Educating for Justice

STRATEGIC PLAN FOR THE SCHOOL OF LAW OF THE UNIVERSITY OF MASSACHUSETTS 2014-2018

ACCESS, COMMUNITY, PROFESSION
STRATEGIC PLANNING PROCESS

The University of Massachusetts School of Law – Dartmouth is the only public law school in the Commonwealth of Massachusetts. The Law School enrolled its first class in fall 2010 and opened the fall 2012 semester with provisional ABA accreditation. In academic year 2012-2013 and fall 2013, the Law School engaged in a strategic planning process. On January 23, 2014, the faculty approved this Strategic Plan 2014-2018.

The strategic planning process was led by the Institutional Planning and Accreditation Committee. The Committee comprised four full-time members of the law faculty who represented diverse constituencies, including faculty on tenure track, recently tenured, and long tenured; faculty new to UMass and long associated with UMass and its predecessor institution; and faculty diverse in race, gender, and sexual orientation. The Committee was served further by the active participation, ex officio, of the Law School dean, associate dean for academics, and associate dean for finance and administration, and the Committee was aided by an administrative coordinator and a professional librarian skilled in information management. The Committee also served as the Law School Working Group in the development of the UMass Dartmouth Strategic Plan in spring 2013 and academic year 2013-2014.

The strategic planning process involved the entire Law School community, including students, alumni, faculty, staff, and administration. Guidance furthermore was sought and received from the bench, bar, and public, and from the UMass Board of Trustees Task Force on the Law School. The process employed data collection and analysis, constituent surveys, three retreats of the full faculty and senior staff, and multiple mini-retreats focusing on subjects such as experiential learning and infrastructure. In the course of strategic planning, the faculty and senior staff generated new statements of Mission and Core Values for the Law School. Adopted in September 2013, the statements supply crucial motivation and direction for the Strategic Plan.
MISSION
Adopted September 19, 2013

UMass Law is the Commonwealth’s public law school. We are committed to providing an excellent, affordable, and accessible legal education.

Our collegial community respects and promotes diversity in identity and ideas. Our program balances legal theory, doctrine, skills, experience, and professionalism. We strive to graduate competent, ethical, and creative professionals who exercise sound judgment.

Our involvement in the legal community enables our students to thrive in a changing profession and to serve the needs of their future clients.

We advance justice within and beyond the Commonwealth through our research, writing, teaching, learning, practice, and engagement with the profession.
Core Values
Adopted September 19, 2013

Access to legal education

Individualized engagement to support the academic and professional goals and well-being of students and alumni

Respectful and collegial community that promotes and supports
- diversity in people and ideas, and
- development of professional identity

Excellent education that balances:
- legal knowledge, skills, and theory,
- ethical and professional habits, skills, and values, and
- understanding of law in society through experiential learning

Pursuit of justice within and beyond the Commonwealth through:
- research and practice that contribute to the development of the law and legal education,
- service to the public and partnership with the profession,
- enhancement of access to justice, and
- contribution to social and economic development
The Law School identified ten strategic priorities. The Strategic Plan organizes around these priorities, while acknowledging that they are not mutually exclusive.

- Program of Legal Education
- Academic Success and Bar Passage
- Faculty
- Admissions
- Student Engagement
- Alumni and External Impact
- Administration
- Law Library
- Technology and Facilities
- Financial
1. PROGRAM OF LEGAL EDUCATION

The Law School is committed to providing excellent legal education that balances legal knowledge, skills, and theory; ethical and professional habits, skills, and values; and understanding of law in society through experiential learning.

