift of \$3,000,000 from alumni David and D.G. Elmore to support the new interdisciplinary Elmore Entrepreneurship Law Clinic.
 - As part of the major renovation project at the Law School during 2006–07, we converted a house on East Third Street to serve as the new location of the Center for Constitutional Democracy in Plural Societies and the IU Center on American and Global Security.

3. We will strengthen our joint-degree programs and add new ones as valuable opportunities present themselves. We will support students' interdisciplinary learning both in and outside of formal joint-degree programs.
 - The Elmore Entrepreneurship Law Clinic provided a capstone interdisciplinary clinical opportunity for JD/MBA students, advanced the

relationship between the Law School and the Kelley School of Business, as a new and innovative model for clinical education of business lawyers.

- The Conservation Law Clinic continued to provide a capstone experience for JD/MSES and JD/MPA students, and brought together faculty members and students from the Law School and the School of Public and Environmental Affairs.
 - We undertook efforts to promote the new joint-degree program in Law and Biotechnology to prospective law school applicants; although the program has not experienced significant enrollments to date, we hope to increase enrollments within the next few years.
4. We will build on the law school's traditional strength in the study of Law & Society through research support and faculty recruitment.
- Jody Madeira, one of our new faculty members, is an established Law and Society scholar who holds a PhD in Communications from the University of Pennsylvania as well as a JD degree; the other new faculty hire, Professor Tim Waters, holds a Master's Degree in International Relations from Columbia University and a JD degree.
 - The Center for Law, Society, and Culture sponsored a well-attended series of presentations, lectures, and workshops.
5. We will commit the administrative resources necessary to achieve impact and visibility for such programs and to reduce the administrative burden on the faculty.
- In Spring 2007, the School of Law hired a new Assistant Dean for Research, Archana Sridhar, to assist with grant applications and applications for foundation funding, especially in connection with the Law School's interdisciplinary centers; Dean Sridhar has already assisted with a major grant application on behalf of the Center for Constitutional Democracy in Plural Societies, and other grant applications on behalf of the Center for American and Global Security, and a number of faculty members.
6. We will seek external funding for research, programs, and centers, and we will evaluate the continuing viability of centers by their ability to attract external support or otherwise serve an important institutional interest.
- Assistant Dean for Research Archana Sridhar is working with our center directors to seek new grant and foundation funding.
7. We will explore specialized law degrees or degrees with concentrations in areas corresponding to programs and centers.
- During 2006–07, we began analyzing the feasibility of a new PhD degree that would focus on complex governance, democratization, and the rule of law.

- The interdisciplinary PhD degree in Law and Social Science continued to attract a small but high-quality group of graduate law students from around the world.

Indicators of Progress

a. Increased leadership and participation in interdisciplinary programs at the law school and on the Bloomington campus.

- In addition to the interdisciplinary centers listed above, all of which were led by Law School faculty members, Dean Lauren Robel served as joint organizer of the new Indiana Democracy Consortium, an interdisciplinary venture involving participants from the Law School, the School of Public and Environmental Affairs, and the College of Arts and Sciences.

b. Greater quantity of interdisciplinary scholarship published in prominent scholarly journals, publications by leading presses, and other highly influential venues.

- See section on scholarship.

c. Expanded student participation in joint degree and other interdisciplinary programs.

- New student enrollments in joint-degree programs declined slightly in 2006–07; we will be monitoring the situation to determine the causes of this decline and seek to increase enrollments in the future.

d. Increased external and university funding for research by the law faculty.

- During 2006–07, Law School faculty and staff obtained \$1.57 million in external grants and fellowships:
 - Professors Bill Henderson and Ken Dau-Schmidt, and Law Librarian Peter Hook – "Production, Content and Consumption of Legal Scholarship: A Longitudinal Analysis," two-year grant, \$159,511, from the Law School Admission Counsel.
 - Professor Bill Henderson – "Minority Bar Passage Analysis," two-year grant, \$1,200,000 (administered through UCLA Law), from the Searle Freedom Trust Foundation.
 - Professor Ajay Mehrotra (with Isaac Martin) – "Grant for the Advancement of the Discipline," two-year grant, \$5,000, from the American Sociological Association and National Science Foundation, for organization and implementation of graduate student seminar on fiscal sociology.

- Professor Ajay Mehrotra – "Post-Doctoral Visiting Scholar Fellowship," one-year grant, \$50,000 (plus partial benefits), from the American Academy of Arts & Sciences; declined offer of renewal of fellowship in order to return to IU Law School.
- Professor Amy Applegate – One-year grant of \$1,850, from the Monroe County Circuit Court to reimburse expenses of experts in mental health and communications who assisted in IU Law School Domestic Relations Mediation course; application for additional year's grant currently pending.
- Professor Amy Applegate – One-year faculty fellowship grant, amount unknown, for training in advanced family mediation skills at Pepperdine's Straus Institute for Dispute Resolution.
- Professor David C. Williams (with Amos Sawyer) – "From Conflict to Constitutionalism: Establishing the Rule of Law in Liberia," three-year grant of \$145,580, from the U.S. Institute of Peace.
- Bob Beck – Inmate Legal Assistance Project, one-year grant of \$10,000, from the U.S. Bureau of Prisons.

e. Greater recognition of law school programs in relevant national rankings and surveys.

- Although the Law School did not achieve a national ranking in any of these interdisciplinary specialty areas during 2006–07, our new marketing campaign, which focuses in part on increased publicity for our clinics, is designed to help in this regard.

f. Greater number of conferences and other activities sponsored by law school programs and centers.

- In November 2006, the Center for Constitutional Democracy in Plural Societies conducted a workshop, Towards Constitutional Democracy in Burma, that brought to the Law School experts from several disciplines.
- In March 2007, the School of Law, in conjunction with the Center for Constitutional Democracy in Plural Societies and the Center for Law, Society, and Culture, hosted a conference on Constituting Equality: Gender Equality in Comparative Constitutional Law. This conference brought together leading international scholars from the fields of law, anthropology, political science, and women's studies, to discuss the broad range of constitutional mechanisms for promoting gender equality in nations around the world.
- In April 2007, the Center for Law, Society, and Culture sponsored a symposium at the Law School on Presidential Power in an Age of Terror, which included presentations by academic experts in law, history, and political science.
- In April 2007, the Indiana Journal of Global Legal Studies hosted a major interdisciplinary conference on Democracy and the Transnational Private

Sector, including faculty members from law, anthropology, sociology, English, and political science. The conference investigated the role of the transnational private sector in the creation and enforcement of human rights; the provision of welfare, humanitarian, and medical aid; and the evolution of democratic norms and procedures.

