

Cascaded Plan – Waypoint 1 July 1, 2016 – June 30, 2019

Mission of the University of Idaho College of Law

The mission of the University of Idaho College of Law is to:

- Provide access across all cultures and ideologies to the highest quality of legal education;
- Lead the region in promoting civil discourse on concerns of policy and law and in providing legal service to underserved populations;
- Contribute to the local, regional, national, and international scholarly dialogue on issues of critical importance in our time.

Vision of the University of Idaho College of Law

In the twenty first century, the University of Idaho College of Law builds on a foundation of one hundred years of excellence dedicated to:

- Public service;
- Education of leaders for Idaho and the Inland Northwest; and
- Development of a legal community committed to access to legal service and professionalism.

As one law school in two locations, we are dedicated to providing a community across both locations that values the contribution of every member of the law school community and nurtures respect and civil discourse across cultures and ideologies. The College of Law will develop one law school in two locations that will rise to the level of excellence exemplified by the top 100 law schools in the nation in the first quarter of the twenty first century.

The unique advantages of each location serves our common vision:

- Our foundation in Moscow provides the community of a college town with the richness of access to interdisciplinary education in collaboration with our major land grant university and programs; and
- Our expansion to Boise provides the excitement of the study of law in a growing population center in the “New West” with access to Idaho’s government, judiciary, and practicing Bar.

Long term focus which supports the University of Idaho Strategic Plan:

The College of Law has completed a two-year strategic planning process in anticipation of its ABA (American Bar Association) accreditation site visit previously scheduled for fall 2018 and now scheduled for 2020. Our long-term focus is on continuing excellence as Idaho’s one public law school delivered through two full, 3-year programs located in Moscow and Boise.

Achieving the One Law School – Two Locations Goal

The successful addition of the first-year curriculum in Boise and completion of the dual-location models permits the College (1) to build upon the opportunities that the metropolitan setting in Boise has offered our law students for skills training, professional engagement, and career planning, (2) to continue taking advantage of the opportunities that an urban setting offers with respect to faculty recruitment, retention, outreach, and engagement, and (3) to expand on our existing efforts to broaden and deepen the J.D. curriculum with emphases that are correlated with interdisciplinary assets of the land-grant campus in Moscow and with commercial and governmental assets available in the Boise metropolitan area.

The dual-location model has value in addressing the needs of students of diverse backgrounds. The College's Moscow campus has had success, for example, in attracting students from small, rural communities throughout Idaho and Washington, including many Latino/a students from eastern and central Washington; students from large urban settings, such as Los Angeles, who wish to study in a less hectic and crime-prone community; Native American students from the Northwest tribes; and students from Washington State University, which has a high percentage of students from diverse backgrounds.

The Boise campus meets the needs of students in southern Idaho, especially those who are place-bound by family ties, spousal employment, etc. Boise is the center of the State's Latino/a population, and thus provides a good location from which to recruit Hispanic students. A diverse student body, in turn, enriches the quality of the educational experience for all students, in part by preparing students for the practice of law in an increasingly diverse State and nation.

Strengthening our existing ties to other Colleges via interdisciplinary studies and research, while also developing new opportunities in Moscow, are critical to the future of the Moscow location and the College as a whole. The law ties into every aspect of the academic research being conducted at the University – from natural resources and agriculture, to political science and history, to education, and even architecture. Our work across disciplines, and our proximity to the central administration in Moscow, will allow us to access the best the University offers in providing a legal education for our students. In addition, we can continue to serve Idaho citizens in the Northern part of the state via our clinics and externships, as well as take advantage of admissions and placement opportunities provided by the growing populations in Eastern Washington and the Spokane region. With an increased emphasis on interdisciplinary work at the University, the College can benefit from synergies that exist between a variety of disciplines that are uniquely available in Moscow, as well as examine possible opportunities to provide non-J.D. legal instruction. In addition, we will explore options for adjusted tuition levels more in line with an in-state legal education opportunity, and the possibility of 3x3 programs with Washington State University, and potentially Eastern, and Central Washington Universities (programs that allow admission to law school in the 3d year of a student's undergraduate program), that will attract students from the region to the Moscow campus. Finally, we will continue to focus a portion of our development efforts on funds to upgrade classrooms on the Moscow campus to enhance our capacity to connect the Moscow location to Boise for the benefit of the College and University, and to provide more versatile classrooms to reflect the modern law school experience.

The College’s location in Boise provides opportunities to build upon our strong connections to the business and political center of Idaho. The College also benefits by meeting the desire of students to study in a metropolitan area who seek enhanced externship and placement opportunities, as well as opportunities to engage members of the Idaho Bar and the business community in Boise in student education through classroom speaking engagements and mentorship of students. Furthermore, we will continue to participate in Continuing Legal Education (CLE) programs that serve a variety of business and government entities seeking to gain knowledge on legal matters. The Boise location also provides enhanced connection to the Idaho judiciary and we will continue our efforts to place students in externship and post-graduate judicial clerkships (which are considered equivalent of a postdoc or apprenticeship for someone seeking to practice law). In addition, a first-year program in Boise would increase the number of law students available to serve public agencies and nonprofit entities in the capital city and surrounding region after their first year of school. Cost-effective legal education is a key to affordable legal services for Idahoans of modest means, as well as to provide affordable legal services on both sides (prosecution and defense) in Idaho’s criminal justice system. The versatility of the J.D. degree generates a demand for legal education that is broader than the immediate needs within the legal profession itself. This demand should be addressed, statewide, by public legal education. Affordable public legal education enables students to graduate with manageable debt loads; this, in turn, enables graduates to take jobs at Idaho entry-levels of compensation.

