

2011-12 GOALS AND TARGETS

1. Strengthen flagship and priority programs, and continuously update curricula and program mix (Raise Academic Quality)

1.1 The Law School will be recognized as excellent by all external accrediting agencies

In 2010-11, the American Bar Association (ABA) reaccredited the Law School and the Association of American Law Schools (AALS) renewed our membership, both for seven years. We will continue to maintain the standards of these agencies. Our targets for this year are to:

- Monitor proposed changes to ABA accreditation standards, engage in dialog with faculty, and alter programs as appropriate to meet revised standards.
- Conform standards for tracking and rewarding faculty research and scholarship to match AALS standards.

1.2 Draw greater recognition for academic quality and responsiveness to the academic needs of the community

Over the last four years, the reputation of the Law School has grown tremendously. Each year has seen record numbers of positive media stories, highlighting our faculty, students, and innovative programs. Reporters turn to our faculty experts for comment on breaking news and legal trends. Our flagship Clinical Program continues its “Top Ten” score in national rankings. This year, we will:

- Maintain Top Ten ranking of Best Clinical Program in the nation.
- Maintain Top Ten ranking of Best Public Interest Law School in the nation.
- Obtain 130 media stories citing CUNY School of Law.
- Launch a national publicity campaign on move to Court Square.
- Produce pilot program on our Community Legal Resource Network (CLRN) for CUNY-TV.
- Increase number of visitors to Web site by 5% and maintain search engine placement in top five results of search for “public interest law.”
- Develop social media presence for increased subscriber interest and traffic to Web site.
- Engage alumni through social media outlets, including videos of alumni on our YouTube and iTunesU channels.

1.3 Improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation

We focus on our flagship Clinical Program, Lawyering Program, and internationally recognized centers of innovation, which distinguish us from other law schools. We will:

- Conduct a program review of each of our centers on resource allocation, potential and actual funding sources, and enhancement of the academic program.
- Launch the Center for Urban Environmental Reform, dedicated to addressing the link between race/poverty and exposure to environmental hazards.
- Secure 10 non-credit, international summer internships for students.

1.4 Improve the use of technology to enrich courses and teaching

Faculty and students at CUNY Law School increasingly rely on technology to enhance and support their teaching and research. 81% of classes utilize TWEN courseware (similar to Blackboard), classrooms use Smartboards, and legal research uses multiple databases. We will:

- Develop a plan to equip students with clickers over a three-year period, beginning with the 1L class in the fall of 2012.
- Recalculate the cost of items provided to students through the Materials Fee based on new technologies in the new building and the addition of clickers, and request a change in the amount of the Fee through the Board of Trustees.

2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship, and creative activity (Raise Academic Quality)

2.1 Continuously upgrade the quality of full- and part-time faculty, as scholars and as teachers

Our stellar faculty is rated as among the best in the nation in national student surveys, and we continue to invest in helping them become better teachers and scholars. We will:

- Hire new Associate Dean for Clinical Programs with outstanding potential as a teacher and scholar.
- Enhance faculty understanding of students' concerns through the automatic distribution of teaching evaluations at the end of each semester and discussion of the evaluations with the Academic Dean at the beginning of the following semester.
- Integrate new and adjunct faculty into the educational program through orientation workshops held prior to each semester that will communicate expectations and teaching culture.

2.2 Increase faculty research/scholarship

Last year, our faculty published 37 pieces of research. We will continue to take steps to improve both the quantity and quality of that scholarship, including:

- Increase faculty scholarship by 10% to 41 publications.
- Revise the format of regular faculty presentations to include critiques that assist faculty in developing their scholarship.
- Engage faculty at Wednesday workshops on scholarship to enhance faculty understanding and implementation of best practices in research and publishing.
- Hold scholarship retreat in the summer and a workshop in the spring to evaluate quantity of scholarship supported by summer retreat.
- Create an exchange program with five regional law schools in which faculty speak about their research to enhance our wider community of research and scholarship.

2.3 Instruction by full-time faculty will increase incrementally

Unlike most law schools, which rely heavily on part-time faculty for instruction (national average is 37% FT and 34% PT), CUNY Law School has a different model (54% FT and 22% PT). Our targets are to:

- Hire a full-time clinical instructor to replace an adjunct line and a full-time clinical professor to replace a part-time visiting line.
- Calculate and assess faculty members' teaching allocations to maximize effective use of FT faculty resources.

2.4 Recruit and retain a diverse faculty and staff

Our faculty and staff rank among the most diverse in CUNY in several categories, and we take pride in our track record for recruiting and retaining a diverse workforce. We will:

- Maintain national Top Ten ranking for Most Diverse Law School Faculty.
- Maintain a strong track record for staff diversity.

3. Ensure that all students receive a quality general education and effective instruction (Improve Student Success)

3.1 Provide students with a cohesive and coherent general education

The CUNY Law School curriculum is highly structured, with required courses and clinics constituting the majority of coursework. We will:

- Enhance how we introduce civil process, the basic building block of legal procedure, to students by incorporating summer reading assignment into pre-law orientation.
- Revise and enhance teaching of criminal law professional responsibility in lawyering seminars.
- Develop and implement assessment plan for sequence of Professional Development workshops for 1L students.