- In June 2007, the School of Law co-sponsored a conference on Democracy and the Modern World: Prospects and Challenges. This conference, which was the kick-off event for the interdisciplinary Indiana Democracy Consortium, brought together scholars from law, political science, public affairs, and area studies, to discuss the problems of building democracy and the rule of law in a complex global environment.

g. Creation of new centers in strategic areas, such as constitutional democracy and environmental law and policy.

- This goal was accomplished in 2005–06 , with the creation of both the Center for Constitutional Democracy in Plural Societies and the Conservation Law Clinic.

II. COMMUNICATING OUR IDEAS MORE EFFECTIVELY TO INFLUENCE DEBATE IN THE ACADEMY, THE PROFESSION, AND THE WIDER WORLD.

Audience for Scholarship

Objective

We will encourage and assist faculty members to bring their scholarly work to a wider, influential audience.

Actions

1. We will develop a comprehensive and aggressive marketing plan for faculty scholarship to increase outside awareness of our faculty members' work with both academic audiences and the larger community, particularly policy makers and opinion leaders.

- During 2006–07, the Communications and Marketing Department of the School of Law completed, and began to implement, a Marketing Plan in accordance with the Strategic Plan.

2. We will host conferences and other events that bring prominent scholars and policymakers to Bloomington, and we will encourage and support active participation by faculty members at conferences and leadership in influential national and international scholarly and professional organizations.

- In 2006–07, the Law School hosted four major academic conferences: Comparative Criminal Procedure; Constituting Equality: Gender Equality in Comparative Constitutional Law; Latinos and the Law: Is Our Past Also Our Future?; and Democracy and the Transnational Private Sector. The Law School also hosted a one-day symposium on "Presidential Power in an Age of Terror," as well as the 2nd Annual Big Ten Aspiring Scholars Conference.
- The Law School's Center for Law, Society, and Culture hosted a yearlong colloquium series that included seven faculty workshops.
- The Law School was a leader in the Democracy and the Modern World conference that included the College of Arts and Sciences, the School of Public and Environmental Affairs, and many outside participants from government, international organizations and NGOS, and the academy. The School's leadership role continues with the Indiana Democracy Consortium, which is sponsoring a series of conferences and workshops this year.
- The Law Firms Working Group, founded as a collaboration between Indiana Law and the American Bar Foundation, and led by Professor William Henderson, acquired several significant datasets to support empirical research on the profession, solicited proposals for use of the

datasets, and held its first conference with law firm participation in Chicago.

- During the 2006 calendar year, Indiana Law faculty members delivered more than 175 scholarly papers, lectures, or presentations, at more than 42 U.S. universities (up from 26 in 2005), 12 foreign universities (up from 11 in 2005), 47 scholarly or professional organizations (up from 34 in 2005), and 35 governmental or NGO meetings (up from 16 in 2005).

3. We will encourage individual faculty members' efforts to publicize their work through the use of reprints, announcements, prominent law review placements, and SSRN distribution.

- The Law School continues to promote the dissemination of faculty scholarship through reprints and SSRN distribution. We provide support for all faculty members to upload all publications to the relevant SSRN journals, and to circulate their reprints.

4. We will use our Web site to provide broad and ready access to our faculty's work and the intellectual life of the law school.

- During 2006–07, the Law School signed a contract with IU Office of Creative Services to develop a new and improved Web site. This new Web site will, among other improvements, provide much greater visibility for faculty scholarship. The new Web site is currently under development, and is scheduled to be completed by August 2008.
- While work continues on the new Web site, we continue to make improvements to our current Web site, including new links from faculty pages to both the Law Library bibliography and SSRN pages, as well as more frequent updates of stories about conferences, lectures, and other intellectual activities held at the Law School or involving Law School faculty members.

Indicators of Progress

a. Increases in the number of visits by our faculty to other institutions to present their work and the number of visitors to our law school to participate in scholarly programs.

- Indiana Law faculty members presented their work at more than 42 U.S. universities and 12 foreign universities during 2006.
- The Speakers Committee continues to arrange and host visits by a wide variety of scholars from other institutions to the Law School each year.
- Indiana Law hosted for the second year the Big Ten Aspiring Scholars Conference, a forum that brings together untenured faculty members from across the Big Ten law schools to discuss their scholarly works-in-progress. This Conference not only has assisted our junior faculty

members in their research efforts, but also has provided a valuable new opportunity for scholarly networking.

b. Increased leadership and active participation by our faculty in influential national and international scholarly and professional organizations.

- Association of American Law Schools
 - Dean Lauren Robel serves as a member of the Association's Executive Committee, which is its governing board.
 - Professor John Applegate serves on the Executive Committee of the Environmental Law Section of the AALS.
 - Professor Amy Applegate was selected as a member of the Executive Committee of the Clinical Legal Education Section of the AALS. She also serves as Co-Chair of the Clinical Legal Education Section's Membership and Outreach Committee.
 - Professor Hannah Buxbaum served as Chair of the AALS Conflicts Section and the Chair of the AALS Comparative Law Section.
 - Professor Kenneth Dau-Schmidt is the chair of the AALS Section on Law and Economics.
 - Professor Don Gjerdingen is an executive member of the AALS Section on Post-JD Education.
 - Professor Donna Nagy is Chair of the Standing Committee on Sections and Annual Meetings
 - Professor Aviva Orenstein organized an AALS Symposium on Children as Witnesses.
 - Professor Carwina Weng co-facilitated a workshop at the AALS Clinical Legal Education Conference in New Orleans.
 - Several faculty presented talks at the AALS annual meeting.
- American Bar Association
 - Professor Charles Geyh heads the American Bar Association project to devise new guidelines for judges on judicial disqualification; he also served as the reporter for the ABA Commission to Evaluate the Model Code of Judicial Conduct.
 - Professor Sarah Hughes participated in the Working Group on Global E-Commerce for the Cyberspace Law Committee of the American Bar Association. She also chaired a panel at the American Bar Association's Spring Meeting, on the evolving regulation of stored value and e-money in the European Union.
 - Professor Leandra Lederman is Chair of ABA Tax Section's Teaching Tax Committee and an Associate Editor for the Section on Taxation NewsQuarterly.
- ALI
 - Professor Fred Cate serves as a reporter for the ALI Principles of the Law of Government Access to and Use of Digital Information.

