

# STRATEGIC PLAN OVERVIEW

**“Most of the things worth  
doing in the world had  
been declared impossible  
before they were done.”**

– Justice Louis D. Brandeis

LOUIS D. BRANDEIS SCHOOL OF LAW

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SCHOOL OF LAW



**As America's fifth oldest school of law in continuous operation, the Louis D. Brandeis School of Law never forgets the vision of its benefactor and namesake, U.S. Supreme Court Justice Louis Brandeis.**

The law school maintains Justice Brandeis' commitment to public service and a responsive approach to emerging trends in legal education with excellent academic programs, world-class teachers and scholars, and an emphasis on providing students an array of professional skills and ample opportunities for experiential learning. Its small size allows students to receive personalized education through individual mentoring in an atmosphere of support and inclusiveness that reflects the school's core values of a strong sense of community and collegiality.

Yet we know significant forces of change exist today affecting legal education, the legal profession, and higher education. They require that the Law School change some aspects of what it is doing if it wishes to meet current and future needs and demands. The strategic plan offers a blueprint for action in six major areas: Education and Curriculum, Research, Interdisciplinary Inquiry, Community Engagement, Diversity, and Resources. The plan is flexible and allows for changes but will guide us in the years ahead. To see the full plan please visit [louisville.edu/law/about/strategic-plan](http://louisville.edu/law/about/strategic-plan). We look forward to implementing these initiatives and taking this law school to new heights.



# LAW SCHOOL MISSION



The University of Louisville Brandeis School of Law is a premiere small public law school with a mission to serve the public. Located in the Louisville urban community, it is part of a large comprehensive research university with a state legislative mandate to be a nationally preeminent metropolitan research university. The Law School is guided by the vision of its benefactor and namesake, U.S. Supreme Court Justice Louis D. Brandeis, to:

1. Educate students in skills, knowledge, and values for lifelong effectiveness in solving problems and seeking justice by giving them outstanding opportunities to:
  - Develop knowledge of the basic principles of public and private law;
  - Develop effective skills of legal analysis and written communication, legal research, conflict resolution, problem solving, and other fundamental skills;
  - Understand diverse perspectives that influence and are influenced by the law and its institutions, through a diverse faculty and student body, and through legal research and scholarship;
  - Understand their ethical responsibilities as representatives of clients, as officers of the court, and as public citizens responsible for the quality and availability of justice;
2. Produce and support research that has a high level of impact on scholarship, law, public policy, and/or social institutions;
3. Develop and pursue interdisciplinary inquiry;
4. Actively engage the community in addressing public problems, resolving conflicts, seeking justice, and building a vibrant and sustainable future through high-quality research and innovative ideas, and application of research to solve public problems and serve the public;
5. Actively engage diverse participants in an academic community of students, faculty, and staff that is strengthened by its diversity and its commitment to social justice, opportunity, sustainability, and mutual respect; and
6. Develop and use resources efficiently, effectively, and sustainably to achieve mission-critical goals and strategies and to ensure student access to relatively affordable legal education.



**“Our law school is not only meeting changing expectations, but exceeding them.”**

– Dean Susan Duncan



## OUR GOALS

# 1

### Education and Curriculum

In keeping with the mission of a comprehensive public research university in an urban environment, ensure that students develop skills, knowledge, and values for lifelong effectiveness in solving problems and seeking justice. To achieve this goal we will:

- A. Integrate and enhance skills and experiential learning throughout the curriculum.
- B. Enhance the academic success program and the advising system directed toward student retention and support.
- C. Assist students in designing both course and extracurricular activities to meet future career goals.
- D. Offer innovative opportunities to attract J.D. students and non-J.D. students.

#### Initiatives:

- Revise the first-year curriculum and core hour requirement to allow more hours for skills classes and experiential learning opportunities.
- Develop educational interdisciplinary law programs/course offerings for professionals and others.
- Explore a 3+3 (B.A. – J.D.) program at the University of Louisville.
- Engage in curriculum assessment and synthesis.
- Develop and implement a set of advisory “tracks” to assist students in being “practice ready” for career goals.



## OUR GOALS

# 2

### Research

Produce and support research and scholarship that have a high level of impact on scholarship (i.e., the academic body of knowledge and ideas), law, public policy, and/or social institutions. To achieve this goal we will:

- A. Increase professors' production of high-impact scholarship by developing incentives and support.
- B. Increase national recognition of scholarship produced by professors.
- C. Support diverse perspectives in scholarship.
- D. Encourage professors to collaborate with others in their research.

