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UNIVERSITY OF GEORGIA

School of Law

2025 STRATEGIC PLAN

2025 UNIT PLANNING FORM

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EXPANDING HORIZONS: A STRATEGIC PLAN FOR THE UNIVERSITY OF GEORGIA SCHOOL OF LAW

The University community has endorsed a bold vision for its future, and this vision can only be achieved through thoughtful, coordinated, and collective action across campus. The 2025 Strategic Plan provides the roadmap for the University community and is grounded in three broad and mission-centered strategic directions that guide the Law School's own plan:

1. PROMOTING EXCELLENCE IN TEACHING AND LEARNING

The Law School is committed to supporting the University's goal of promoting excellence in teaching and learning. Unit goals include increasing experiential learning hours, scaling its footprint in Atlanta, improving recruitment (especially among first-generation college graduates, veterans and students from legally underserved communities), reducing student indebtedness, implementing a data analytics strategy, developing a professional certificate in negotiation and dispute resolution, and expanding placements in large multinational firms. Additionally, building on its foray into undergraduate instruction, the Law School will develop a unique undergraduate minor, possibly specializing in legal and constitutional studies, that will promote civic awareness of important fields of law relevant to the intellectual and personal development of the University's undergraduates.

2. GROWING RESEARCH, INNOVATION, AND ENTREPRENEURSHIP

The Law School is committed to supporting the University's goal of growing research, innovation and entrepreneurship. Among the unit goals, two deserve special emphasis here. First, the School of Law will build cadres of interdisciplinary faculty across colleges in an effort to secure increased external funding; partnerships with Grady and SPIA provide two early examples of these efforts. Second, in support of the University's Innovation District, the Law School will create a Legal Technology Innovation Fellowship to harness opportunities like hack-a-thons and incubators where law and technology can create commercial opportunities.

3. STRENGTHENING PARTNERSHIPS WITH COMMUNITIES ACROSS GEORGIA AND AROUND THE WORLD

Finally, the Law School is committed to supporting the University's goal of strengthening partnerships with communities across Georgia and beyond. Again, among the unit goals, two bear special emphasis. First, in an effort to address unmet needs in legally underserved areas of the State, the Law School will create a Legal Extension Partnership Project; the goal here is to combine the "extension" model of service delivery with the power of technology to reach rural communities. Second, building on its forty year legacy as a center of excellence in international law, the Law School will expand the partnerships of the Dean Rusk International Law Center. Public health circumstances permitting, these might be instructional (such as the partnership with KU-Leuven) or professional (like the training partnership with the Brazilian judiciary).

The plan will help the School of Law continue its upward trajectory among leading national law schools. Within this overarching mission, our primary goals for the School of Law itself are to preserve and strengthen our core JD program by expanding the reach of our legal education, research, and service, both nationally and internationally. Consistent with that philosophy and recognizing the unpredictability of markets and opportunities, especially in light of the pandemic and related disruptions, the Law School will undoubtedly build on some existing projects, and pursue some new ones (including in goals without a unit goal). While the advisability of a hard revenue target is debatable, the Law School seeks to attain \$340,000-680,000 in new net revenue by 2025.

Strategic Direction I: Promoting Excellence in Teaching & Learning

Strategic Goal 1.1: Expand experiential learning opportunities for all students.

Unit Goal: Broaden the scope of and deepen credit-bearing experiential learning opportunities, including student-teaching opportunities, to reach more undergraduate and graduate students especially in connection with external funding.

Key Performance Indicator: Number and distribution of experiential credit hours

Data Source: School of Law Registrar; Office of Experiential Learning

Annual Targets:

FY2021	Analyze utilization of existing credit-bearing experiential learning opportunities for undergraduate and graduate students; have additional courses approved for experiential learning credit.
FY2022	Offer additional credit-bearing experiential learning opportunities for undergraduates and graduates.
FY2023	Expand experiential learning opportunities by 5%.
FY2024	Expand experiential learning opportunities by 5%.
FY2025	Expand experiential learning opportunities by 5%.

Strategic Goal 1.2: Enhance training, support, and recognition for all who provide instruction.

Strategic Goal 1.3: Enhance infrastructure and support for evidence-based teaching methods across the curriculum.

