The City University of New York
CUNY SCHOOL OF LAW
Law in the Service of Human Needs

GOALS AND TARGETS 2012-13

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

1.1 Maintain accreditation and identify and further strategic academic priorities

*Indicators: ABA accreditation, AALS membership, Self-report on progress on Strategic Plan*

In 2010-11, the American Bar Association (ABA) reaccredited the Law School and the Association of American Law Schools renewed our membership, both for seven years. We will continue to maintain the standards of these organizations. We are nearing the end of our current Strategic Plan, and, with the move to our new facility, we must develop a plan for the next several years. Our target this year is to:

- Begin a planning process for a new five-year Strategic Plan.

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

*Indicators: National rankings appearing in U.S. News & World Report, Princeton Review, PreLaw Magazine, etc. (varies from year to year), trends in positive media coverage, Web site statistics*

Over the last five years, the reputation of the Law School has grown tremendously, and 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 *U.S. News & World Report*. We expect to continue to be highly ranked in key areas of focus for our students. We had 162 positive media stories and 184,923 unique visitors to our Web site last year. This year, our targets are to:

- Maintain top-ten national ranking for our Clinical Program.
- Achieve high rankings in other areas.
- Increase the number of positive media stories by 10%.
- Increase number of unique visitors to our Web site by 5%.

1.3 Use reviews, outcomes analysis, and other data to evaluate programs, courses, and curricula and implement improvements

*Indicators: Self-reports of making academic decisions informed by data*

The faculty and administration regularly review the curriculum, in order to improve student learning. This year, our targets are to:

- Implement proposed changes in legal research class, reducing a two-semester class to one-semester while maintaining credit hours; assess change at the end of the year to determine long-term strategy.
- The Curriculum and Strategic Planning committees will make recommendations to better align the curriculum with the changing nature of legal practice and strengthen bar exam results. Recommendations will be considered by the full faculty in the Spring.

1.4 Use technology to enhance teaching and learning

*Indicators: Self-reports of using technology to enhance learning*

Our new facility has state-of-the-art telecommunications and computing equipment, and new technology can enhance teaching and research. We will:

- Implement pilot program of smart phone and tablet apps to enhance classroom learning.
- Analyze 2011 survey of faculty on teaching and learning with technology.
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-time faculty, as scholars and as teachers

*Indicators: Self-reports of new hires, awards or other recognitions, resources devoted to faculty development programs*

Our stellar faculty has been highly rated in national student surveys, and we continue to invest in helping them become better teachers and scholars. We will:

- Hire two outstanding new faculty members.
- Expand summer workshops where at least 8 members of the faculty will present scholarship-in-progress for review and critique by peers to facilitate publication.

2.2 Increase faculty research and scholarship

*Indicators: Percentage increase in faculty publications and presentations*

Last year, our faculty published 43 pieces of research and made 145 presentations. This year, we will:

- Increase number of scholarly publications by 10%.
- Increase number of scholarly presentations by 10%.

2.3 Continue to enhance diversity of the faculty and staff

*Indicators: Percentage of faculty and staff that are underrepresented minorities, rankings by media rating diversity of law schools*

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. For faculty in 2011-12, 45.8% were minority, and 68.8% were women; 49.4% of staff were minority and 72.8% were women. We will:

- Maintain strong record of faculty diversity.
- Maintain strong record of staff diversity.

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

3.1/3.2/3.3 Enhance the basic building blocks of legal education to provide students with the skills they need to succeed and provide comprehensive, well-rounded opportunities for students beyond classroom learning

*Indicators: Self-reports of improvements to skills, lawyering, clinics, research, and core courses, beyond-the-classroom learning (clinics, study abroad, internships, student clerkships, etc.)*

Although the CUNY Law curriculum is highly structured, with required courses and clinics constituting the majority of coursework, our comprehensive legal education includes a strong emphasis on basic legal skills and also provides for both topical courses and experiential learning opportunities. This year, we will:

- Hire outstanding Emerging Technologies Librarian to enhance students’ and faculty’s ability to conduct research using the latest research technology.
- Enhance lawyering seminars by increasing deployment of full-time faculty to teach them.
- Offer Professional Responsibility as a stand-alone course and assess effectiveness in delivery.
3.4 Enhance opportunities for underrepresented minorities to be admitted to, and succeed in, law school

*Indicators: Average LSAT for Pipeline students, Percentage of minorities in student body*

Many aspiring lawyers from underrepresented communities have difficulty meeting admissions requirements. Our Pipeline to Justice program helps public interest-focused students who have underperformed their potential on standardized tests by teaching them stronger test-taking skills and offering them a second chance at admission. We will:

- Develop a plan to increase outreach to, and support for, matriculating Pipeline students from their first year through the Bar Exam.
- Raise Pipeline matriculants’ average LSAT scores to 154.