The University of Idaho College of Law has fared well in the admissions and enrollment area, enrolling 54 first-year students in Moscow and 57 in Boise, a 12% increase in enrollment while improving student quality measured by GPA and LSAT and increasing the number of women in the College.

Long term institutional metrics (page 6 of university strategic plan):

Metric(s) that will be addressed and unit contribution towards those institutional metrics (indicate those utilized, leave others blank – do NOT add unique unit specific metrics)

University Performance Measure	Focus for unit? (Y or N)	University Baseline	Unit Baseline	Unit Target for 2025	Summary Tactics / Comments
Terminal Degrees	Y	275	100	130	Slight increase in JD enrollment LLM graduates combined with
Societal Impact (Go On measure)	N	TBD	N/A	N/A	While this metric is not applicable to an undergraduate program, we will make efforts to work with the Office of the Attorney General and the American Indian Student Center to bring more students from Native American communities in Idaho and the region into higher education, as our participation in various activities such as mock trials at regional high schools.
Enrollment	Y	11,372	295 Oct. 5, 2016	350	Slight increase in JD enrollment LLM graduates with additional

Equity Metric	Y	75%	N/A	N/A	Maintain and build upon ex rate with emphasis on acad selective admissions.
“Great Colleges” Survey	N see comments	3 rd Group	N/A	N/A	The rankings that matter for U.S. News and World Report Magazine ranking of Best V Our goal is to achieve a level exemplified by the top 100 period of this plan while ma the top 20 Best Value law s

Goal 1: Innovate – Scholarly and Creative Work with Impact

Aim: Scholarly and creative productivity at the highest level, resulting in designation as a Carnegie Highest Research Activity (R1) Institution

College: Empower and enable high impact scholarship across all fields of legal inquiry.

Objective A: Build a culture of collaboration that increases scholarly and creative productivity through interdisciplinary, regional, national and global partnerships.

College: Build a culture in which scholarship is supported, celebrated, and rewarded.

Objective B: Create, validate and apply knowledge through the co-production of scholarly and creative works by students, faculty and diverse external partners.

College: Empower and enable interdisciplinary collaboration in both funded and scholarly projects.

Objective C: Grow reputation by increasing the range, number, type and size of external awards, exhibitions, publication, presentations, performances, contracts, commissions and grants.

College: Grow our reputation by increasing the impact of scholarly publications.

Goal 2: Engage – Outreach that Inspires Innovation and Culture

Aim: Suggest and influence change that impacts societal needs, global issues, economic development and advancement of culture.

College: Engagement in education for the public, practicing bar, government, and the judiciary, in the region and beyond, and a dedication to providing high impact service to the public.

Objective A: Inventory and influence change that addresses societal needs and global issues, and advances economic development and culture.

College: Build on our strong foundation of engagement with the Idaho practicing Bar, government and the judiciary.

Objective B: Develop community, regional, national and/or international collaborations which promote innovation and use University of Idaho research and creative expertise to address emerging issues.

College: Create a culture of service to underserved populations throughout our law school community.

Objective C: Engage individuals (alumni, friends, stakeholders and collaborators), businesses, industry, agencies and communities in meaningful and beneficial ways that support the University of Idaho’s mission.

College: Expand our focus on engagement to include Idaho, the region, the nation and the world.

Goal 3: Increase Our Educational Impact

Aim: Advance our educational impact – through increased access and curricular innovation

College: Create a program of legal education with a commitment to excellence and increased access for underserved populations to meet the needs of society in Idaho and beyond.

Objective A: Provide greater access to educational opportunities to meet the evolving needs of society.

College: Increase access in Idaho and the region with emphasis on underserved populations.

The College has made new investments in its admissions program to support the dual-location model with the hiring of a new Associate Director of Admissions in Boise to serve the admissions needs of the College statewide through campus visit experiences, applying to law school workshops, events, community outreach, pre-law advisor outreach, recruitment and marketing, reporting to the Director of Admissions in Moscow.

Enrollment projections for the combined locations are as follows:

Proposed Program: Projected Enrollments and Graduates First Five Years											
Program Name: Juris Doctor											
Projected Fall Term Headcount Enrollment in Full Program						Projected Annual Number of Graduates From Program					
FY18 (first year)	FY19	FY20	FY21	FY22	FY23	FY18 (first year)	FY19	FY20	FY21	FY22	FY23
310	325	335	340	340	340	95	90	120	120	120	120

The above numbers are based on College of Law statewide enrollment projections. The physical space capacity in Boise is limited by the largest classroom in which first year courses can be taught without needing to add a second section as well as appropriately sized legal writing and analysis sections. The largest classroom holds approximately 60 students.