Goals

- The Law School embraces access to legal education by exemplifying a unified community in which the program of legal education affords equal opportunity to part-time and full-time students.
- The Law School has mapped skills, values, professionalism, and ethics in the curriculum and has formulated a plan to ensure that coverage prepares students to navigate the changing profession.
- The Law School has studied the academic program to ensure excellence in the balance of legal theory, doctrine, skills, experience, and professionalism, and has formulated a plan for appropriate refinements.
- The Law School has determined the optimum range and number of live-client experiences that should be available to students and has formulated a plan to ensure that availability.
- The academic program imbibes students with capacities for critical thinking and fluency in theory to empower them as creative professionals who exercise sound judgment.
- The substantive curricular breadth of the academic program embraces foundational and bar subjects and prepares students for practice especially to meet the changing needs of their future clients.
- The academic program prepares students for the contemporary practice of law with the requisite technological proficiencies.
- The Law School has systematized procedures for the ongoing evaluation of academic standards based on the latest data.
- The Law School has reduced attrition without compromising academic standards.
- The Law School has continued to comprise a faculty and staff dedicated to the success of the institution and its students.
- The Law School has examined the efficacy of the pro bono program and developed the program optimally to prepare students to join the profession.
- The Law School has examined the desirability of concentration and certificate programs and planned accordingly.
- The Law School has examined the efficacy of the summer program for entering students and developed the program optimally to prepare students for success in law school.
Implementation

- Map the curriculum for state bar exam knowledge and skills, and modify the curriculum as needed to bolster student success on the bar.
- Identify core skills, values, professionalism, and ethics, and ensure their integration into the required curriculum.
- Ensure that a comparable education is provided for all students, part-time and full-time, in a regularized rotation of course offerings in sync with enrollment cycles.
- Informed by curriculum mapping, modify the curriculum to ensure that education provides optimal balance of legal theory, doctrine, skills, experience, and professionalism.
- Informed by curriculum mapping, modify the curriculum to ensure that education provides optimal range, number, and availability of live-client legal experiences.
- Compile a statistical and descriptive profile of students who manifest academic difficulty and students who excel academically.
- Develop avenues for data from the Law School Survey of Student Engagement to feed back into Law School program refinement.
- Examine strategic-planning survey results and literature of legal pedagogy to determine what technological skills students need, and plan curriculum upgrades to provide those skills.
- Review elective curriculum and develop plans for regularization of course offerings.
- Maintain two- to three-year map of course offerings available to students for academic planning and advising.
- Develop scheduling and advising routines that track the regularized curriculum, and educate faculty members to empower them as academic advisers especially with respect to elective courses.
- Initiate discussion of faculty and academic success staff on critical thinking skills and the curriculum.
- Informed by student profiles in academic success, determine whether reliable academic predictors can be ascertained that may feed into admissions, advising, academic success, and policy on academic standing.
- Compile data on student success after summer-start program, and use data to assess and improve program.
- Survey pro bono opportunities in the Law School, compare with the pro bono requirements in states in which our graduates likely will practice, and determine whether our pro bono offerings are sufficient to support graduates in bar admission.
- Based on job placement statistics and predictions of future employment opportunities for legally trained individuals, evaluate the curriculum to ensure that sufficient upper-level courses are offered, including distribution and skills courses.
- Evaluate efficacy of summer-start program, and consider the desirability of alternative models, including focus on other subject matters, or focus on law school survival skills apart from specific subject matter.
- Evaluate concentrations and certificate programs for pedagogical efficacy, for student demand,
and for value in career development, and examine curriculum for fit with certificate offerings.

- Assess pro bono opportunities to determine how they add value to students’ education and further the mission of the Law School.
2. ACADEMIC SUCCESS AND BAR PASSAGE

The Law School is committed to individualized engagement to support the academic and professional goals and well-being of students and alumni.

Goals

- The Law School has fostered a culture that prizes academic excellence, success on the bar exam, and leadership in the profession.
- The Law School has revamped the academic success program to optimize counseling, skills education, and orientation to maximize every student's opportunity to succeed in law school and on the bar exam.
- Law School graduates pass the bar exam at a rate that exceeds the accreditation minimum of the American Bar Association.
- The Law School remains committed to student success on the bar exam through and after graduation, and makes bar success possible through affordable bar preparation and financial support for graduates who need it.
- The substantive curricular breadth of the academic program embraces bar subjects to maximize every student's opportunity to succeed on the bar exam.
- The academic success program analyzes data to ensure the earliest possible intervention in support of students who struggle in law school.
- The Law School ensures that all students completing the 1L program possess the knowledge and skills that the program is designed to convey, and which are essential to the study of law.
- The faculty embraces the academic success program, using it to facilitate students' success in every aspect of their legal education.
Implementation

