

**DRAFT 9/7/04**

**UNIVERSITY OF NEW MEXICO SCHOOL OF LAW  
STRATEGIC PLAN 2004  
A FIVE YEAR PLAN**

**INTRODUCTION**

As New Mexico's only law school, our goals are:

- To educate and train students to become excellent lawyers, especially those from New Mexico, who will enrich local, tribal, national and international legal communities after graduation, maintaining our tradition of providing open access to the profession.
- To make legal education more broadly available by educating practicing attorneys and non-lawyers in New Mexico.
- To focus our resources on some of New Mexico's most pressing legal needs through educational, research and service programs of national and international prominence.

These goals track the University's overall vision:

- To offer New Mexicans access to ... high quality educational, research and service programs;
- To serve as a significant knowledge resource for New Mexico, the nation, and the world; and
- To foster programs of international prominence that will place UNM among America's most distinguished public research universities.

*- The Strategic Plan of the University of  
New Mexico (Vision Statement)*

We are advantaged in our pursuit of these goals by the University of New Mexico's strategic location:

- New Mexico's diverse demographic profile provides UNM the opportunity to create an exceptionally rich learning environment characterized by a wealth of different ideas considered from a multitude of perspectives.
- UNM is near an international border; the associated cultural, political, historical, economic, and social relations provide a foundation for a natural international orientation.
- New Mexico's high-desert location, accompanied by the surrounding mountains, the Rio Grande Valley, and other natural features provides a laboratory for environmental, water, health, and other research and educational opportunities.

*- The Strategic Plan of the University of  
New Mexico (Strategic Advantages)*

To meet our goals, we plan to pursue the following objectives and to formally review and evaluate our initial progress during the 2005-06 school year:

**I. Educate and train excellent lawyers. (See UNM Strategic Plan: Strategic Advantage on Vital Academic Climate)**

**A. Recruit and admit a diverse student body, largely drawn from New Mexico, with strong potential for success in the legal profession. (See UNM Strategic Plan: Strategic Direction on Diversity)**

1. Strengthen and increase a broad range of recruitment efforts to encourage the pursuit of legal careers and to encourage application to the UNM School of Law by students from New Mexico.
2. Review the Law School's admissions policy and process with a focus on seeking applicants with a strong potential for success in the legal profession who will together form a diverse student body.

**B. Successfully aid graduates in securing employment, including public interest employment, both within and outside of New Mexico.**

1. Develop multiple contacts with employers in and beyond New Mexico to increase opportunities for our graduates.
2. Increase public interest opportunities for graduates, with an emphasis on meeting the need in New Mexico for more public interest lawyers (including lawyers for tribal, state and federal governments).
3. Develop opportunities for students to gain practical experience in significant legal communities outside of New Mexico, including Washington, D.C.

**C. Strengthen the curriculum to teach and train excellent lawyers.**

1. Expand and evaluate the new first-year curriculum.
  - a. Create three small (40-student) sections in the first semester of the first year. **Done**
  - b. Staff three teaching teams for each section. Each team will consist of a Contracts, Torts and Criminal

Law professor who will cultivate a collaborative approach. **Done**

- c. Offer Practicum class in lawyering skills, which will provide students with a 14-student setting for applying concepts from the doctrinal courses through practical exercises. **Done**
  - d. Develop academic support program for students who do not meet outcomes expected at end of each semester.
  - e. Hire a Civil Procedure professor.
2. Strengthen the legal writing and research program and better integrate it into the existing curriculum.
- a. Hire a third legal writing and research instructor and move to professional writing and research instructors for all sections of LRRW and Advocacy by 2004-05. **Done**
  - b. Develop and implement outcome-based evaluation methods/tools for LRRW and Advocacy.
  - c. Develop academic support program for students who do not meet outcomes expected at end of each semester.
  - d. Develop an advanced research and writing curriculum for second and third year students with clear outcome-based evaluation criteria.
  - e. Review and revise senior writing requirement to better monitor student achievement and provide for greater consistency among student writing experiences.
  - f. Better integrate LRRW and Advocacy into first-year curriculum.
  - g. Better integrate library faculty into legal research curriculum.

3. Review and develop recommendations for the second and third year curriculum that build on first year innovations.
  - a. Complete recommendations by May 2005.
  - b. Implement recommendations by August 2007.
  - c. Develop academic support program for students who do not meet outcomes expected at end of each semester.
  - d. Monitor bar passage rate and identify ways to address any decline.
  
