

**TO:** Dr. Horace Fleming  
Executive Vice President and Provost

**FROM:** Daisy Hurst Floyd  
Dean, School of Law

**RE:** Update to Law School's Five-Year Plan and Other Factors Affecting  
Decisional Priorities

**DATE:** June 30, 2006

The following is in response to your request for an update to the Law School's three-year plan and decisional priorities for the coming year. The Law School doesn't have a three-year plan, but it adopted a five-year plan in 2000, also referred to within the Law School as the Woodruff 2000 Plan. The Plan recommended initiatives in thirteen specific areas, and I've provided an update in each area. Following the update, I've outlined some additional items that will inform decision-making in the coming year.

#### The Five-Year Plan

### **1. Scholarships**

The Law School continues to fund several scholarship programs, including the three Jesse Mercer Scholarships recommended by the plan, Woodruff Scholars; Walter F. George Scholarships; and a variety of other scholarships. The continued vitality of the scholarship program is essential to the Law School's goal of entering and retaining a qualified student body. Scholarship funding must keep pace with tuition increases.

### **2. Creation of an Academic Success and Teaching Resources Center**

This has not yet occurred. The Law School continues to have a need for an academic support center, which would require hiring a professional staff member with adequate support. This need was again highlighted by the faculty at its September 2005 retreat and included in my report to the Academic Council in October.

### **3. Creation of a Distinguished Visitor Series**

This has not yet been accomplished, but such a program remains a goal. Many law schools have distinguished visitors programs, which bring lawyers and judges to campus for various interactions with the law school community. Such a program would provide educational benefits for our students and raise the profile of the Law School among important constituencies. We currently lack funding to support such a program.

#### **4. Pursuit of Membership in The Order of the Coif**

Application for membership in The Order of the Coif was made following the last reaccreditation inspection in 1998. The application was pursued at the time that the Law School's Five-Year Plan was completed, but was unsuccessful. The rules of Order of the Coif require that applications be within two years following a site inspection. Therefore, we will plan to revisit the application process following our upcoming Fall 2006 reaccreditation inspection.

We continue to maintain the Brainerd Currie Honor Society, which was created at the Law School in 1972 and recognizes excellent student performance.

#### **5. Continued Internal Support of The Journal of Southern Legal History**

Support for **The Journal of Southern Legal History** continues as contemplated in the Five-Year Plan. Several faculty members sit on the Editorial Board of the Journal, and students perform editorial functions. The Law School also supports some of the administrative tasks of the Journal.

#### **6. Increased Support of Community Life**

This goal involved a number of suggestions, most of which have been incorporated into the daily life of the law school. I anticipate that the influx of new faculty and the creation of the Law and Public Service program will also foster these elements.

#### **7. Creation of a Professionalism Center**

The Law School's Center for Legal Ethics and Professionalism was established following the hiring of Bootle Professor Patrick Longan in 2000. The goals for the center contemplated by the Five-Year Plan have been substantially met, including the creation of a first-year course on professionalism. That course, entitled *Legal Profession*, was first offered in the spring of 2004 and was honored in 2005 with the ABA Center for Professionalism Award for Innovation and Excellence in Teaching Professionalism. The Center for Legal Ethics and Professionalism sponsors a national conference every fourth year and in 2005 became a founding member of the National Institute for Teaching Ethics and Professionalism, which holds an annual training program for those teaching ethics and professionalism around the country. As contemplated in the Five-Year Plan, Professor Longan has increased the Law School's involvement in the local Inn of Court, teaches a judicial practicum course, and sits on the Chief Justice of Georgia's Commission on Professionalism, and is otherwise quite active in state and national professionalism efforts.

## **8. Enhancement of the Public Interest Practicum Program**

The Law School's new Public Law and Public Service Program will lead to the enhancement of the Public Interest Practicum Program and other service activities as contemplated by the Five-Year Plan. Professors Gerwig-Moore and Floyd are meeting this summer with potential practicum supervisors and working on a curriculum proposal to revise the program. The faculty will consider the proposal during the Fall 2006 semester.

The Five-Year Plan contemplated a Director of Public Service, which has now been accomplished, and dedicated administrative support to assist with public service efforts, which has not.

## **9. Creation of an additional faculty position to fill curricular gaps such as alternative dispute resolution or other important electives currently untaught**

This has not been accomplished.