- Develop and implement qualitative and quantitative assessments to evaluate academic success program.
- Develop and implement qualitative and quantitative assessments to evaluate bar pass program.
- Provide appropriate staffing in academic success program and bar support instruction.
- Provide opportunities for continuing professional education for academic success staff.
- Enhance academic success program to target specific needs of entry-level and upper-level students.
- Develop academic success program to foster learning opportunities that model professionalism.
- Develop mechanisms for ongoing monitoring and tracking of student academic performance to facilitate intervention when students are at risk.
- Elevate first-time and repeat bar passage rates to exceed ABA requirements.
- Develop effective support program for repeat bar takers.
- Build academic success program to address critical learning and professional development needs of students at all levels.
- Develop effective academic success program to support at-risk students for success in law school and on bar exam.
- Consider benchmark standards to mark student completion of first year.
- Encourage faculty to incorporate best teaching practices to promote students’ academic success.
- Provide faculty with education on best teaching practices, academic success strategies, and the role of the academic success program in the overall program of legal education.
3. FACULTY

We advance justice within and beyond the Commonwealth through our research, writing, teaching, learning, practice, and engagement with the profession.

Goals

- The Law School has established a reputation in and beyond the Commonwealth for excellence in law teaching, especially with respect to the successful education of lawyers who entered law school without traditional indicators portending success.
- The Law School has established a reputation in and beyond the Commonwealth for the production of quality research and scholarship.
- The Law School faculty exemplify a collegial community that respects and promotes diversity in identity and ideas.
- The Law School reputation in the legal academy draws a strong pool of faculty applicants and results in successful faculty recruitment.
- The Law School has established a reputation in the legal academy as an attractive workplace as a result of the effective development of junior faculty.

Implementation

- Further develop assessments to ensure quality full-time and adjunct teaching.
- Develop avenues for data from the Law School Survey of Student Engagement to feed back into faculty development in the Law School.
- Enhance junior faculty mentoring program to ensure faculty success in tenure and promotion, and to enhance Law School reputation in faculty recruitment.
- Fully develop faculty research presence on electronic service platforms.
- Facilitate faculty participation and presence on electronic service platforms, so as to maximize dissemination of faculty work products.
- Further enhance orientation for new and continuing law faculty, including adjunct faculty, to
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complement campus and human resources orientation, including development of electronic resource library.

- Develop a program of professional education in research and publishing, orienting faculty to changes in legal publishing.
- Examine possibilities for facilitating faculty authorship in community-interactive media, such as blogs and publications in news and professional development, bolstering the Law School reputation in and beyond the Commonwealth.
- Examine faculty evaluation standards to determine whether they could be made clearer for annual, tenure, promotion, and post-tenure review, and make any desirable refinements.
- Continue the faculty conversation about scholarly productivity and the prospect of AALS accreditation.
- Examine possibilities for facilitating faculty participation in community and academic presentations, such as public education programs, professional development programs, and academic conferences, bolstering the Law School reputation in and beyond the Commonwealth.
- Open channels of communication to record and communicate faculty achievements in teaching, research, and service, internally and externally, as to enhance school’s reputation in legal education and in the community in and beyond the Commonwealth.
- Examine and redevelop faculty incentive structures to build a culture of ongoing teaching development, scholarly productivity, and public service, while ensuring a balance of faculty commitments that accords with Law School mission and values.

- Support faculty teaching and research, and enhance Law School reputation in legal education, by developing external professional networks and exchanges.
4. ADMISSIONS

The Law School is committed to providing an excellent, affordable, and accessible legal education.

Goals

- The Law School has met its targets in full-time and part-time enrollment without diminution in incoming student credentials.
- The Law School continues to improve the academic credentials of incoming students while maintaining its commitment to access.
- The Law School has implemented an ongoing and robust marketing strategy for student recruitment.
- The Law School boasts a student body diverse in people and ideas.
- The Law School has established and fortified relationships with undergraduate feeder schools.
- The Law School is the conductor of a pipeline that facilitates access to legal education in communities underserved by the profession.