The College of Law participates in national and regional recruiting efforts through fairs, digital marketing, social media and more. Our Enrollment Marketing and Recruitment Plan, revised annually, serves as the guiding document in our recruitment efforts.

Objective B: Foster educational excellence via curricular innovation and evolution.

College: Foster excellence by building on a strong core curriculum to meet the changing needs of students and society with innovation in select interdisciplinary areas relevant to the needs of Idaho and the region

Consistent with the requirements of the Standards and the Guidance Memo on ABA Standards 301, 302, 314, and 315, the faculty has:

- Developed and identified the formative and summative assessment methods in each course in our curriculum; and
- Developed a program of assessment of the overall level of student competency.

Idaho graduates have consistently met or exceeded bar passage expectations. The College has made significant investments in supporting students in this endeavor and will continue to do so. The College continues to be committed to supporting all students in passing the bar and entering the profession. Programmatic efforts include the following:

- Student fees have been approved to pre-purchase a bar preparation course for all students, together with interim assessment tools available to students and administration. This initiative was launched fall 2016 and provides metrics to track student progress from Orientation to the Bar Exam.
- The Academic Support Program offers a bar study course during the spring of the third year in Moscow and Boise which will continue.

The Academic Support Program has and will continue to sponsor seminars and information sessions by representatives of the Idaho Bar and the bars of neighboring states.

Objective C: Create an inclusive learning environment and encourage students to take an active role in their student experience.

College: Immerse students in experiential learning and the value of service through the development of high impact clinics, collaboration with the judiciary and the Bar, and the infusion of basic legal skills across our curriculum.

Use external and internal assessment (including student input via the LSSSE Survey (Law Student Survey of Student Engagement) to ensure academic programs are effective.

- Promote student participation in extracurricular activities by working with the

Student Bar Association to focus on educational opportunities.

- Develop increased learning opportunities for underserved or underrepresented groups, especially Hispanic and Native American populations, by building upon existing relationships and developing bridge programs for access and success.
- Continue and build on our Native American Law program and efforts to recruit Native students from Tribes in Idaho and throughout the United States.

Goal 4: Foster an Inclusive Diverse Community of Students, Faculty and Staff and Improve Cohesion and Morale.

Aim: Foster an inclusive, diverse community of students, faculty and staff and improve cohesion and morale.

College: Foster a community across both locations that values the contribution of every member of the law school community and nurtures respect and civil discourse across cultures and ideologies.

The University of Idaho College of Law welcomes law students, staff and faculty from all cultures, races, ethnicities, genders, physical abilities, lifestyles, opinions, nationalities, philosophies, sexual orientations, religious backgrounds, ages, life experiences and identities, and strives to abolish educational inequity. We believe that increasing the diversity of our organization is pivotal in order for us to benefit from the talent and energy of everyone.

Diversity and inclusion are essential components at the UI College of Law and we require legal professionalism from all sectors of our community to provide a respectful learning environment. Our commitment to diversity and inclusion is supported by the following:

- Career Development Office which expands career opportunities for women and minority students,
- Native American Law program and courses such as Critical Legal Studies, and our focus on the legal status, experiences and rights of diverse populations,
- Pro Bono Program which requires all students to perform at least 50 hours of law-related public service, assisting the underserved and disadvantaged, and
- Professionalism program which exposes students to the importance of cultural competency skills and provides training on bias issues in practice.

Objective A: Build an inclusive, diverse community that welcomes multicultural and international perspectives.

College: Build a culture of respect and professionalism across all cultures and ideologies and become a regional leader in facilitating civil discourse.

- Utilize private and public funding for scholarships to increase student enrollment by underrepresented groups.
- Emphasize diversity by providing multi-cultural events and training opportunities

within the college and participate in university sponsored activities.

- Recruit and retain a diverse faculty, staff and students by having the Diversity Committee identify steps to establish a welcoming and inclusive environment.
- Establish relationships with law schools in other countries for student and faculty exchanges, scholarly collaboration, and recruiting opportunities for J.D. and LL.M admissions.

Objective B: Enhance the University of Idaho's ability to compete for and retain outstanding scholars and skilled staff.

College: Develop a team-based model that values the contribution of every member of the law school community and provides adequate support for the achievement of excellence.

- Hire faculty and staff at market wages and retain faculty by meeting market rates.
- Increase faculty support by adding administrative staff.
- Improve Menard law building by repairing front entrance and providing needed technology upgrades in Room 103, 104, 105 and the Courtroom.

Objective C: Improve efficiency, transparency and communication

College: Foster integration across the law school's two locations in all facets of our program of legal education.

- Utilize budget cost centers to ensure efficient use of resources and investment in impactful programs and new initiatives.
- Revise tuition/fee structure and build scholarship budget to maintain recognition as a Best Value and address student debt load.