- Professor Hannah Buxbaum is a member of the Project Advisory Group for the ALI / III Joint Project on Global Principles in International Insolvency.
- American Society of International Law
 - Professor Hannah Buxbaum holds several important leadership positions in the American Society of International Law, including as a member of the Executive Council and as the co-chair of the Private International Law Interest Group.
 - Professor David Fidler is on the editorial board of ASIL Insights, its electronic publication.
- Law & Society Association
 - Professor Jeannine Bell serves on the Editorial Review Board of the Law & Society Review, and as an Associate Editor on that publication. She also served as a Trustee of the Law & Society Association.
 - Professor Kenneth Dau-Schmidt is on the Editorial Board for the Law & Society Review.
 - Professor Michael Grossberg was a member of the Kalvern Prize Committee and the Chair of the J. Willard Hurst Prize Committee.
- Other Scholarly Organizations
 - Professor Bell serves on the Presidential Task Force on Terrorism and Political Conflict for the American Political Science Association.
 - Professor Buxbaum is Book Review Editor for the American Journal of Comparative Law
 - Professor Dau-Schmidt is the Chair of the Labor Law Group.
 - Professor Grossberg is on the Board of Directors of the American Society for Legal History.
 - Professor Henderson is the Chair and Founder of the Law Firms Working Group, an innovative co-venture with the American Bar Foundation; he is also a referee for the Journal of Law, Economics, and Organizations.
 - Senior Lecturer Sophia Goodman was an editor for the Journal of the Association of Legal Writing Directors.
 - Professor Lederman serves on the Board of Advisors for the Green Bag Almanac.
 - Professor Jeff Stake is President of the Society for the Evolutionary Analysis of Law.
 - Professor Susan Williams was a reviewer for the Law, Culture, and Humanities Journal.
- National or International Organizations

- Professor Fred Cate serves on the National Academy of Sciences Committee on Technical and Privacy Dimensions of Information for Terrorism Prevention.
- Professor Dau-Schmidt serves as a referee for the National Science Foundation.
- Professor David Fidler was a member of the planning committee for the Center for Disease Control's National Public Health Preparedness Summit; a member of the Center for Arms Control and Non-Proliferation's Working Group on Biological and Chemical Weapons; and a consultant on several important committees for the World Health Organization.
- Professor Craig Bradley serves on the National Board of Academic Advisors for the Rehnquist Center on the Constitutional Structures of Government.
- Professor Jim Barnes was named to a panel of the National Academy of Public Administration which will develop an Assessment of Institutional Options for Developing and Reporting National Environmental Indicators.
- Professor Ajay Mehrotra served as a reviewer for the National Science Foundation and the Oxford University Press.
- Dean Robel serves on the national board of the Law School Survey of Student Engagement.
- Professor David Williams and Professor Susan Williams are the constitutional advisors for the Federal Constitution Drafting and Coordinating Committee organized by the democratic movement in Burma and for the Ethnic Nationalities Council of Burma.
- Professor Susan Williams is a constitutional advisor to the Women's League of Burma.

c. More frequent appearance of faculty scholarship in non-academic venues, such as the legislative process, leading professional journals, and the national media.

- Indiana Law had 155 media hits during 2006–07, up from 135 in 2005–06 . Included among these media hits were the top five newspapers in the country, as well as the Chronicle of Higher Education, the National Law Journal, Legal Times, PBS, CNN, MSNBC, NPR, and Sports Illustrated.
- Indiana Law faculty members are highly visible as editors of a dozen SSRN Law & Society Abstract Series in areas from Civil Procedure to International and Comparative Law.

III. EDUCATING OUR STUDENT FOR THE DEMANDS OF LEADERSHIP IN A CHANGING PROFESSION.

Admissions

Objective

We will attract a student body that is comprised of academically highly qualified, diverse, and motivated students with high professional ambitions and a commitment to the ideals of the legal profession.

Actions

1. We will continue to use scholarships to maximize the number of entering JD and graduate students with high academic potential.
 - Scholarships awarded to members of the entering class of 2007 nearly doubled over the entering class of 2006, to a total of more than \$2.1 million.
 - Four members of the entering class of 2007 received scholarships worth more than full tuition; another 40 received scholarships worth full tuition; an additional 16 received scholarships worth at least half tuition; and an additional 78 received scholarships worth at least quarter tuition.
2. We will ensure a diverse student body through the thoughtful consideration of the whole person in the admissions process and through financial aid that makes law school affordable to all admitted students.
 - No final decisions are made about any application for admission to the Law School until the applicant's file has been reviewed by at least two members of the Admissions Committee or Admissions Office staff. The purpose of this review is to ensure holistic consideration of the entire file, with the goal of recruiting the most diverse and intellectually interesting class possible.
3. We will seek to increase the number of entering JD students with work experience.
 - 39percent of the entering class of 2007 earned their bachelor's degrees more than two years before matriculating at the Law School; this was an increase of almost 70 percent over the entering class of 2006.
 - The median age of the entering class of 2007 was 25; this compared to a median age of 23 for the entering classes of 2006 and 2005, and a median age of 22 for the entering class of 2004.
 - 30 percent of the entering class of 2007 acquired substantial work experience before matriculating at the Law School. Among these were two

persons who founded their own companies; three who worked at the White House; and a dozen who served in the armed forces.

4. We will recruit students with interests or experience in the areas of the law school's research specializations and programs.
 - 10 percent of the entering class of 2007 majored as undergraduates in the physical sciences or engineering, two areas crucial to our Intellectual Property program; this percentage was unchanged from the entering class of 2006. In addition, four members of the entering class of 2007 earned graduate degrees in the physical sciences or engineering.
 - 39 percent of the entering class of 2007 had substantial international experience, an area crucial to our Global Legal Studies program; this percentage was up by more than 25 percent from the entering class of 2006, and by more than 62 percent from the entering class of 2005. Members of the entering class of 2007 studied, worked, or volunteered in more than 50 countries before matriculating at the Law School, and were fluent in at least 14 languages.

Indicators of Progress

- a. A more selective admissions process, with increased undergraduate grade point averages and LSAT scores.
 - The entering class of 2007 had a median LSAT score of 164, the highest in the history of the School of Law. This means that more than half of the entering class of 2007 ranked among the top 9 percent of all LSAT takers in the United States. The median GPA for the entering class declined, however, from 3.57 to 3.40; increasing the median GPA of the entering class to 3.60 will be a major goal for 2007-08.
- b. Greater success in competing with peer schools for the best qualified students.
 - The number of applicants with LSAT scores at or above 164 who ultimately decided to matriculate at the Law School increased by 76 percent, from 63 to 111. The number of applicants with LSAT scores at or above 165 who ultimately decided to matriculate at the Law School increased by 95 percent, from 40 to 78. These increases were achieved despite the fact that, consistent with nationwide trends, the number of applicants to the Law School with LSAT scores at or above 164 declined by more than 16 percent from the previous year.
 - The overall yield for the entering class of 2007 increased slightly, from a 20 percent yield in 2006 to a 21 percent yield in 2007.
 - Among the peer schools against which we successfully competed for the same applicants in 2006–07 were: Illinois, Iowa, Ohio State, Tulane, Case Western, Chicago-Kent, and George Mason.

c. Continued vigilance in meeting our commitment to a diverse student body.