Strategic Goal 1.4: Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation and other underserved students.

Unit Goal: Building upon the existing efforts, continue to promote academic access and success for all students, with particular consideration for underrepresented and underserved students.

Key Performance Indicator: Number of applicants from underrepresented and underserved groups; number of applications from rural areas; number of applicants who are first-generation college graduates and military veterans

Data Source: School of Law Office of Admissions

Annual Targets:

FY2021	Establish a baseline and assess success of existing support structures.
FY2022	Implement recruitment strategies; develop additional support to address identified needs of these groups with a goal of increasing applicants by 2.5%
FY2023	Assess success and modify as needed.
FY2024	Increase applicants by 2.5%; assess and modify as needed.
FY2025	Establish new baseline and develop revised recruitment strategies.

Key Performance Indicator: Reduced student indebtedness (measured by aggregate annual indebtedness, average indebtedness at graduation, and percentage of students not borrowing); national rankings such as the National Jurist Best Value Ranking

Data Source: Office of Student Financial Aid; School of Law Budget Office

Annual Targets:

FY2021	Establish baseline; assess success of existing efforts to reduce student indebtedness; develop additional strategies to address student indebtedness, especially with regard to housing.
FY2022	Deploy strategies with a goal of reducing aggregate indebtedness by 5% relative to FY2021 baseline and increase percentage of students not borrowing to 45%. Assess strategies and modify as needed.
FY2023	Assess strategies and modify as needed.
FY2024	Reduce aggregate indebtedness by 10% relative to FY2021 baseline and increase percentage of students not borrowing to 50%. Assess and modify as needed.
FY2025	Establish new baseline and develop new debt-reduction strategies.

Key Performance Indicator: Development of a law school data analytics strategy to improve student success

Data Source: School of Law Dean’s Office; Career Development Office; Office of Bar Admissions

Annual Targets:

FY2021	Develop methodology for utilizing law school data to optimize student success; define available inputs and additional data to collect from other sources. Analyze trends and correlations; develop 2-year strategy for improvement where indicated.
FY2022	Implement Year 1 of strategy.
FY2023	Implement Year 2 of strategy.
FY2024	Assess and, if necessary and appropriate, modify plan.
FY2025	Implement modified plan.

Key Performance Indicator: Increased support for students interested in public interest and government careers

Data Source: School of Law Registrar; Career Development Office; Office of Admissions

Annual Targets:

FY2021	Analyze student interests and assess areas of need with particular focus on financial needs, curriculum, and enhancing our reputation with public interest and government practitioners; establish baseline for external support, including fundraising and grants.
FY2022	Improve financial support for summer jobs based on findings in FY2021; develop 1-2 additional programmatic offerings; increase outreach and enhance student interaction with public interest and government practitioners; increase relationships with employers that also offer loan forgiveness as a part of their employment package and increase awareness of national loan forgiveness programs.
FY2023	Continue to assess and improve summer support; market new programming to top potential new law students; develop strategy to support and encourage students to seek nationally recognized public interest fellowships and government programs.
FY2024	Initiate programming designed to encourage students to seek prestigious and nationally recognized public interest fellowships and government programs. Continue to assess and improve summer support.
FY2025	Assess success and continuing financial and programmatic needs; adjust accordingly.

Key Performance Indicator: Number of students employed in firms with over 500 attorneys

Data Source: Career Development Office; Office of Institutional Research (OIR)

Annual Targets:

FY2021	Establish baseline, including assessment of Law Corsair Society; review outreach efforts to large law firms, with particular focus on firms with New York and Washington, DC offices; create new outreach strategy for alumni in large firms outside the Atlanta market; create additional student programming designed to promote opportunities at large firms outside Atlanta; in partnership with the OIR, consider Admissions strategies to attract applicants interested in markets outside Atlanta.
FY2022	Based upon assessment of Law Corsair Society and other existing initiatives, implement a strategy to engage large law firms and alumni working in large law firms, with particular focus on alumni in New York and Washington, DC; create new outreach strategy for additional markets, such as Charlotte, Chicago, Denver, Houston, and California, depending on market analysis and student interest; continue and modify student programming; measure summer job interviews, offers, and acceptances from firms with 500+ attorneys.
FY2023	Review and modify new large firm strategy; continue and modify student programming; measure summer job interviews, offers, and acceptances from firms with 500+ attorneys; measure permanent job offers and acceptances from firms with 500+ attorneys.
FY2024	Review and modify new large firm strategy; continue and modify student programming; measure summer job interviews, offers, and acceptances from firms with 500+ attorneys; measure permanent job offers and acceptances from firms with 500+ attorneys; measure recent graduate salary data.
FY2025	Review and modify new large firm strategy; continue and modify student programming; measure summer job interviews, offers, and acceptances from firms with 500+ attorneys; measure permanent job offers and acceptances from firms with 500+ attorneys; measure recent graduate salary data.

