



Washburn University
School of Law

WASHBURN
UNIVERSITY
SCHOOL OF LAW

**STRATEGIC PLAN
2023-2028**

Adopted May 10, 2023

I. Attract and Recruit a Diverse, Ethical, and Academically Accomplished Student Body

To achieve Goal I, the Law School will strive to:

A. CONTINUE TO EXPAND OUR REGIONAL, NATIONAL, AND INTERNATIONAL OUTREACH

This may include, for example, working together to:

- Enhance outreach to colleges, high schools and other pipelines
- Consider targeted foreign recruiting to expand, and increase support for, our graduate programs
- Increase the visibility and reputation of the Law School in outlets consulted by prospective applicants
- Develop a comprehensive marketing and communications strategy to reach prospective applicants

B. DEVELOP AND PROMOTE PROGRAMMING AND CURRICULUM RESPONSIVE TO THE INTERESTS AND PRIORITIES OF PROSPECTIVE APPLICANTS

This may include, for example, working together to:

- Maintain a broad curriculum with a diversity of subjects
- Build on the success of our path-breaking Third Year Anywhere® program

- Evaluate the role of distance learning in educating students outside the region
- Offer opportunities to specialize and gain credentials through our certificate programs
- Support practice-skills opportunities like moot courts and competition teams
- Enhance opportunities for experiential education like our clinics, faculty-supervised externships, and classroom practice simulations
- Offer study abroad opportunities for interested students

C. SUPPORT AND GROW OUR DIVERSE STUDENT COMMUNITIES

This may include, for example, working together to:

- In accordance with the Law School's Diversity, Equity, and Inclusion Strategic Plan, increase the diversity of our student body
- Enhance our welcoming and inclusive culture
- Promote student organizations for underrepresented minorities
- Offer curriculum and programs that explore traditionally marginalized viewpoints

II. Offer a High-Quality Comprehensive Curriculum that Prepares Students for Future Careers

To achieve Goal II, the Law School will strive to:

A. CONTINUE AND EXPAND OUR COMMITMENT TO STUDENT SUCCESS AND ENGAGEMENT

This may include, for example, working together to:

- Maintain and expand our commitment to teaching excellence
- Provide comprehensive, proactive academic support for all students
- Encourage student networks and engagement within and beyond the Law School
- Recognize and work with the diversity of student learning styles and needs
- Integrate cultural awareness into the curriculum to teach students to work effectively and successfully with diverse clients
- Develop a curriculum that fosters intercultural and international competence

B. CONTINUE PROACTIVE AND SUPPORTIVE BAR-PASSAGE PROGRAMMING FOR ALL STUDENTS

This may include, for example, working together to:

- Support strong bar-readiness for students beginning in their first year
- Help defray expense for students of post-graduation bar-passage preparation

C. PREPARE ALL STUDENTS FOR POST-GRADUATE SUCCESS

This may include, for example, working together to:

- Produce ethical, responsible, proficient, and practice-ready attorneys
- Prepare and support students following a wide range of career paths, including public service
- Identify curriculum gaps and potential solutions to respond to market demands in areas of career opportunity
- Prepare students to use emerging technologies in practice

III. Attract, Retain, and Support an Outstanding and Diverse Faculty Dedicated to Significant Scholarship, Service, and Excellence in Teaching

To achieve Goal III, the Law School will strive to:

A. FOSTER AND SUPPORT A VIBRANT INTELLECTUAL COMMUNITY

This may include, for example, working together to:

- Sponsor faculty workshops and colloquia at the Law School, in the wider University, and beyond
- Promote vibrant and robust intellectual curiosity and activity within the faculty
- Amplify information about significant faculty contributions to scholarship, service, and excellence in teaching

B. ENCOURAGE SIGNIFICANT FACULTY SCHOLARSHIP

This may include, for example, working together to:

- Encourage the production of faculty scholarship, including support for research and participation in academic conferences
- Expand our scholarly mentorship program for untenured faculty members
- Provide administrative and other support for faculty engaged in scholarship, including support for submitting work for publication
- Develop a marketing and communications plan to showcase faculty scholarly and other accomplishments

C. MAINTAIN OUR COMMITMENT TO AND REPUTATION FOR EXCELLENCE IN TEACHING

This may include, for example, working together to:

- Continue and strengthen our system of teaching mentorship and feedback for untenured faculty and adjuncts
- Support faculty development programs and participation in professional conferences focused on pedagogy and teaching
- Maintain our integral relationship with the Institute for Law Teaching and Learning
- Foster innovation and expertise in the art and science of teaching
- Create training opportunities for all faculty

D. CLARIFY THE GOALS, PROCESSES, AND STANDARDS EMPLOYED IN ATTRACTING DIVERSE AND ACCOMPLISHED FACULTY MEMBERS

This may include, for example, working together to:

- In accordance with the Law School's Diversity, Equity, and Inclusion Strategic Plan, increase the diversity of our faculty
- Establish clear priorities for hiring through transparent, inclusive processes
- Discuss consistent and Law School-appropriate metrics for evaluating candidates for faculty positions
- Emphasize and maintain the Law School's egalitarian tenure structure in faculty recruiting contexts

IV. Foster a Collaborative, Collegial, and Equitable Work Environment

To achieve Goal IV, the Law School will strive to:

A. FOSTER A CULTURE OF MUTUAL RESPECT AMONG THE FACULTY

This may include, for example, working together to:

- Develop and support a system for consistent recognition of faculty member achievements
- Develop and maintain transparent expectations regarding the efforts of faculty members in the areas of teaching, scholarship, and service
- Strengthen the process of annual review and feedback for faculty members
- Encourage and support both social and professional events that promote faculty collegiality and mutual respect for the strength of the institution
- Support and implement the Law School's Diversity, Equity and Inclusion, Strategic Plan