3.2 Improve students' basic skills

Many aspiring lawyers from underrepresented communities have difficulty meeting admissions requirements. Our Pipeline to Justice helps public interest-focused students who underperform their potential on standardized tests by teaching them stronger test-taking skills and offering them a second chance at admission. Our library helps all students develop the research skills they need to excel in the profession. We will:

- Increase the number of Pipeline to Justice students admitted to CUNY Law to 26, compared to 22 last year, and enhance their minimum LSAT scores to 151.
- Enhance library research support for students through the addition of online reference materials and research guides and analyze Web site use to direct future online resource development.

3.3 Improve student academic performance, particularly in the first year of study

All first-year courses are mandatory and teach basic skills. Students whose semester GPA falls below 2.3 are placed on probation and receive mandatory support services. This year, our targets in this area are to:

- Raise the threshold at which students are required to receive academic support from a GPA of 2.3 to 3.0.
- Restructure the Summer Law Institute into a two-week program focused on core academic skills, in order to increase the number of students who can take advantage of a shorter, focused program.

3.4 Reduce performance gaps among students from underrepresented groups and/or gender

- Although CUNY Law School data on underrepresented groups and/or gender does not indicate significant performance gaps, we will continue to monitor the performance of all groups and provide support programs targeting students identified as at-risk.

3.5 Show progress on implementing faculty-driven assessment of student learning

The American Bar Association is in the process of developing a new approach to outcomes assessment. The Law School has already taken the first steps in introducing outcomes-focused learning to the faculty. We will:

- Hold two faculty workshops on developing outcomes assessments for student learning; one workshop in the fall and the second in the spring.
- Pilot grammar assessment metric in a lawyering seminar.

4. Increase retention and graduation rates and ensure students make timely progress toward degree completion (Improve Student Success)

4.1 Facilitate students' timely progress toward degree completion

The Law School curriculum is highly structured, and students follow a clear trajectory for a three-year graduation cycle. Those who take summer courses can reduce their regular credit load, which facilitates timely graduation, but course offerings need to be enhanced to increase summer enrollment. We intend to:

- Increase 2012 summer course enrollment by 10% to 173.

4.2 Retention rates will increase progressively

- Retention of first-year students (2010 cohort; excluding transfers in/out) will be at least 88%.

4.3 Graduation rates will increase progressively

We will continue our trend of gradually improving graduation rates, even as we introduce more rigorous grading practices. Our target is to:

- Excluding transfers in and out, graduate 83% of the entering class of 2009 within three years (up from 81% for the entering class of 2008).

5. Improve post-graduate outcomes (Improve Student Success)

5.1 Professional preparation programs will improve or maintain high numbers of successful graduates

For several years, the School met the New York State average first-time Bar Exam pass rate and maintained a very high ultimate pass rate. Last year, our numbers fell below the State average. Steps were put in place to address this setback and raise our pass rate. We will:

- Improve our first-time New York State Bar pass rate from 72.5% in 2010 to 75% in 2011.
- Work with two professors who teach subjects tested on the Bar Exam to insure that courses cover all material and examinations comport with the way the Bar tests.

5.2 Job and education rates for graduates will rise

This year, expected reductions in public interest and public sector hiring will reduce the number of available jobs. We have taken numerous steps to maximize job opportunities for our graduates. Our targets are to:

- Despite the weak jobs market, place 81% of graduates in employment within nine months after graduation, up from 80% last year.
- Increase private law firm opportunities by 5%.

- Provide more assistance to students and graduates to develop opportunities for solo law practices and start-up social justice projects.
- Enlarge options for CUNY graduates by offering course in Small Firm Practice to assist students in finding job opportunities.

6. Improve quality of student academic support services (Improve Student Success)

6.1 Improve the quality of student support services and academic support services, including academic advising, and use of technology, to augment student learning

Students continue to rate our staff highly, and we continuously strive to improve services through investment in facilities, technology, and personnel. Our targets are to:

- Survey students about their satisfaction with student support and academic support services and match strong survey results earned in 2011 (see 9.2 for nonacademic support services).
- Enhance security and critical systems software, replace systems that are end-of-life, and upgrade virtual servers to state-of-the-art systems, improving network security, maximizing file compatibility, improving support, and minimizing downtime of critical systems.
- Prepare robust network and voice infrastructure for 2 Court Square building.
- Standardize the services the Childcare Center provides.
- Provide additional services to students to minimize the disruption caused by the Law School relocation, including housing, transportation, neighborhood resources, recreational facilities, and childcare services.

7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses (Enhance Financial & Management Effectiveness)

7.1 Increase or maintain enrollment; mean LSATs will rise

Over the past four years, we have raised standards, maintained enrollment, and enhanced diversity. After extensive data analysis, we have concluded that LSAT scores are a better predictor of success in law school and on the Bar Exam than are undergraduate GPAs; therefore, raising the mean LSAT will remain our focus. We will:

- Increase first-year matriculants' mean LSAT scores from 154.8 to 155.2.
- Restructure recruitment efforts to actively pursue students who have made seat deposits to reduce defections to other schools.