- The entering class of 2007 included 18 African-Americans, 14 Hispanics (an increase of 100 percent over the entering class of 2006), and a total of 42 minorities (an increase of 16.6 percent over the entering class of 2006).
- The entering class of 2007 included 38 percent women, compared with 44 percent for the entering class of 2006 and 38 percent for the entering class of 2005.
- The entering class of 2007 ranged in age from 20 to 53, with a median age of 25.
- The entering class of 2007 consisted of 35 percent Indiana residents and 65 percent residents of other states. A total of 34 different states were represented in the entering class of 2007, compared with 31 different states for the entering classes of 2006 and 2005.

d. Increased financial aid expenditures per student.

- As noted above, the amount of scholarship aid granted to the entering class of 2007 nearly doubled. Overall, the amount of scholarship aid granted to all students at the Law School increased from about \$3,436,000 to more than \$4,500,000, an increase of more than 30 percent.

e. Further improvement of bar examination passage rates.

- The combined passage rate on the Indiana bar examination for summer 2006 and winter 2007 was 86.2 percent, slightly down from the combined passage rate of 88.2 percent for summer 2005/winter 2006. Increasing the Indiana bar passage rate to more than 90 percent will be a major goal for 2007-08; preliminary results recently released for the Indiana bar examination for summer 2007 show a passage rate of 95 percent.

Preparation for the Profession

Objective

We will offer our students a continuously updated curriculum that meets the changing needs of the profession and professionalism, including the areas of writing, communications, and clinical opportunities.

Actions

1. We will regularly examine and update our curriculum to ensure that it meets the needs of the profession, including the areas of writing and communication skills.
 - During 2006–07, the School of Law adopted the most significant change in the first-year curriculum in almost 20 years. Effective in 2008-09, we have added a new required first-year course on the Legal Profession, a course that will examine the full range and diversity of legal practice, including large law firms, solo practice, prosecution and criminal defense work, public-interest positions, corporate counsel, and government legal careers. The new course will provide first-year students with an introduction to the nature, sociology, and economics of the legal profession, and will give students the chance to discuss legal ethics in the context of different practice areas. We have reduced the content and credit hours of the remaining required first-year courses in order to make room to add the new course to the first-year curriculum.
 - During 2007-08, faculty working groups have been created to study the impact of the pending first-year curriculum changes on the upper-level curriculum, and to propose any new upper-level courses, or changes to the existing upper-level courses, that may be necessary.
 - These changes to the curriculum were made in part to implement recommendations made by the Carnegie Foundation in its path-breaking study of U.S. law schools EDUCATING LAWYERS: PREPARATION FOR THE PROFESSION OF LAW. The Carnegie Report emphasizes the importance of integrating the teaching of legal theory, legal doctrine, professional values, and practical skills in professional education, including law schools. The Carnegie Report was published in March 2007, but the School of Law obtained pre-publication copies and held a faculty retreat on the subject in January 2007, facilitated by the major author of the study.
 - During 2007-08, the School of Law will continue to examine ways to implement the Carnegie Report. In December 2007, the School of Law will be one of ten U.S. law schools (also including Harvard, Stanford, Georgetown, and NYU) to participate in a year-long working group to discuss the Carnegie Report and its implications for the future of legal education.

2. We will require each student to receive substantial instruction in the professional skills and the ethical standards that are cornerstones of effective and responsible membership in the legal profession.

- As noted above, the Carnegie Report has already begun to prompt major curricular reforms at the Law School, with the ultimate goal of integrating the teaching of legal theory, legal doctrine, professional values, and practical skills. These reforms, which will begin in 2008-09 with the introduction of the new required first-year course on the Legal Profession, will transform the way that law students are instructed in the professional skills and ethical standards of the legal profession.
- During 2007-08, we will study how best to integrate the existing first-year Professionalism program with the new first-year Legal Profession course. The goal will be to enhance the integrated teaching of legal theory, legal doctrine, professional values, and practical skills to first-year students.

3. We will use clinical, externship, and extracurricular opportunities to enhance professional skills and to encourage a life-long commitment to public service, pro bono representation, and learning.

- During 2006–07, the Clinic in Disability Law, directed by Professor Carwina Weng, joined the existing Community Legal Clinic, Family and Children Mediation Clinic, Conservation Law Clinic, Entrepreneurship Law Clinic, Federal Courts Clinic, and Elder Law Clinic.
- During 2006–07, students were offered the chance to participate in numerous externships, including the Criminal Law Externships, Indiana Legal Services Externship, Student Legal Services Externship, and Public Interest Externship.
- A new externship opportunity, the Washington Public Interest Program, will begin in 2007-08, and will permit students to spend a semester in Washington, D.C..

4. We will offer opportunities and guidance for students' curricular specialization, including joint degrees, in areas of the school's research focus.

- A joint program with Biotechnology, approved several years ago is now being implemented.
- Existing joint degree programs in Business, Environmental Science, Public Administration, Telecommunications, Journalism, and Library Science continue to provide opportunities for curricular specialization.

5. We will provide a diverse array of clinical opportunities for our students by creating new clinics in strategic areas, such as entrepreneurship and environmental law.

- The Conservation Law Clinic and Entrepreneurship Law Clinic are staffed and operational, attracting numerous students and enhancing the School of Law's reputation in these strategic areas.
- During 2006–07, a new Clinic in Disability Law, directed by Clinical Professor Carwina Weng, commenced operations.
- During 2007-08, the School will introduce a new Non-Profit Law Clinic that will work with the School of Public and Environmental Affairs and Kelley School of Business program on social entrepreneurship, as well as the Center on Philanthropy.

Indicators of Progress

- a. More frequent integration of communications, presentation, and writing skills, and of instruction in professional skills and professionalism, into traditional classroom courses.
 - The Carnegie Report is already serving as a major catalyst for curriculum-wide faculty discussions about the integrated teaching of legal theory, legal doctrine, professional values, and practical skills in traditional classroom courses. We anticipate significant new developments in this area during the next few years.
- b. Greater clinical and externship opportunities with the goal that all interested students will have a clinical or externship experience.
 - In recent years, we have successfully created new clinics in Family and Child Mediation, Elder Law, Conservation Law, Entrepreneurship Law, and Disability Law. In 2007-08, we will introduce a new Non-Profit Clinic.
- c. Regular publication and revision of tracks and sequences in areas of curricular specialization.
 - During 2007-08, faculty working groups will discuss the sequencing of first-year and upper-level courses, with the ultimate goal of establishing a preferred and logical sequence of courses for each major area of the curriculum. These sequences will be publicized to students, so that they will better understand the kinds of curricular choices that will allow them to specialize during law school to prepare for particular areas of legal practice.