B. ENSURE EQUITABLE TREATMENT, RECOGNITION, AND ALLOCATION OF WORKLOAD AMONG FACULTY MEMBERS

This may include, for example, working together to:

- Continue to emphasize and implement our unitary tenure system
- Recognize the strengths and contributions of all members of the faculty
- Provide opportunities for faculty to cross over typical categorizations
- Ensure that allocation of responsibilities among faculty members is equitable
- Communicate expectations for faculty at varying levels of seniority regarding teaching, scholarship, and service

C. CLEARLY COMMUNICATE EXPECTATIONS REGARDING TENURE AND PROMOTION

This may include, for example, working together to:

- Review the standards and criteria employed for granting tenure and promotion of tenure-track faculty members
- Effectively communicate to pre-tenure faculty the expectations surrounding applications for promotion and tenure
- Give consistent and clear feedback to pre-tenure faculty regarding their progress toward those expectations

D. STRENGTHEN THE EFFECTIVENESS OF THE WORKING RELATIONSHIPS AND MUTUAL RESPECT AMONG FACULTY AND STAFF

This may include, for example, working together to:

- Explore ways to familiarize all faculty and staff with the nature of the work and responsibilities of the various positions within the Law School
- Develop and support a system for consistent recognition of staff member achievements and contributions
- Encourage and support both social and professional events that promote faculty and staff collegiality and mutual respect for the strength of the institution

V. Continue the Law School's Strong Tradition of Faculty Governance

To achieve Goal V, the Law School will strive to:

A. MAINTAIN A COLLABORATIVE RELATIONSHIP, CHARACTERIZED BY DIALOGUE AND TRANSPARENCY, BETWEEN THE FACULTY AND THE LAW SCHOOL ADMINISTRATION.

This may include, for example, working together to:

- Recognize the value of faculty input into decisions that substantially impact the Law School
- Clarify the apportionment of decision-making powers between Dean and the faculty
- Create opportunities for the Dean and the faculty to review the Law School's financial condition and priorities together

B. ENSURE OPEN COMMUNICATION AND COOPERATION BETWEEN THE LAW SCHOOL AND THE UNIVERSITY ADMINISTRATION

This may include, for example, working together to:

- Work with the University Administration to maintain and defend academic freedom
- Foster recognition of the special requirements and circumstances surrounding professional legal education
- Enhance dialogue with the University Administration regarding matters of import to the University, including the Law School

VI. Enhance and Highlight the Law School's Role as a Valuable Community Partner

To achieve Goal VI, the Law School will strive to:

A. APPRAISE AND EXPAND THE LAW SCHOOL'S CONTRIBUTIONS TO THE COMMUNITIES IT IMPACTS AND BENEFITS

This may include, for example, working together to:

- Spotlight the contributions of the Law Clinic to local communities through client services, lawyer training, and relationship-building
- Promote and increase the community impact of Law School initiatives like the Third Year Anywhere® program, Centers for Excellence, Rural Law Initiative, study abroad programs, and Volunteer Income Tax Assistance program
- Celebrate the work of faculty, staff, and students in our communities, such as outreach and educational programs, scholarly contributions, service projects, continuing legal education initiatives, and education of future attorneys
- Highlight the contributions of Washburn alumni to the community, including judicial or other government service, local bar leadership, and other public service endeavors
- Empower students to be strong community leaders
- Consider new opportunities for alumni communications and engagement to promote a lifelong community of involvement and belonging
- Produce and support leaders in the legal academy and beyond

B. MAINTAIN AND ENRICH RELATIONSHIPS WITH LOCAL, STATE, AND NATIONAL GOVERNMENT ENTITIES

This may include, for example, working together to:

- Increase student and faculty involvement in issues pending before government bodies, such as legislative testimony and committee work
- Reach out to public servants who may wish to serve as adjunct professors or guest speakers in Law School classes
- Develop and enrich student participation in public service through additional externship opportunities

C. MAXIMIZE THE LAW SCHOOL'S CONTRIBUTIONS TO THE BROADER UNIVERSITY

This may include, for example, working together to:

- Create additional pathways into the Law School for undergraduate students with strong academic records
- Ensure adequate faculty participation in University committees, governance initiatives, curricular programming, and other organizational initiatives
- Identify ways to employ the high profile of the Law School to the benefit of the University

VII. Maintain Our Fiscal and Operational Excellence

To achieve Goal VII, the Law School will strive to:

A. INCREASE FUNDING FOR SCHOLARSHIPS AND PROGRAMS

This may include, for example, working together to:

- Explore ways to reduce the debt burden on our graduates
- Increase and manage our scholarship funds to attract strong students from all backgrounds
- Increase the availability of financial assistance on the basis of need in addition to merit scholarships
- Discuss strategic expansion and funding of extracurricular and other programs

B. DIVERSIFY OUR REVENUE STREAMS

This may include, for example, working together to:

- Consider revenue possibilities from the expansion of graduate programming
- Evaluate arrangements that combine faculty members' academic interests with the generation of revenue
- Explore ways to increase private funding by engaging alumni and other leaders

C. BUILD PARTNERSHIPS WITH THE UNIVERSITY WHILE PROMOTING THE CRITICAL ASPECTS OF THE LAW SCHOOL'S MISSION AND GOALS

This may include, for example, working together to:

- Develop relationships within the University that reflect the Law School's unique contributions
- Promote University-wide awareness of the special circumstances and demands of professional legal education

D. CONTINUE OUR COMMITMENT TO A TRANSPARENT AND SUSTAINABLE FUNDING MODEL

This may include, for example, working together to:

- Maintain and grow the Law School program through efficient and sustainable funding
- Assure an understanding of University and Law School finances