Implementation

- Continue incremental increases in academic indicators of incoming students.
- Continue to increase applicant pool and yield rate.
- Continue recruitment and retention of students from groups under-represented in the legal profession.
- Establish relationship with all public colleges and universities in region, and identify and establish relationships with other feeder schools.
- Solidify communication lines with pre-law advisors.
- Strengthen electronic recruitment efforts using web and social media.
- Increase full-time and part-time enrollments to a capacity population of 170 entering students in FY 2017.
- Maximize evening and weekend enrollments with targeted outreach.
- Implement recruitment plan and capitalize on non-numeric admission criteria to create UMass Law identity that accords with our mission and core values.
- Expand outreach and recruitment to bring diversity of people and ideas to the Law School, and to enrich the Law School with the cultural diversity represented in the South Coast area and the Commonwealth.
- Establish 3+3 programs with all UMass campuses.
- Examine pipeline models to devise a plan for the Law School that serves communities by
recruiting students with the potential for success.

- Increase scholarships to target recruitment that furthers mission and core values.
5. STUDENT ENGAGEMENT

The Law School is committed to maintaining a respectful and collegial community that promotes and supports diversity in people and ideas and development of professional identity.

Goals

- The Law School embraces access to legal education by exemplifying a unified community in which student services are fully available to part-time and full-time students.
- Law School graduates are prepared with the optimal balance of legal theory, doctrine, skills, experience, and professionalism.
- Law School graduates possess the skills, doctrinal and theoretical knowledge, and aptitude for critical thinking to succeed as creative and prudent professionals.
- Law School graduates possess the skills, values, professionalism, and ethics to navigate the changing profession and to meet the changing needs of their future clients.
- The Law School offers students challenging academic opportunities under the direction of skilled and caring professionals.
- The Law School creates an environment in which students feel valued and respected.
- Students are supported in their career development so that when they graduate, they get jobs.
- The Law School exposes students to practitioners successful in a range of J.D.-required and J.D.-preferred jobs.
- The Law School provides students with a rich array of opportunities for personal and professional growth.
- The student body exemplifies a collegial community that respects and promotes diversity in identity and ideas, and students carry those values forward into the profession.
- Law School graduates are not constrained by geographic limitations; they possess a foundation in American legal systems sufficient to pursue their calling, whether in the Commonwealth, in another state, or in international service.
- Law School graduates exhibit cultural competency in understanding and working with persons of different ethnic, geographic, and economic backgrounds.
- The Law School embraces access to co-curricular and extracurricular activities and services in which opportunities are available to both part-time and full-time students.
Implementation

- Coordinate efforts of Office of Student Engagement and Professional Development with academic success program to support students both personally and academically.
- Coordinate professional development programming, teaching in professionalism, doctrinal curriculum, and career services so that students are exposed to practical, ethical, and personal aspects of lawyering.
- Foster creation of student organizations to support non-traditional student groups, such as older law students and law students who are parents.
- Bring management of law school activities calendar within Office of Student Engagement and Professional Development, and devise a system to monitor programs and events to encourage maximum access for students in both part-time and full-time programs.
- Investigate student and faculty interests, subject-matter and geographic, in international opportunities for teaching, learning, research, and service, to ascertain future direction for development of curricular, co-curricular, and employment programs.
- Develop plan for consistent administration of funding for student activities, reducing reliance on campus resources and streamlining allocation of law school resources.
- Develop avenues for data from the Law School Survey of Student Engagement to feed back into student services in the Law School.
- Secure employment for our graduates each year such that at least two-thirds are employed in professional positions; at least half are employed in positions for which the J.D. is required or an advantage; and at least twenty percent are employed in public service positions (public interest, government, or clerkship).
- Connect with student services and student government leaders at regional law schools to build relationships and share resources and opportunities.
- Connect students with practitioners to facilitate understanding and pursuit of career paths.
- Liaison with campus services such as registration, counseling, financial aid, housing, and parking and transportation to address disconnects between campus services and law student needs on a recurring basis.
- Devise a plan for an internal and external media outlets to promote achievements and events pertaining to members of our community, building community pride and identity, and outline the resources that the enterprise will require.
- Focus outreach efforts in career services on identity and affinity bar associations.
- Examine job placements to identify active practice areas, and devise a plan to enhance career services staffing specific to those areas, including consideration of the resources that will be required.
- Expand career services outreach and opportunities to practice communities and geographic areas beyond Southcoast, including Boston, western Massachusetts, eastern Connecticut, and Rhode Island.
- Examine and develop international programming that capitalizes on community diversity, fosters cultural competency, and empowers graduates to pursue career development unconstrained by geographic limitations.
Dialog with campus to devise strategies to enhance security both in short-term solutions, such as restricted building access, and in long-term solutions, such as infrastructure upgrades and security staffing.
6. ALUMNI AND EXTERNAL IMPACT

The Law School is committed to the pursuit of justice within and beyond the Commonwealth through research and practice that contribute to the development of the law and legal education; through service to the public and partnership with the profession; through enhancement of access to justice; and through contribution to social and economic development.