Preparation for the Practice of Law in a Global Market

Objective

We will integrate a global perspective into the intellectual and social life of the law school through faculty hiring and research, curricular and extracurricular offerings, a robust graduate program for international students, and opportunities for American students to study law abroad.

Actions

1. We will increase the number of curricular and extracurricular learning opportunities, including the Indiana Journal of Global Legal Studies, that include an international or global component.
 - During 2006–07, we hired as a permanent faculty member Professor Timothy Waters, who brings to the Law School the capability to teach Islamic Law. This new course was offered for the first time in 2007-08. Professor Waters will also teach International Criminal Law.
 - During 2006–07, the Center on Constitutional Democracy in Plural Societies offered unique opportunities for students to work on projects in Liberia, Burma, and Central Asia.

2. We will continue to improve the academic quality and geographic diversity of our graduate classes, we will integrate graduate students fully into the life of the law school, and we will recognize and support faculty participation in the graduate program.
 - In 2006–07, the Law School matriculated its most diverse graduate class in history, with 20 countries represented among the total of 70 incoming graduate students. Included among these countries were Afghanistan, Azerbaijan, the Dominican Republic, Kazakhstan, Liberia, Macau, New Zealand, Switzerland, and Uzbekistan.
 - In 2007-08, the Law School maintained this diversity, with an incoming graduate class of 71 students from 20 countries, including Iraq, Kuwait, Liberia, Mongolia, Turkey, Uganda, Uzbekistan, and Venezuela.
 - The Law School continues to offer a rich program of activities and events designed to facilitate relationships between JD and graduate students, including English Conversation Partners, the Graduate/JD Mixer, celebrations of Chinese, Thai, and Central Asian New Years, and Socctoberfest.

3. We will seek to increase the number of entering JD students with international experience.

- As noted in the Admissions section of this Annual Report, in Fall 2007, 39 percent of the entering class had substantial international experience, an increase of more than 25 percent over 2006, and of more than 62 percent over 2005. Members of the entering class of 2007 studied, worked, or volunteered in more than 50 countries before matriculating at the Law School, and were fluent in at least 14 languages.

Indicators of Progress

a. Greater number of curricular, co-curricular, and extracurricular offerings with a substantial international or global component, and an associated increase in the number of students participating in such offerings.

- We have added a new course on Islamic Law to the curriculum, and we have begun to offer learning opportunities to students through the Center for Constitutional Democracy in Plural Societies.

b. Increased number of foreign visitors and international contacts, and of cooperative agreements between the law school and institutions in other countries.

- During 2006–07, we worked closely with schools and departments across the Bloomington campus to hire Feisal Istrabadi, Iraqi Ambassador to the United Nations (and principal legal drafter of the interim Iraqi Constitution) as a Visiting Professor. During 2007-08, Ambassador Istrabadi will be teaching courses on Transitional Justice in Iraq and on The Trial of Saddam Hussein.
- A new international partnership with the Institute for Law and Bioethics at Ewha University in Seoul, Korea, promises to promote increased international contact for faculty and students interested in this important interdisciplinary area.
- During 2006–07, faculty members visited China, Taiwan, Thailand, and France to support new and ongoing international relationships.

c. Increased number of JD students who have had a significant international experience (study or living) before or during law school.

- 39 percent of the class of JD students who entered the Law School in Fall 2007 had substantial international experience.

d. Increased academic qualifications and greater geographic diversity of entering graduate classes.

- The geographic diversity of the entering graduate class reached an all-time high in 2006–07 and 2007-08. Although academic quality is more difficult to measure and track, we are confident that our ongoing efforts to partner with top law schools around the world, as well as the international travels

of our faculty to these top law schools, has made it possible for us to increase the academic qualifications of our entering graduate classes as well.

e. Greater integration of LLM students into the life of the law school, as measured by exit surveys.

- We are presently analyzing the results of the written exit survey that has been completed by most of our graduating LLM students for the past several years. Results of this analysis will be reviewed by the Graduate Committee.

Career Opportunities

Objective

Our students will be professionally employed at rates, in types of positions, with compensation, and in locations comparable to other national public law schools.

Actions

1. We will increase student awareness of employment opportunities and strategies from an early point in their legal education, and prepare students for success in interviewing and in summer jobs.

- In Spring 2007, our faculty adopted the first major change in the first-year required curriculum in almost 20 years, adding a new required first-year course on the Legal Profession. This course, which will be required for the first time in Spring 2009, will introduce first-year students to the full range of legal careers and practice areas available to them, and will also provide students with an opportunity to discuss issues of ethics and professional responsibility in the context of real-world practice settings. The course is being taught this year to first year students who began in the summer.
- The Career Services Office (CSO) and the Student Services Office jointly created and implemented the PRACTICE program, which provided first-year students with numerous opportunities to learn about the practice of law and to hone “soft” skills related to success in the profession, such as emotional intelligence and leadership.
- CSO hosted recruiters from BCG Attorney Search to conduct presentations on the legal environment, including what’s hot/what’s not, for students interested in career opportunities in California, Washington, D.C., Chicago, New York, Texas, and the Southeastern United States.
- CSO hosted Kim Walton, author of *Guerilla Tactics*, and Cheryl Rich Heisler from Lawternatives.
- CSO expanded both the quantity and the variety of "Lunch with a Lawyer" programs; 16 programs (compared to 8 in 2005–06) were held on a wide range of career opportunities, from federal practice to university counsel, and from sports law to white-collar crime.
- CSO conducted interview debriefing, and mock interviews with prep sessions, for students participating in on-campus interviewing.

2. We will develop and implement a comprehensive strategy for outreach to potential employers of our students in growing legal markets.