7.2 Achieve and maintain high levels of program cooperation with other CUNY colleges

CUNY Law works with undergraduate and graduate programs as part of the integrated University. Our targets for this year are to:

- Develop process for faculty input on joint programming with other CUNY campuses.
- Task our Distinguished Professor with developing and nurturing connections with other CUNY campuses.

8. Increase revenues and decrease expenses (Enhance Financial & Management Effectiveness)

8.1 Alumni-corporate fundraising will increase 10%

We had another banner year for raising private funds and expect that trend to continue. We will:

- Increase private giving by 10% from \$1,356,019 to \$1,491,621.

- Increase alumni giving by 10% from \$217,877 to \$239,665.

8.2 Achieve revenue targets

- We will achieve our revenue targets.

8.3 Improve or maintain sound financial management and controls

Productivity will continue to improve, and we will hold down administrative costs where possible; however, some costs at the Law School may increase as we must add staff to replace support previously provided by Queens College. We will:

- Decommission IBM tape library, saving \$11,000 annually in maintenance costs.

8.4 Implement financial plan with balanced budgets that aligns expenditures with academic priorities

- We will closely monitor revenues, expenditures, and CUTRA balances to ensure that we maintain a prudent level of spending within the reserve limit set for the Law School.

8.5 Contract/grant awards will increase

Contract/grant awards at the Law School are primarily obtained through CLRN. Our target is to:

- Secure CLRN funding from a new City Council member.

8.6 Indirect cost recovery ratios will improve

- We will continue to recover 15% of CLRN's total grants.

9. Improve administrative services (Enhance Financial & Management Effectiveness)

9.1 Make progress within a declared capital campaign

The Law School is engaged in its first-ever, major fundraising campaign, to coincide with the move to our new home. We will:

- Reach 50% of our fundraising campaign goal, or \$2.5 million, by the end of the fiscal year.

9.2 Student satisfaction with administrative services will rise or remain high

Complementing CUNY's survey, the Law School conducts annual surveys, including a survey of graduating students and a national law school student survey. We have traditionally done very well in comparison to peer schools and pay close attention to any changes in satisfaction. Our target is to:

- Survey students about their satisfaction with nonacademic support services and match strong survey results earned in 2011 (see 6.1 for student support and academic support services).

9.3 Improve space utilization

Courses with at least one weekly session on Fridays or during the evening hours accounted for 27% of the courses offered in 2010-11, not including courses held outside the classroom. In order to improve efficiency in assigning space for classes and events, we will:

- Reduce library circulation reserves by 7% (33 linear feet), reduce clinic collection by 5% (12 L.F.), and net an overall reduction of collection by 18% (2,860 L.F.).
- Maintain percent of instruction schedules on Fridays, nights, and weekends.
- Complete planning and begin to move functions to 2 Court Square in time for fall 2012 classes. If the building is ready, conduct summer programming in the new space.

9.4 Improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws

We continue to work closely with the Central Office to reduce risks throughout our operation. This year, we will:

- Conform the Personnel and Budget Committee’s pre-tenure, in-depth review process with the new Board of Trustees’ policy.
- Continue to work with emergency responders and 2 Court Square staff in Long Island City to develop emergency response plans.
- Conduct 10 emergency response drills (including active shooter, mass incident, and rapid medical response drills) then assess, critique, and improve our plan.

9.5 Make progress on CUNYfirst implementation

The Law School is on schedule for all CUNYfirst modules. Continuing our implementation, we will:

- Continue to provide campus leadership to promote acceptance of and cooperation in CUNYfirst, conduct biweekly CUNYfirst Campus Team meetings, issue regular CUNYfirst communications to staff and faculty, and make timely progress in CUNYfirst training, with staff released and encouraged to attend, subject to availability of training programs.
- Achieve compliance of relevant Law School computer systems with the latest revision of CUNYfirst Technical Readiness document.
- Institute the CUNYfirst Student Ambassador program to assist students during the switch to Campus Solutions.
- Produce CUNYfirst section on Web site and awareness materials for adoption of Campus Solutions.

9.6 Each campus should have a functioning campus sustainability council with broad representation from the campus community, and have a recognized, multi-year campus sustainability plan

CUNY Law School was one of the first campuses to complete a draft Sustainability Plan last January. That plan is being refined and implemented. Moving to a LEED Gold certified building will make CUNY Law one of the most sustainable law schools in the country. We will:

- Continue to implement the Sustainability Plan and demonstrate progress on short-term goals identified in the plan and continue regular meetings of Campus Sustainability Council, with broad representation from all areas of the campus community.
- Migrate the Law School Sustainability Plan to the CUNY-wide template.
- Test new Mac OS X version of Surveyor power management software to simplify desktop power management by integrating Mac and Windows units into a single centralized power management system.
- Produce sustainability section for the Web site.