Goals

- The Law School works to advance justice in the Commonwealth by facilitating needed access to lawyers and legal services.
- The Law School operates a pipeline to facilitate access to legal education in communities underserved by the profession, fosters the development of legal professionals, and supports graduates who choose to serve where they are needed most.
- The Law School maintains its relationship with alumni and with the bar in fostering ongoing career and professional development.
- The Law School works in partnership with an advisory committee, the alumni body, and the profession to raise funds in furtherance of the mission and to contemplate auxiliary enterprises that further the mission.
- The Law School faculty and students, and the Law School as an institution, work in partnership with the profession, the government, and non-governmental organizations to further their efforts in doing justice.
- The Law School is a source of research and scholarship that facilitates faculty engagement with public policy and advances public education and dialog on important issues.
- The Law School has a reputation for excellence and commitment to public service, which it communicates to the public, especially to the bar, the bench, the legal academy, and the government, and in the media.

Implementation

- Capitalize on resources of the Commonwealth’s legal community and the Law School’s internal and external communities to establish an advisory committee.
Further build the Law School relationship with the alumni community by surveying alumni needs in continuing legal education and professional development and drafting an outreach plan that incorporates the resources of the law library, career services, institutional advancement, and the extant curriculum.

Survey communities to identify segments in need of access to legal education and legal services, thinking not only in terms of geography, but in terms of legal needs, socioeconomic characteristics, diverse identities, and other commonalities; and consider how Law School can meet those needs.

Examine possibilities for facilitating faculty participation in community and academic presentations, such as public education programs, professional development programs, and academic conferences, bolstering the Law School reputation among bar, bench, legal educators, and government, and community leaders.

Facilitate production and dissemination of faculty and student research and scholarship, including related products such as opinion pieces and public presentations, such as to engage the Law School with public policy development.

Examine possibilities for facilitating faculty participation in media, such as blogs and publications in news and professional development, bolstering the Law School reputation among bar, bench, legal educators, and government, and community leaders.

Develop communication strategy, including a magazine, to establish the Law School as a recognizable and consistent presence among bar, bench, legal educators, and government, and community leaders.

Facilitate development of alumni community through communication and networking strategies including reunions.

Develop communication and marketing capacity to ensure that the Law School reputation reflects our achievements.

Examine pipeline models to devise a plan for the Law School that serves communities by shepherding the development of legal professionals from recruitment to academic success, to bar pass, and to legal service provider.

Identify potential partners in the profession, the government, and non-governmental organizations, and initiate dialogs concerning common values and objectives.

Develop alumni mentoring relationships for upper-level students.

Study innovative technologies useful in the practice of law and in facilitating access to justice, and determine how the Law School can support and promote their deployment.

Consult and network with University experts and Commonwealth entrepreneurs to consider development of auxiliary enterprises that further the mission while also enhancing the Law School's capacity to do justice.
7. ADMINISTRATION

Our collegial community respects and promotes diversity in identity and ideas.

Goals

- The Law School continues to revise its operating and financial plan while developing strategies to ensure long-term sustainability.
- The Law School, University, and University System mutually benefit from a strong relationship in which the System and campus embrace the Law School as a key team player in accomplishing the academic mission, and the Law School raises the UMass profile and creates opportunities for advancement and development.
- The Law School is positioned as the University System’s Law School.
- The Law School has fortified its UMass identity and developed a strong alumni network unified in that identity.
- The Law School has permanent in-house leadership and expertise in operations and finance.