- CSO expanded the On-Location Interview program in Chicago (begun in 2005–06), and instituted the same program in Washington, D.C., and Louisville. The following shows the results of these initiatives:

Results	Chicago 06-07 (05-06)	Louisville 06-07	D.C. 06-07
Organizations	12 (10)	11	10
Students Submitting Resumes	114	53	27
Students Interviewing	66	40	23
Total Interviews	125 (98)	103	67
Callbacks	14 (22)	18	3
Offers	2 (7)	3	9

- CSO expanded the spring break trip program of direct student-employer interaction from Washington, D.C. (begun in 2005–06), to New York, Los Angeles, San Francisco, Dallas, and Houston; 40-45 students participated in 30 employer visits, 5 alumni lunches, and 1 alumni reception.
- In Chicago, CSO hired a recruiter from Under Advisement, Ltd., to assist in career placement, with limited success. CSO also developed a relationship with the Chicago Association of Legal Personnel Administrators.
- In Indiana, CSO attended the opening and diversity receptions and morning breakfast for the ISBA Solo & Small Firm Conference, as well as the IBA End-of-Summer Reception; traveled with students to South Bend over spring break to meet with prospective employers; and developed relationships with the Evansville Bar Association, ISBA (including student membership on the ISBA Executive Committee), and the Fort Wayne Bar Association.
- CSO developed and implemented a new strategy to expand recruitment of Indiana Law students by AmLaw 200 firms, and to encourage current firms who come on campus to recruit deeper into the class, in both instances by pointing out and highlighting favorable comparisons between the entering credentials of the top 50 percent of Indiana Law students and the top 10 percent-20 percent of several competitor law schools in Indiana and around the nation.

3. We will actively encourage, counsel, and support students in applying for federal and state judicial clerkships.

- With the support of CSO and the Judicial Clerkship Committee, and the assistance of CSO application processing, the total number of judicial clerkship applications increased by 30 percent over 2005–06 ; however, the number of successful applications fell from 17 to 11, with only 4 students obtaining federal clerkships. This situation has been addressed during the 2007-2008, with at least 13 successful federal clerkship applicants as of the time of this report.

Indicators of Progress

a. Improvement in employment rates at graduation and nine months following graduation to at least the level of peer law schools.

- The at-graduation employment rate improved from 84.1 percent (Class of 2005) to 88.2 percent (Class of 2006).
- The 9-month post-graduation employment rate improved from 94.5 percent (Class of 2005) to 98.5 percent (Class of 2006).
- Both of these *U.S. News* measures are now within the range of the top 10 public law schools in America.

b. Expansion of the geographic range and types of positions secured by our recent graduates.

- The following is a comparison of the classes of 2004, 2005, and 2006:

Location	Class of 2004	Class of 2005	Class of 2006
Indiana	40.1%	39.3%	37.4%
New England	2.2%	1%	0.4%
Middle Atlantic	7.2%	3.3%	3.4%
South Atlantic	14.8%	15.2%	12.1%
North West Central	1%	3.3%	4.9%
South East Central	1%	3.1%	2.4%
South West Central	3.9%	3.3%	5.8%
Mountain	2%	4%	2.4%
Pacific	3.1%	5%	9.7%
North East Central	24.7%	22.5%	20.3%

Types	Class of 2004	Class of 2005	Class of 2006
Law Firms	56.2%	59%	51.9%
Business Corporations	8.7%	9.3%	19%
Govt – Non-Judicial	13.5%	14.8%	11.2%
Judicial Clerkships	8.7%	7.7%	9.2%
Public Interest	3.2%	1.6%	5.3%
Academic	4.3%	3.8%	3.4%
Type Unknown	5.4%	3.8%	0%

c. Increased number of graduates who obtain judicial clerkships.

d. Increased number of visits to prospective employers by law school staff.

- CSO staff met with over 100 prospective employers, including employers from Chicago, Indianapolis, Washington, D.C., New York, Los Angeles, San Francisco, Dallas, Houston, St. Louis, and Louisville.

- Both the on-campus interview (OCI) and on-location recruiting (OLR) programs continued to expand, in terms of numbers of prospective employers:
 - 2005-2006: 89 OCI + 10 OLR employers = 99 total
 - 2006-2007: 101 OCI + 33 OLR employers = 134 total

Alumni Relations

Objective

We will actively engage our alumni in the life of the law school, and all of our alumni will be strong advocates for the school.

Actions

1. We will increase the opportunities for alumni to participate actively in programs that recruit, educate, counsel, and place students.
 - During 2006–07, the Office of Alumni Relations worked closely with the Admissions Office, the Career Services Office, the Dean of Students, and the Executive Associate Dean to integrate alumni on a more comprehensive basis into the life of the Law School. These efforts were undertaken in partnership with the Board of Visitors and the Law Alumni Board. Both the BOV and the LAB created new committees that worked directly with the Admissions Office and the Career Services Office in the recruitment and placement of students.
 - For the first time, the Dean's Report will recognize all of the alumni volunteers for the year — by our count, over 750 in 2006–07.
 - In Summer 2006, we initiated the Strategic Cities Initiative, which seeks to further the goals of Admissions, Career Services, and Alumni Relations through integrated events and programs in the five key "Strategic Cities" of Chicago, Washington, D.C., Indianapolis, New York and Los Angeles. Secondary cities for this initiative include San Francisco, Denver, Grand Rapids, Louisville, Miami, and Phoenix. Tertiary cities include St. Louis.

2. We will provide more frequent and more direct communication with our alumni to increase their awareness of activities, successes, and needs of the law school. We will encourage greater faculty involvement in these activities.
 - Faculty members, in addition to Dean Robel and Dean Fromm, attended nine of the 13 alumni receptions and made presentations at five of them. Professor Patrick Baude spoke to an audience of about 100 alumni in Chicago; Professor Craig Bradley to an audience of about 75 in Washington DC; Professor Bill Henderson to about 35 in New York City; Professor Baude to an audience of about 100 in Indianapolis; and Professor Baude to an audience of about 90 in Washington DC.
 - In March 2006, the Alumni Relations Office sent out the inaugural issues of *Alumni News*, a new publication replacing the "Class Notes" section of the Bill of Particulars that is sent to alumni twice yearly.

3. We will form alumni networks in all areas where we have a significant alumni presence, including Indianapolis, Chicago, New York, Washington, and Los Angeles.