Strategic Direction II: Growing Research, Innovation, & Entrepreneurship

Strategic Goal 2.1: Provide resources, support, and incentives to nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship.

Unit Goal: Provide resources, support, and incentives to nurture a diverse and inclusive faculty and culture of excellence in legal research, innovation, and entrepreneurship.

Key Performance Indicator: National rankings, such as the U.S. News Scholarly Impact and U.S. News Subject Matter rankings

Data Source: U.S. News Scholarly Impact; U.S. News Subject Matter; Academic Analytics; P&T Data

Annual Targets:

FY2021	Convene ad hoc committee to establish baselines and develop a strategy, with incentives, to increase U.S. News/HeinOnline faculty scholarly impact and 3-5 subject matter rankings.
FY2022	Implement strategy
FY2023	Increase eligible citations by 5% and improve at least 2 subject matter rankings.
FY2024	Assess and modify as needed.
FY2025	Evaluate progress and determine sustainable path forward.

Key Performance Indicator: Diversity of faculty

Data Source: Equal Opportunity Office (EOO); Office of Faculty Affairs (OFA)

Annual Targets:

FY2021	With guidance from the EOO and OFA, establish baselines, including consideration of existing University efforts to support recruitment of diverse faculty and School of Law successes, and deploy recruitment strategies for approved searches.
FY2022	Assess impact of recruitment strategies.
FY2023	Increase diversity of pool as advised by the EOO.
FY2024	Assess and modify strategies as needed.
FY2025	Establish new baselines for future searches.

Strategic Goal 2.2: Promote collaboration among academic units and between these units and external organizations to drive interdisciplinary research and commercial activity.

Unit Goal: Promote collaboration between the School of Law, other units, and external organizations leveraging relevant legal questions in joint-authored scholarship, research grants, and commercial activity.

Key Performance Indicator: Publications involving authors of one or more additional disciplines; external funding

Data Source: Innovation Gateway; Office of Research

Annual Targets:

FY2021	Determine baseline; plan clusters (cadres of interdisciplinary faculty who teach or work in related subject-matters); launch additional interdisciplinary cluster program.
FY2022	Pilot 1-2 additional interdisciplinary clusters to meet a minimum of twice annually to establish areas of interest and set publication goals; deploy JD and Graduate Assistants to assist; apply for external funding.
FY2023	Expand pilot to 4 clusters after review of previous year’s success; 1-2 cluster projects apply for additional external funding or submit for publication.
FY2024	Expand cluster opportunities to include JD and graduate students; 5 cluster projects apply for external funding.
FY2025	Capstone event; call for new clusters.

Strategic Goal 2.3: Align the human and physical capital of the University to expand the research enterprise and fuel innovation and entrepreneurship at all levels of the organization.

Unit Goal: Expand legal technology, innovation, and entrepreneurship activities.

Key Performance Indicator: Engagement opportunities, including hack-a-thons and projects accepted into the incubator, and student participation, including graduate assistantships, in legal technology and commercialization efforts

Data Source: Office of Admissions; School of Law Budget Office

Annual Targets:

FY2021	Conduct market study on legal technology and the needs of the Innovation District and University entrepreneurship ecosystem; convene committee and seek external funding once scope is developed.
FY2022	Once funding is secured, create, search, and fill a Legal Technology Innovation Fellowship.
FY2023	Create an advisory committee to support a Fellow; Fellow develops a program for Graduate Assistants.
FY2024	Launch program utilizing Graduate Assistants.
FY2025	Evaluate program; rotate advisory committee members; refine scope.