Implementation

- Establish essential administrative positions, including permanent associate dean for administration and finance, sufficient faculty assistance, and fully staffed admissions, career services, and other student services.
- Work within Law School and with University to refine administrative position descriptions to be responsive to needs of Law School, especially with respect to unique range of day, evening, and weekend programming, and with respect to flexibility needed to manage the Law School.
- Recruit marketing/communications expertise to facilitate University communications service to Law School to build Law School recognition, reputation, and brand in the University System, the Commonwealth, and the nation.
- Develop organizational chart to detail revised reporting relationships and authority lines, working with University provost and human resources to ensure sufficient Law School control of essential functions, such as facilities and technology.
- Provide for clear administrative lines of authority in case of emergency in law school.
- Develop and implement internal employee orientation programs that supplement and complement University orientations.
- Develop avenues for data from the Law School Survey of Student Engagement to feed back into effective Law School administration.
Routinize communication with Board of Trustees Law School Task Force to incorporate Task Force into ongoing strategic planning.

- Attain full ABA accreditation.
- Refine organizational structure in anticipation of larger student body, faculty, and staff.
- Develop a survey instrument to evaluate job satisfaction of all employees, and open channels of communication for the submission of constructive ideas to improve the Law School.

Explore communications lines between Law School and University System to maximize efficiency when statewide higher education priorities are implicated in Law School programs.

Position the Law School as the University System’s Law School.
8. LAW LIBRARY

We strive to graduate competent, ethical, and creative professionals who exercise sound judgment.

Goals

- The Library is recognized as a legal resource for its contribution to the legal profession throughout Massachusetts and New England.
- The Library creates a comfortable, adaptable environment for students to meet, interact, study, research, explore, and self-publish.
- The Library plays a central role in facilitating curricular, co-curricular, and social activities in the Law School.
- The Library has a vision for the ongoing development of its space to meet the changing needs of the Law School community.
- The Library provides resources for Law School graduates that aids in the construction of their careers and practices.
- Library staff provide superior patron services that emphasize flexibility, vision, trouble-shooting skills, and customer-service orientation.
- Library staff provide research support and reference services to faculty that are proactive, collaborative, efficient, and effective.
- Library staff assist faculty with preparation of materials and provide services that facilitate legal publication.

Implementation

- Consult with academic success program to determine what role the law library can play in fostering learning, and devise a plan for integration of law library services and academic success.
- Reclassify library assistants as assistant librarians, and assess work distributions to ascertain whether current staffing levels are sufficient, to reassign work as might be necessary to even workloads, and to devise a plan to meet future staffing needs in terms of both personnel, skills, and classifications.
- Initiate a proactive outreach program that solicits faculty research assignments and accomplishes research support through law librarians and qualified student research assistants.
- Collaborate with Faculty Development Committee to develop a program of continuing education in research and publishing, orienting faculty to changes in reference services and in the legal publishing market.
Study current space allocation and study Law School community needs to assess match; accordingly, articulate a design and plan for the ideal library space and consider the resources that its development will require.

Initiate a continuing professional education program for law librarians to maintain research and reference skills in step with new technologies and resources, and determine what resources will be required to support ongoing professional development.

Conduct a review of the print collection to mark dated resources and prioritize their replacement with updated materials in accordance with the Collection Development Policy; determine what resources will be required to afford dedicated staff for acquisitions and bibliographic functions in the future.

Survey expectations locally and services at other law libraries to catalog potential services for faculty, students, and other patrons that will meet needs now and in the future; articulate a plan for patron services development and determine what resources will be needed to accomplish the plan.

Network with other law libraries to ascertain what contemporary and forthcoming technologies are regarded as essential or desirable; accordingly, articulate a plan for information technology in the library and determine what resources will be required to implement technological innovations.

Consult with state and regional library networks, especially in the Southcoast region, to determine what unmet patron needs might be served by the Law Library, and draft a plan to facilitate appropriate community outreach; consider leveraging Law School resources, such as faculty capacity to lecture on topics of public interest such as immigration law or community development.

Fully develop faculty research presence on electronic service platform, and educate faculty as to empower their participation in ongoing participation.
9. TECHNOLOGY AND FACILITIES

Our involvement in the legal community enables our students to thrive in a changing profession and to serve the needs of their future clients.