- The Alumni Relations Office sent quarterly (fall, winter, spring) Society newsletters to all area alumni in Chicago and Washington, D.C.
- In Indianapolis, the Alumni Relations Office decided not to create a Society because of the existing frequency of visits by the Dean and by various Law School administrators and faculty. Instead, the Office focused its attention on the annual ISBA Reception, the annual IU Basketball Game Reception, the Winter Alumni Board Meeting, and CLE opportunities (four events in total). The Office initiated an annual "Welcome to the City" event in Indianapolis for new graduates.
- In Chicago, the Alumni Relations Office held a dual JD/MBA event, with over 100 Law School and Kelley School alumni in attendance; held a "Welcome to the City" event for alumni, summer interns and recent graduates, with attendance by about 100 alumni and nearly 20 students, recent graduates, and admitted students; and created and staffed four new alumni committees that were active in organizing the aforementioned events (four events in total).
- In New York, the Alumni Relations Office held the annual Dean's Reception, which featured Professor Bill Henderson as a speaker; and continued to work with Tim Garrabrant, the Kelley School's New York chapter president, on collaborative events such as inviting JD alumni to the MBA Summer Happy Hour networking events and the annual visit from the Dean of the Kelley School.
- In Washington, D.C., the Alumni Relations Office held an inaugural DC Alumnae Network event, including a discussion about a possible oral history project; held a "Welcome to the City" event for about 90 alumni plus almost 30 students, recent graduates, and admitted students; and created and staffed four new alumni committees (five events in total).
- In Los Angeles, the Alumni Relations Office scheduled a Spring Break Reception that was cancelled as a result of Dean Robel's visit to China. Instead, Dean Robel made a development visit to Los Angeles during the prior week.

4. We will embrace our international graduates as alumni of the law school, forging continuing connections between them and the law school. We will strengthen our international alumni clubs in Seoul, Taipei, and Bangkok, and create new ones.

- In March 2007, Professor Joseph Hoffmann met with members of the IU Law and IU Alumni Clubs in Bangkok, Thailand.
- In March 2007, Dean Robel met with the IU Law Alumni Club in Beijing, China, and with admitted students and alums in Shanghai.

- In Summer 2007, Professor Marshall Leaffer met with members of the IU Law Alumni Club in Taipei, Taiwan, and with alumni in several other cities in China.

Indicators of Progress

a. Increased number of alumni involved in activities that support the law school and its students.

- Our first effort to quantify the number of alumni volunteers in the areas of admissions, alumni relations, development, career services, class visits, and moot court found over 750 volunteers during the 2006-2007 academic year.

b. Increased number of alumni events and greater attendance at events.

- The number of alumni receptions increased from 10 to 13, with a corresponding increase in reception attendance. These increases occurred primarily as a result of adding the five "Strategic Cities" to our reception calendar.
- Further increases in the number of alumni receptions are unlikely, unless the Societies begin to host their own events or the "Strategic Cities" program is extended to our secondary and possibly tertiary cities.

c. Greater number of alumni from each of the major employment markets for our students, who visit the law school and meet our students.

- Given the increased focus on using alumni in their respective cities or geographic areas, as well as the difficulty of tracking participation by alumni in various informal Law School events, this indicator was not measured in 2006–07.

d. More international alumni clubs and greater participation in each club.

- We continued to work on the establishment of a German alumni network.
- We began to explore a possible alumni club in southern Taiwan (based in either Tainan or Kaohsiung).

IMPLEMENTATION

Resources

We will allocate the law school's resources to achieve the goals and strategies of this plan.

1. We will critically reexamine all current revenue and expenditures of the law school to determine that each maximizes the school's ability to implement this plan.

- Completed in 2005–06. As part of an ongoing review of resources, the Admissions Office is currently undertaking an internal Strategic Plan that will evaluate the costs and benefits of various strategies for identifying and recruiting prospective students. In addition, the Executive Associate Dean is currently drafting an International Strategic Plan for the School of Law, which will evaluate the costs and benefits of various international programs and institutional relationships.

2. Faculty and administrators will be accountable for their performance and will be rewarded for strong performance that contributes to meeting our strategic objectives.

- A new faculty salary policy was adopted in 2005–06.
- All senior administrative staff have goals and objectives for their respective departments that are based on the strategic plan, and annual reviews of senior administrative staff (including salary-setting) are based in part on the achievement of, or meaningful progress toward, such departmental goals and objectives.
- Faculty annual report request information about how faculty activities further the objectives of the strategic plan, and such reports are considered in salary evaluation.

3. Each faculty member will develop an annual personal plan, in consultation with the dean, for contributing to our strategic objectives.

- The requirement of an annual personal plan for faculty members was instituted in 2005–06.

4. Each senior administrator will develop an annual departmental plan, in consultation with the dean, for contributing to our strategic objectives.

- The requirement of an annual departmental plan was instituted in 2005–06.

Infrastructure

We will provide the necessary infrastructure support for the research and teaching mission of the School of Law.

1. We will expand and remodel existing physical space to accommodate urgent specific needs, and implement a long-term plan for expanded, more functional space.

- We completed a major renovation of the Law School's main building during 2006–07. The renovation provided 11,780 square feet of new or remodeled classroom, seminar rooms, faculty and departmental offices and conference rooms. Included in the renovated space were:

2nd Floor:

New classroom
 New seminar room
 New Admissions Office suite
 New International Programs suite
 Remodel/expansion of seminar room
 Replacement of interview room
 Replacement of Global Journal office
 Replacement of Staff Lounge

3rd Floor:

Four new faculty offices
 New adjunct office
 New emeriti suite
 Faculty Study (to replace Faculty Library)
 Three new conference rooms
 New faculty secretarial space
 New events/Business Office storage
 New Communications and Marketing suite

- The new Lewis Building, a public/private partnership, provides space for our clinical programs and writing program, and affiliated faculty and staff, as well as classroom and seminar space. The project was completed in Summer 2006.

2. We will maintain an excellent, service-oriented library that provides faculty and students with access to the information, materials, and training in research technology that they need for their research, teaching, and learning.

- The Law Library, 16th largest in the U.S., continued to serve as one of only 11 law-school libraries designated as depositories for U.S. Supreme Court records and briefs.

- As part of the Law School's overall Web site redesign project, the Law Library began the process of research, evaluation, design, and implementation of a new Law Library Web site. The new Law Library Web site is planned to roll out in summer 2007.
- The Law Library continued to expand and enhance its electronic offerings, including an extensive list of on-line journals and other on-line legal resources.

3. We will provide the law school community with ready access to broad connectivity with Internet and other electronic resources in a stable and secure computing environment.

- Upgrades to the Law School's wireless network were completed, providing reliable wireless access to the entire building.

4. We will support the technology needs of the faculty and students for research, teaching, and learning, in and outside the classroom.

- We equipped all new and renovated classroom spaces with the latest technology for use by classroom teachers.
- We installed new digital recording equipment and digital cameras in rooms used by the skills and trial practice programs.
- We are implementing a plan to replace all outdated faculty and staff office computers by the end of the calendar year 2007.

Communications and Marketing

We will adopt a comprehensive and aggressive communications and marketing program to enhance the visibility and influence of the law school.

1. We will develop a distinctive identity for the law school based on the strategic plan, and we will consistently reinforce that identity in communications with all of our constituencies.