Strategic Direction III: Strengthening Partnerships with Communities across Georgia & around the World

Strategic Goal 3.1: Increase collaborative, community-focused research, scholarship, technical assistance, and training in Georgia, across the nation, and world.

Strategic Goal 3.2: Strengthen UGA’s role in economic development across the state, with a particular emphasis on underserved communities.

Unit Goal: Provide legal expertise to promote economic development and access to legal help to secure benefits across the State, with a particular emphasis on underserved communities.

Key Performance Indicator: Number of underserved communities receiving legal expertise from the law school to promote economic development or to provide access to justice in rural and underserved parts of the state

Data Source: Census data and mapping; University Small Business Development Centers and Extension Program; Archway Partnership: Law School Data of Current Engagement

Annual Targets:

FY2021	Create a committee to evaluate and implement services needed; map data to identify underserved communities; develop a plan for outreach.
FY2022	Establish partnerships with public/legal libraries, county extensions, Archway, and small business development centers.
FY2023	Create products, materials, and training as necessary to meet the most pressing legal needs to promote business development.
FY2024	Identify further legal barriers hindering economic growth in underserved areas of the state.
FY2025	Assess progress; begin to address legal barriers; articulate best practice and policies for underserved communities to promote economic development.

Key Performance Indicator: Establishment of Legal Extension and Partnership Project

Data Source: Cooperative Extension; Georgia State University Law Center for Access to Justice; Supreme Court Committee on Access to Justice; State Bar of Georgia membership; Development Office; Associate Dean for Clinics and Experiential Learning

Annual Targets:

FY2021	Analyze existing legal infrastructure in rural Georgia; identify legal services providers; consult service providers to explore the prospect and scope of partnerships; identify barriers to access to legal information in rural and underserved areas of the state.
FY2022	Seek funding and resources for the project; working in close coordination with the Office of Government Affairs and other University officials, introduce the project to the government officials; seek support of state and local bar associations; seek grants for specific aspects of the project (e.g., technology grants for equipment to facilitate remote interviews and share documents remotely).
FY2023	Implement pilot project in 3 counties, open to limited student enrollment and participation; work closely with partners in rural communities to assess project.
FY2024	Assess pilot and implement project in 10 counties, open to student enrollment and participation; work closely with partners in rural communities to assess project.
FY2025	Assess the project and identify areas for improvement or expansion.

Strategic Goal 3.3: Broaden opportunities for students to engage with the diversity of communities in Georgia and across the nation and world on locally identified needs and issues.

Unit Goal: Create diverse pathways for student involvement in local, regional, national, and global legal settings.

Key Performance Indicator: Number of JD students in full and part-time externships outside of Athens

Data Source: School of Law Registrar; Associate Dean for Clinical Programs

Annual Targets:

FY2021	Analyze utilization of existing experiential learning opportunities and identify barriers that prevent students from participating in experiential learning opportunities, both within and outside Athens; identify the barriers for participation in programs outside of Athens, economic and otherwise; identify housing and transportation options for non-Athens externships; identify areas of high student interest and unmet needs in our communities.
FY2022	Seek funding for programs to address barriers to participation.
FY2023	Expand experiential learning opportunities in Athens based on analysis of first two years, with an emphasis on credit-bearing opportunities for undergraduate and graduate students.
FY2024	Expand experiential learning opportunities to additional cities inside the state of Georgia, with a focus on externship opportunities; consistent with guidance from the Office of Legal Affairs, implement support programs to assist with participation outside Athens.
FY2025	Evaluate program; expand experiential learning opportunities to additional cities outside the state of Georgia, with a focus on externship opportunities.

Key Performance Indicator: Establishment of Legal Extension and Partnership Project

Data Source: Cooperative Extension; Georgia State University Law Center for Access to Justice; Supreme Court Committee on Access to Justice; State Bar of Georgia membership; Development Office; Associate Dean for Clinics and Experiential Learning

Annual Targets:

FY2021	Analyze existing legal infrastructure in rural Georgia; identify legal services providers; consult service providers to explore the prospect and scope of partnerships; identify barriers to access to legal information in rural and underserved areas of the state.
FY2022	Seek funding and resources for the project; working in close coordination with the Office of Government Affairs and other University officials, introduce the project to the government officials; seek support of state and local bar associations; seek grants for specific aspects of the project (e.g., technology grants for equipment to facilitate remote interviews and share documents remotely).
FY2023	Implement pilot project in 3 counties, open to limited student enrollment and participation; work closely with partners in rural communities to assess project.
FY2024	Assess pilot and implement project in 10 counties, open to student enrollment and participation; work closely with partners in rural communities to assess project.
FY2025	Assess the project and identify areas for improvement or expansion.