Goals

- Campus technology and facilities providers understand the concurrences and divergences of needs between the campus and Law School and are prepared on an ongoing basis to meet the technological and infrastructure needs of the Law School to adapt rapidly and efficiently to changes in the legal education and legal services markets.
- The Law School has developed offices to provide sufficient and efficient workspaces for growth in faculty, administration, and staff.
- The Law School has examined the need for sufficient classroom and academic spaces in accordance with projected student enrollments, and has formulated a plan to provide that space.
- The Law School has a vision for the ongoing development of the physical facility to meet the changing needs of the Law School community.
- The Law School supports university hardware and software tools in the classroom, in online and blended learning, and in integration with practice, serving the development of student proficiencies requisite to the contemporary practice of law.
- The Law School has examined the need for technological and facilities upgrades to keep pace with contemporary expectations, functional and aesthetic, and has formulated a plan to accomplish those upgrades.
- The Law School has developed appropriate spaces to support seminar teaching.

Implementation

- Reconfigure reporting relationships to ensure most effective and efficient use of current technology and facilities personnel.
- Formulate detailed plan for deferred building maintenance, prioritizing costs such as re-carpeting.
- Integrate website management and social media functions into administration for communications and marketing, and develop avenues for fast updating.
- Develop and facilitate community consensus around a plan for universal technology, including a student laptop requirement integrated with student financial services.
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- Formulate a plan to upgrade the building and technology, and to provide for periodic upgrades.
- Formulate plan for upgrade of public, presentation, classroom/seminar, and activity spaces, including acquisition of furniture and appropriate technology.
- Establish process for ongoing investigation of new technologies in classroom and skills education, including training for faculty to empower informed decision-making about technology acquisition.

- Investigate technologies employed at other UMass campuses, at other law schools, and in the contemporary practice of law to determine what technologies should be used at the Law School and incorporated into learning outcomes to insure that our students are prepared to enter practice.
- Formulate detailed plan for building renovation that prioritizes the use of space, including development of unfinished space on the lower level, reconfiguration of library space to maximize efficient use, and adaptation of building to handle full enrollment.
10. FINANCIAL

UMass Law is the Commonwealth’s public law school.

Goals

- The Law School maintains a balanced budget subject to ongoing revision based on assessment of costs and revenues.
- The Law School has explored auxiliary enterprises and non-tuition options as possible revenue sources and planned accordingly.
- The Law School has laid the groundwork for endowment-building and developed a long-term strategy and capacity for fundraising.
- The Law School has explored naming opportunities and developed an appropriate strategy to build relationships with potential donors.
- The Law School has initiated a stable fundraising effort through an emerging auxiliary enterprise or the successful solicitation of donations.

Implementation

- Develop FY 2015-2019 financial plan that recognizes current national trends in law school enrollments.
- Develop data concerning competitor, comparable, and aspirational-model law schools to ensure financial planning and goal-setting appropriate in the marketplace for legal education.
- Open channels of communication to educate and inform Commonwealth officials and Board of Trustees Law School Task Force on Law School budget and financial planning.
- Draw third of three $2 million loans from University System.
- Increase fundraising to $50,000 in 2014.
- Maintain commitment to and strengthen University and Commonwealth support of a sustainable long-term budget that prioritizes the continuation of affordable tuition and fees while reducing debt.
- Establish recurring fundraising programs and events.
- Develop naming opportunities and disseminate opportunities to Law School constituencies.
- Develop and disseminate to Law School constituencies opportunities to invest in Law School initiatives such as research and scholarships and experiential learning programs.
- Develop financial resources to support co-curricular and extracurricular student activities, such as moot court travel teams and other opportunities for students’ professional development, such as attendance at conferences and job fairs.
- Develop financial resources to support ongoing maintenance and robust development of law library and information technologies, including planned allocations for maintenance and upgrades.
- Develop financial resources to support ongoing maintenance and robust development of technology and facilities, including deferred maintenance, upgrades, and the creation of new spaces.
- Develop financial resources to support a robust communications and marketing program.
- Prepare for and participate in University capital campaign.
- Increase fundraising to $250,000 in 2017.

- Consult and network with University experts and Commonwealth entrepreneurs to consider development of auxiliary enterprises and of funding sources that are not tuition- or gift-based.
- Develop financial resources to give the Law School discretionary funds to meet one-time needs and support special projects.