- The Law School developed and began implementing a Communications and Marketing Plan during 2006–07, with increased efforts in faculty scholarship marketing, Web strategy, and a restructured publications format.
- Indiana University unveiled its own integrated image, which was implemented by the Law School in all areas.
- We continued to brand Indiana Law in all of our materials. As a part of our “interdisciplinary, influential, transformative” campaign, we produced a fact sheet and a postcard series to promote Indiana Law as a leader in these three aspects; the first *Indiana Law* publication honed in on our strengths in environmental law; and we continued to highlight our clinical programs in order to achieve recognition in *U.S. News & World Report's* specialty-area rankings. Each of these publications was sent to specific lists of influential law faculty and *USNWR* rankers.

2. We will produce a steady stream of targeted, current, and high-quality communications with our many important external constituencies.

- During 2006–07, the Law School sent out the final issue of the *Bill of Particulars*; the *Dean's Report* (annual); the inaugural *Alumni News* (semi-annual) and *Indiana Law* (semi-annual) newsletters; six Indiana Law Update e-newsletters (bi-monthly); 14 postcards and invitations; and 15 brochures, programs, and fact sheets.
- The 2005–06 version of the *Dean's Report* brought in \$17,000 more in donations than the previous year's *Dean's Report*; the amount of the average gift nearly doubled over the previous year.

3. We will promote wide distribution of faculty scholarship and support faculty members' efforts to distribute their scholarly work.

- The Law School's marketing plan was completed.
- The Law School recorded approximately 155 media hits worldwide, an increase of about 20 hits over the preceding year.
- The Communications and Marketing Department prepared and disseminated tip sheets and press releases about the scholarly activities of Law School faculty members.

- A new semiannual newsletter devoted to scholarly accomplishments was sent to targeted peer audiences.
- Enhanced promotional and event materials were prepared for conferences held at the Law School.
- The School provides support for distribution of reprints of articles and uploads on SSRN.

4. We will maintain an attractive, accessible, and comprehensive Web site that is useful for the law school's internal and external constituencies.

- The Law School entered into a contract with the IU Office of Creative Services for the complete redesign of our Web site, with a project start date of Spring 2007 and a completion date (for roll-out of the new Web site) of August 2008. The Web site redesign project has already passed Phase I (research) and entered Phase II (planning). The new Web site will be ADA accessible, usable by all browsers and platforms, and develop a carefully constructed message in line with our print strategies. The new Web site will also correct numerous navigation and design issues that were identified by internal and external constituents.
- More than 65 news articles and 25 alumni features were written for and posted on the Law School's existing Web site.
- A new web presence was created for all Law School clinics and centers.

Financing the Plan

We will expand the external funding of the law school to support the implementation of this plan and the achievement of its objectives.

1. We will undertake a comprehensive capital campaign for the law school that raises endowed funds for scholarships, chairs, professorships, and clinics, in accordance with this plan. The campaign will leverage the resources of Indiana University, the IU Foundation, as well as our alumni and friends to add \$30 million to our endowment by 2010.
 - The important groundwork is now in place for the official kick-off, in early November, 2007, of the School of Law's \$30 million Capital Campaign, *Indiana Law: Matching the Promise*. During 2006–07, key leaders for the Campaign were chosen. Bill Hunt agreed to become Chair of the Campaign, and Cathy Conway, Jeff Riffer, and Geoff Slaughter agreed to assume leadership roles in the area of special gifts. The School of Law is presently engaged, with the help of an executive search firm, in a nationwide search for an Assistant Dean of Development, with the goal of filling the position by the end of November 2007.
 - As of May 30, 2007, during the "quiet phase" of the Capital Campaign, the School of Law has already raised \$11.2 million towards the \$30 million overall goal (or about 37percent of the total amount needed), creating a realistic possibility that the \$30 million goal may have to be increased. In any event, the School of Law's Capital Campaign will officially "go public" with a kick-off announcement in early November 2007.
 - During 2006–07, the School of Law adopted a Capital Campaign Operating Plan, which was prepared in conjunction with the consulting firm Campbell & Company. The Plan was approved by our Ad Hoc Capital Campaign Committee, and sets forth specific goals and timelines for achieving those goals.

2. As part of the capital campaign, our increase in scholarship funds will be achieved by utilizing IU's Matching the Promise program.

3. We will increase the participation rate and amount of annual giving from alumni, faculty, and students, to achieve a \$1,000,000 annual fund by 2010.
 - In 2006–07, boosted in part by the "quiet phase" of the Capital Campaign, the Annual Fund substantially exceeded its established target, raising a total of approximately \$1,060,000. Within this total, alumni contributions were down by about 16 donations over the previous year (with a total participation rate of about 21 percent); contributions from friends were up by 168 percent over the previous year; and contributions from corporations and organizations were up 86 percent.

- Development Office personnel increased significantly the number of contacts with prospective Annual Fund donors. Catherine Dyar made 180 contacts (112 substantive), and Amy Purvis made 87 contacts (36 substantive).
- The Board of Visitors and Law Alumni Board set goals of 100percent participation in the Annual Fund; the Board of Visitors increased Annual Fund donations by more than \$88,000, while the Law Alumni Board increased Annual Fund donations by almost \$20,000.
- The Class Agent program was made more efficient, with merged e-mails used to distribute information to class members.
- More than \$10,000 was raised for the LRAP program (a loan repayment assistance program for graduates who accept low-paying positions with public-interest employers) through the Class of 1973 Campaign and other efforts.
- The 2007 graduating class pledged a record-breaking \$67,000.

4. We will increase grant and foundation support for the law school.

- In Spring 2007, the School of Law hired a new Assistant Dean for Research, Archana Sridhar, with extensive experience and success in grant-writing and applications for foundation funding. Dean Sridhar has already conducted a seminar for interested faculty on applying for research grants, and also has been instrumental in drafting major grant applications on behalf of the School's centers and faculty.

Accountability

We will monitor and regularly report on the law school's progress in implementing this plan.

1. We will develop a detailed implementation plan that assigns specific responsibilities and timelines for actions under the strategic plan.
 - Completed in 2005–06.
2. We will monitor the indicators in the plan on an annual basis to assess progress and permit revision of the plan where appropriate.
 - Completed in 2006–07; formed the basis for this 2007 Report.
3. We will periodically report progress under the plan to our internal and external constituencies.
 - The first report was filed at the end of 2005–06; this 2007 Report is the second such report. We plan to make necessary mid-course revisions to the Strategic Plan during 2007–08, and a committee has been formed to undertake these revisions.
4. We will undertake a comprehensive assessment of the plan within five years after its implementation.
 - We expect to perform a comprehensive assessment of the Strategic Plan in connection with the School of Law's scheduled re-accreditation in 2010.