## **10. Staffing the Legal Writing Certificate Program**

Staffing the Legal Writing Certificate Program remains a challenge because of high student demand. We have come closer to meeting all of the demand during the last two years (only seven students were unable to be accommodated during the 05-06 academic year), but we are not yet at a point where we can accommodate all of the demand. The faculty made a curriculum adjustment this year to help with the staffing issue by changing the Advanced Legal Writing course from a three-semester sequence to a two-semester sequence. However, the staffing challenge is likely to deepen in 2007-08 when our large Fall 2006 entering class becomes eligible to enroll in the advanced courses needed to acquire the Certificate. The Certificate Program remains of high importance, as one element of the Law School's nationally-recognized Legal Writing Program.

## **11. Technology Support Positions**

We have made substantial progress in this area. We are currently staffed with a Director of Law School Information Technology; an Instructional Technology Coordinator; and a Systems Manager. Under the new University IT structure, the staff will remain dedicated to the Law School, with increased opportunities for communication and cooperation between Law School and other University IT services.

The Law School's classroom technology has been strengthened since the adoption of the Five-Year Plan, and the notebook program has been implemented successfully. Future technology needs include completion of the wireless network and adequate funding to replace equipment and purchase software as needed.

## **12. Additional Administrative Support and Office Space**

The Five-Year Plan recognized the need for additional administrative support and office space to accommodate its goals. Specifically, it sought dedicated administrative support for the Center for Legal Ethics and Professionalism, the Academic Success Program, and the Public Service Program, as well as additional office space for those programs and for the distinguished visiting faculty program. Most of these have not occurred despite the achievement of some of the related programmatic goals. Looking forward, however, continued development will require additional administrative support and new office space. With the addition of the two new faculty members as of this summer, faculty office space is filled to capacity. There is not adequate space to house an Academic Support Program.

### Additional Factors to Inform Decisional Priorities:

This year's activities have revealed other needs in addition to those necessary to accomplish the Five-Year Plan. The Faculty and Senior Staff Retreat, held in September, 2005, resulted in consensus on the following priorities for the Law School:

#### **1. Law and Public Service Program**

The retreat built upon the Five-Year Plan to devise an interdisciplinary Law and Public Service Program, staffed by three faculty positions and a dedicated administrative position. The program is focused on clinical programs, the public interest practicum program, and pro bono opportunities. As you know, we've added two new faculty positions. In the future, it is hoped that we can add an additional faculty position to reach the goal of at least fifty percent of law students participating in a clinic or practicum. There is pending before the Georgia Bar Foundation a grant application to support hiring an administrative assistant to help with the Public Service Program for the coming year. As part of the grant application, we've committed to funding the position after an initial year. If the grant is not funded, I hope that we can add such a position from internal resources by July, 2007.

#### **2. Increased Interdisciplinary Opportunities**

The goal of increased interdisciplinary opportunities includes additional joint degree and certificate programs modeled on our program with the Business School and potential joint faculty appointments. A Law School visiting faculty member for 2006-07, Oren Griffin, holds both a Ph.D. in Higher Education Administration and a J.D. Dean Martray and I have talked with Professor Griffin about possible collaboration between the College of Education and the Law School, with a particular focus on the new Ph.D. Program in Education. I expect that we will develop some more specific ideas for such collaboration in the coming year. The Law and Public Service Program will also enhance interdisciplinary work.

### **3. Academic Support**

As noted above, the faculty reaffirmed the importance of an academic support program at its retreat.

### **4. Increased Faculty Diversity**

With the retirement of Professor Tarpley and the departure of Professor Brennen to the University of Georgia, the Law School now has only one minority full-time faculty member, Professor Tony Baldwin. We have hired two minority visiting faculty members for the 2006-07 academic year, both of whom plan to be candidates for permanent faculty positions. Additionally, the Faculty Appointments Committee has recommended some steps towards improving faculty diversity, which will be presented to the faculty in the Fall of 2006.

### **Additional Resource Needs**

Additional resource needs include:

- Increased support for faculty and staff salaries and travel;
- Additional funding to maintain or grow the Law Library collection;
- Adequate funding to repair and replace technology as needed;
- Increased support for Admissions travel, recruiting, and marketing materials;
- Increased funding for enhanced alumni outreach;
- Increased funding for publicity to enhance the Law School's reputation;
- Facilities needs, including:
  - Upgrade to the Registrar's office, which is cramped, lacks requisite privacy for dealing with confidential issues, and lacks adequate storage space
  - Carpet, paint, and lighting needs in the library and third floor common areas
  - Bathroom renovation, which is becoming more critical each year
  - Finishing the lounge renovation project with new furniture
  - Improvement to wiring capacity throughout the law school
  - Replacement of worn or broken furniture in several areas
  - (The long-needed fire alarm upgrade was completed this year, the main Law School elevator is scheduled for major repair this summer, and the student lounge is receiving new flooring and paint this summer).