#### Initiatives:

- Devise diverse objective measures of research impact on scholarship, law, public policy and/or social institutions.
- Track the impact of publications and other scholarship.
- Strengthen mentoring of all professors to help them develop an appropriate set of scholarly objectives.
- Publicize and disseminate high-impact scholarship.
- Develop opportunities for professors to engage in research with students, other legal scholars, and scholars in other disciplines.

## OUR GOALS

# 3

### Interdisciplinary Inquiry

Develop a strong program of interdisciplinary education, scholarship, and service. To achieve this goal we will:

- A. Strengthen and enhance existing interdisciplinary programs in Law, Business, and Entrepreneurship & Law and Environmental Sustainability.
- B. Establish areas of research and teaching excellence in at least two new interdisciplinary programs with other units at the University.
- C. Develop more cross-disciplinary collaborations with scholars in other units and at other universities.
- D. Develop educational interdisciplinary law programs/course offerings for professionals and others.

#### Initiatives:

- Offer flex courses to attorneys and other professionals in relevant fields.
- Explore developing additional dual-degree programs.
- Increase number of cross listed and team taught courses with faculty in other disciplines.
- Support interdisciplinary collaborative research.
- Catalogue all interdisciplinary activities and programs.



## OUR GOALS

# 4

### Community Engagement

Actively engage the community in addressing public problems, resolving conflicts, seeking justice, and building a vibrant and sustainable future through high-quality research, innovative ideas, and application of research to solve public problems and serve the public. To achieve this goal we will:

- A. Enhance clinical and externship opportunities.
- B. Promote and facilitate community-engaged teaching, scholarship, and service.
- C. Maintain and strengthen the law school's public service program.
- D. Involve the community in the law school's delivery of education as well as research and service activities.

#### Initiatives:

- Explore adding new clinics and externships particularly in new curricular focus areas.
- Strengthen Central High School Law and Government Magnet partnership program and explore additional pipeline programs.
- Increase number of service-learning opportunities and educational methods in classes.
- Conduct and publicize an annual inventory of activities related to community engagement.
- Facilitate opportunities for faculty, staff, and students to partner with the community to pursue social justice.

## OUR GOALS

# 5

### Diversity

Actively engage diverse participants in an academic community that is strengthened by its diversity and its commitment to social justice, opportunity, sustainability, and mutual respect. To achieve this goal we will:

- A. Create an inclusive law school climate.
- B. Increase workforce and student body diversity.
- C. Ensure pervasive and sustained inclusion of diversity in the curriculum and program of legal education.
- D. Promote internationalization and international initiatives.

#### Initiatives:

- Design annual cultural competency programs for students, faculty, and staff.
- Track and analyze data on the recruitment and retention of faculty, staff, and students, and ensure outreach occurs to attract diverse candidates.
- Fund scholarships and diversity committee activities.
- Conduct and publish annual survey of how diversity issues are infused in coursework.
- Increase international opportunities for students.



## OUR GOALS

# 6

### Resources

Increase resources, including developing new sources of funding that enable the Law School to fulfill the critical aspects of its mission and to achieve its goals and strategies, while also adhering to the Law School's long-standing commitment to students' access to a relatively affordable J.D. program. Use resources efficiently, effectively, and sustainably to maximize outcomes for resources expended, including setting priorities for the use of limited funding, time, effort, and expertise. Promote sustainability in the Law School community and environment, and build partnerships with the University and broader community to seek sustainability. To achieve this goal we will:

- A. Increase fundraising.
- B. Increase annual revenue streams to the Law School.
- C. Set relative priorities among the strategic plan's goals and strategies.
- D. Improve the functioning of the law school in ways that are environmentally, socially, and economically sustainable.

#### Initiatives:

- Identify and raise funds for scholarships, high-impact research, chairs and professorships, diversity initiatives, library renovation, pipeline programs, and experiential learning opportunities (e.g. clinic, oral advocacy competitions, etc.).
- Implement income producing programs.
- Set priorities for the use of limited funding, time, effort, and expertise.
- Hire additional staff and cross-train staff.
- Re-establish the law school sustainability committee.



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