3.5 Use faculty-driven assessment of student learning to improve curriculum

*Indicators: Self-reports of faculty-driven assessment driving curricular changes*

Faculty members regularly review the relationship between the curriculum and student performance on the Bar Exam to assure that our teaching enables students to practice law. This year, our target is to:

- Review the incorporation of Bar Exam questions into substantive courses and begin to assess whether Bar-related materials improve student learning outcomes.

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

4.1 Retention rates will increase progressively

*Indicators: One-year retention rate*

While our long-term goal is to have a high level of retention of first-year students, retention will likely fluctuate over the next few years, as the School implements and refines its standards for grades and probation. The immediate focus is less on specific retention numbers and more on assuring that students who are admitted and advanced are prepared to pass the Bar Exam. For this year, we will:

- Monitor the impact of new academic standards on retention and take appropriate steps to help students remain enrolled.

4.2 Graduation rates will increase progressively

*Indicators: Three-year graduation rate*

Our long-term goal is to continue our recent trend of gradually improving graduation rates, even as we introduce more rigorous academic standards. Short-term fluctuations are to be expected, as some struggling students take longer to graduate or fail to progress. This year, our targets are to:

- Graduate 86% of the entering class of 2010 within three years, excluding transfers in and out.
- Monitor the impact of new academic standards on graduation rates.
5. Improve post-graduate outcomes (Improve Student Success)

5.1 The New York Bar Exam pass rate will increase

*Indicators: First-time Bar Exam pass rate*

This year, we will:

- **Baseline the percentage of the 3L class in our Bar preparation program.**
- **Implement and assess seventh-semester program to improve struggling students’ preparation for the Bar Exam.**
- **Obtain a first-time New York State Bar Exam pass rate of 73%.**

5.2 Graduates will have a high rate of employment

*Indicators: Percent of graduates employed within 9 months of graduation*

Since the focus of CUNY Law is to train students to work in the public interest and public sector, our graduates continue to be impacted by the reduction in hiring in these sectors over the past few years and the 9-month placement rate was 76%. Our target for the upcoming year is to:

- **Raise the percent of graduates employed within 9 months to 78%.**

5.3 Large numbers of graduates will be employed in fields that reflect the mission of the Law School

*Indicators: Breakdown of types of employers, Number of clerkships*

CUNY Law School’s mission is to train students to practice law in the public interest. One way to measure our success is assessing where our graduates are employed. We will baseline data this year and will:

- **Place in the top ten in the nation for students employed in public interest jobs 9 months after graduation.**
- **Obtain five judicial clerkships for graduating students.**

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

6.1 Student satisfaction with academic services and student life will remain high

*Indicators: Annual in-house survey of students on academic support (including IT) and student life*

Past surveys of graduating students have been used to rate various services, and the School has achieved high marks in all categories. We continually strive to improve services, and the School will develop a new survey for all students that will provide more detailed feedback to the administration and serve as a baseline for future years. We anticipate that a newly hired director of student life, an anticipated hire in academic affairs and our new facilities, including dedicated spaces for a student lounge, moot court room, student organizations, and light-filled study rooms, will positively impact overall student satisfaction. Our target is to:

- **Design and pilot a new annual survey of all students (replacing the 3L survey) and set a baseline for student satisfaction with academic services and student life.**
7. Increase or maintain access and enrollment and facilitate movement of eligible students to and among CUNY campuses (Enhance Financial & Management Effectiveness)

7.1 The mean LSAT for first-year students will rise
*Indicators: Mean LSAT for matriculated 1Ls*

Over the past five years, we have enhanced admissions outcomes. Our target is to:

- Raise the mean LSAT of the 1L class to 156.

7.2 Strengthen joint programs with other CUNY campuses
*Indicators: Self-reports of joint programs*

CUNY Law has conducted a number of programs with other CUNY campuses in the past. Our new location will make it easier for students to travel among the campuses and for us to host special events, as part of the integrated University. Our target for this year is to:

- Baseline joint programming possibilities with other CUNY campuses, given our new location.
- Review JD/MPA Memorandum of Understanding with John Jay and revise to be consistent with new curriculum offered to law students

7.3 Increase enrollment in Continuing Legal Education classes
*Indicators: CLE enrollment*

Continuing Legal Education (CLE) is a service to our alumni and practicing lawyers in the metropolitan region (N.Y. State mandates CLE every year for all lawyers) and brings both revenue and attention to CUNY Law. During this transition year, we will maintain our average enrollment for the past five years and begin long-term planning for growing our CLE program. This will represent a one-time decline; the director of CLE programming is away this year on a Fulbright fellowship. Our target is to:

- Enroll 1130 participants in CLE programs

7.4 Maintain student diversity while improving admissions standards
*Indicators: Percent of minorities among matriculated students*

Our students are diverse in almost every way one could measure. We plan to maintain this diversity through active recruitment and special programs designed to make CUNY Law attractive to members of underrepresented groups in the profession. Last year 33.9% of matriculated 1Ls were minorities and 56.3% were women. This year, our target is to:

- Maintain our strong record of matriculating students from underrepresented groups.
### 8. Increase revenues and decrease expenses (Enhance Financial & Management Effectiveness)

#### 8.1 External fundraising will increase 10%

*Indicators: Total Voluntary Support (weighted rolling average), percent increase*

We continue to raise funds and—with our new facility and a new focus beyond alumni—we expect the upward trend to continue. Our target is to:

- Increase funds raised by 10% (from $1,776,197 to $1,953,817).

#### 8.2 Make progress in declared capital campaign

*Indicators: Target dollar amounts or percentage increase, Self-reports of progress*  

This is the last year of the current comprehensive campaign, and we expect to meet our campaign goal. We will:

- Complete the Law School’s $5 million comprehensive campaign.

#### 8.3 Meet revenue targets

*Indicators: Revenue Target and Actual Revenue*

- Meet all CUNY revenue targets.

#### 8.4 Improve or maintain sound financial management and controls

*Indicators: Breakdown of spending by category, variance budget actual to projected, administration as percent of budget*  

CUNY Law continues to maintain sound financial management and controls and will use data to assure that funds are allocated efficiently, productivity continues to be high, and auditors produce clean reports. We will:

- Use ABA data to baseline our spending for administration and instruction.
- Experience no material weaknesses in audits.

#### 8.5 End the fiscal year in strong financial condition with 1-3% of allocated budget in reserve

*Indicators: Amount in Reserve/CUTRA*

- End the year with 1-3% of our budget in reserves.

#### 8.6 Contract/grant awards will increase

*Indicators: Contract/grant awarded (weighted, rolling, 3-year average), percent increase grant revenues*

- Create a clearinghouse of all grant applications to baseline contract applications and awards.

#### 8.7 Indirect cost recovery levels will improve

*Indicators: Indirect cost recovery (ICR) as ratio of overall activity*

- Evaluate ICR for range of grants and maximize ICR by grant type.
9. Improve administrative services (Enhance Financial & Management Effectiveness)

9.1 Student satisfaction with administrative services will remain high

*Indicators: Annual in-house survey of students on administrative services (including library)*

See 6.1. We will:

- Design and pilot a new annual survey of all students (replacing the 3L survey) and set a baseline for student satisfaction with administrative services.

9.2 Improve space utilization

*Indicators: Room utilization reports by academic, student, other CUNY, community, rental*

The new building and its space management systems present an opportunity to bring both CUNY personnel and the general public to the Law School and efficiently use its state-of-the-art conference facilities. Our targets for this year are to:

- Use R25 to establish a baseline for classroom, conference room and lecture hall/auditorium use during peak, off-peak and weekend hours.
- Develop a Building Use Policy and room rental rates.

9.3 Comply with Board policies, Risk Management, Collective Bargaining Agreements, and applicable laws, and develop business continuity plans

*Indicators: Self-reports of efforts to maintain compliance with policies, agreements, and laws*

CUNY Law works closely with the Central Office to reduce risk and assure compliance with all University policies, but the number of different school and University policies is large and Law School personnel have no single place to find policies. In addition, the School needs to update its crisis management plan based on our new building. Our targets are to:

- Develop a comprehensive administrative practices manual.
- Update crisis management plan.

9.4 Make progress on CUNYfirst implementation

*Indicators: Self-report on progress in CUNYfirst*

Having completed a smooth transition to Campus Solutions, the Law School will continue to implement CUNYfirst on schedule. Faculty are trained in one-on-one, individual sessions in their offices. At the start of the year, just under 20% of faculty have been trained. Our target is to:

- Complete training in CUNYfirst for 100% of the faculty.

9.5 Make progress on the goals and initiatives identified in their multi-year sustainability plan

*Indicators: Evidence of annual progress implementing goals and initiatives from each of the seven areas of a college’s multi-year sustainability plan*

CUNY Law School was one of the first campuses to complete a draft Sustainability Plan in 2011. Much of the quantitative analysis in that plan was based on our former location and needs to be updated to reflect our new location in a LEED Gold-certified building. We will:

- Modify our sustainability plan and set new goals consistent with our location in a LEED certified building.