Strategic Goal 3.4: Develop high-impact global partnerships that engage and support UGA areas of research and service excellence.

Unit Goal: Expand high-impact global partnerships to leverage the legal expertise of School of Law, including its Dean Rusk International Law Center, in order to further research and service excellence.

Key Performance Indicator: Number and quality of high-impact global partnerships engaged in by the School of Law, including its Dean Rusk International Law Center

No Data Source

Annual Targets:

FY2021	Convene a committee to define high-quality, high-impact global partnerships, to identify strategic expansion opportunities maximizing the areas of research and service excellence of the School of Law, including its Dean Rusk International Law Center, and to develop a 2-year plan to enhance existing high-quality, high-impact global partnerships or add additional partnerships.
FY2022	Implement first year of 2-year plan, including adding or enhancing no less than 1 global partnership identified by the committee as providing a strategic opportunity.
FY2023	Evaluate success of first-year implementation; make appropriate adjustments as warranted by that evaluation; implement second year of the 2-year plan.
FY2024	Assess two-year plan and modify as appropriate.
FY2025	Establish a new baseline.

Strategic Goal 3.5: Strengthen communications regarding how UGA sustainably supports and benefits communities through research, teaching, and public service.

Additional Unit-Specific Goals

Unit Goal: Expand programmatic offerings by course, location, or medium.

Key Performance Indicator: Number of credit hours generated by the School of Law's offerings in Atlanta

Data Source: School of Law Registrar

Annual Targets:

FY2021	Establish baselines with input from program director and advisory board; based upon assessment and financial picture, identify additional offerings for the Atlanta campus for JDs, MSLS and professionals; address barriers to student participation; assess cost to law school of these offerings; identify University and Board of Regents requirements to expand offerings, if any, beyond approvals already obtained.
FY2022	Informed by baseline assessment, expand course offerings for JD, MSLS and others in Atlanta; select up to 1-2 certification programs to offer in Atlanta; recruit instructors; work with University units for space and timing needs; as appropriate, obtain necessary University and Board of Regents approvals for additional offerings, such as certificates or certification programs.
FY2023	Identify advertising and marketing needs; begin advertising and marketing.
FY2024	Assess based upon market response and competitor activities, including online competition; offer the first 1-2 certification programs.
FY2025	Assess success of certification programs; continue offering them if successful; assess whether to expand offerings.

Key Performance Indicator: Development of a professional or certificate program looking specifically at negotiation and dispute resolution or other areas of current strengths that have potential for growth.

Annual Targets:

FY2021	Conduct market survey and feasibility study as to most likely areas to develop.
FY2022	Based upon survey and study results, establish the structure; determine core elements; complete University processes for approval.
FY2023	Offer courses of instruction.
FY2024	Actively market the program both within and outside the law school; offer first certificates to professionals and masters level students who meet core requirements; continue to add courses as needed.
FY2025	Assess the success of the program and identify areas that need improvement or enhancement.

Key Performance Indicator: Creation of an undergraduate minor, possibly specializing in Legal and Constitutional Studies.

Annual Targets:

FY2021	Taking into account existing undergraduate teaching capacity at the School of Law, evaluate minor programs at peer and aspirational schools and potential student interest at the University; building upon discussions underway with University leadership and other schools, commence process for approval of a new minor at the University; develop courses necessary to support the minor.
FY2022	Building upon existing collaboration with partners across the University, begin recruiting first class of undergraduates who want this minor.
FY2023	Continue to recruit students for this minor; offer courses for the minor, including additional courses and, if necessary, additional sections.
FY2024	Offer additional courses, as needed, to satisfy minor requirements.
FY2025	Evaluate success and revise offerings as needed.