4. Strengthen the clinical program's capacity to train law students, work to improve access to justice for people in need and underserved communities within the state of New Mexico, and enhance our leadership role in clinical legal education. In order of priority, the law school should:
  - a. Assure adequate faculty staffing of all our clinical programs, including the need for committed clinical teachers.
  - b. Explore and enhance the connections between clinic classes and the rest of the curriculum including the first year curriculum.
  - c. Continue to develop creative teaching materials and innovative teaching methods. Share materials by publication on Web and in appropriate venues.
  - d. Enhance methods for providing students with appropriate evaluation concerning their performance in the clinic. Share materials on Web and in appropriate venues.
  - e. Raise funds to support the clinic's mission of "learning through service", for example, creating a fund to cover client costs needed for quality representation, computer support, etc.
  - f. Increase interdisciplinary collaboration in the clinic.

- g. Support the publication of clinical, traditional and other innovative forms of scholarship produced by all faculty members.
  - h. Support faculty in attending and making presentations at regional, national and international clinical conferences.
  - i. Bring distinguished clinical teachers, lawyers and other professionals to visit and speak at the law school.
  - j. Explore the viability of a fellowship/LLM program to train future clinic teachers.
  - k. Explore the viability of a “Practitioner in Residence Program” to enhance the student experience and to help enhance the quality of practice in the clinic.
5. Strengthen and expand interdisciplinary teaching, scholarship and service among programs within the School of Law and with other UNM Schools, Departments and Programs. (*See UNM Strategic Plan: Strategic Direction on Diversity*)
6. Nurture and strengthen the intellectual life of the School of Law.
- a. Provide a forum for lectures and other programming throughout the year that stimulate the intellectual life of students, faculty, staff and the community. **Done**
  - b. Support and strengthen faculty scholarship.

**II. Extend the School of Law’s educational reach to lawyers and non-lawyers. (*See UNM Strategic Plan: Strategic Direction on Public Responsibility*)**

**To raise revenue for the Law School, to expand our role in the University of New Mexico, and to expand our service to the State of New Mexico, consider implementing some or all of the following strategies:**

- 1. Increase the number of law school courses open to nonlaw UNM students.
- 2. Increase the number of law faculty members teaching undergraduate or nonlaw graduate courses.

3. Increase the number of continuing legal education (CLE) courses sponsored by the School of Law or taught by faculty members each year.
4. Create a standing CLE committee to increase School of Law's outreach to lawyers and non-lawyers. **Done**
5. Increase the number of attorneys participating in the School of Law's Access to Justice Network and improve the quality of programming and other support for their work in providing quality legal services to low and moderate- income people.
6. Offer a series of courses or a curriculum for non-lawyers interested in legal education without pursuing a J.D. degree.
7. Establish an LLM working group to explore viability and possible focus of offering one or more graduate law degrees.
8. If viable, establish first LLM program.
9. Extend JD program beyond Albuquerque campus.
10. Raise additional funds to support the library's extensive services to non-lawyer members of the community.

**III. Focus the School of Law's resources on areas of law with special significance to New Mexico. (*See UNM Strategic Plan: Strategic Direction on Public Responsibility and Areas of Marked Distinction*)**

**A. Strengthen existing program in Natural Resources Law.**

1. Reestablish a core faculty who regularly teach, publish and are active in the development of the field.
2. Reestablish Natural Resources Center under name of Utton Center to support vibrant programs for students, faculty, staff and visitors, placing the administrative base for the program in the Utton Center.
3. Pursue and obtain funding for a Chair in Natural Resources or Energy Law.
4. Hire a Karelitz Visitor in Oil and Gas Law every other year.  
**Done**

5. Review Certificate Program and make recommendations, including a clear joint curriculum for students pursuing both Natural Resources and Indian Law certificates.
6. Promote interdisciplinary work with UNM Schools, Departments and Programs outside the School of Law.
7. Explore the establishment of an LL.M program in Natural Resources Law.

**B. Strengthen existing program in Indian Law**

1. Meet the staffing needs of the Southwest Indian Law Clinic in accordance with I.C.4(a) of the Clinic plan.
2. Hire administrative support for the program. **Done**
3. Strengthen institutional relationships with tribal governments and institutions and with Indian Law attorneys who represent both tribal and non-tribal interests.
4. Identify and implement ways to strengthen the program's strong and historical connections to the American Indian Law Center.
5. Strengthen the Indian Law Curriculum to respond to the changing needs of Indian Law practitioners and clients.
6. Review Certificate Program and make recommendations, including a clear joint curriculum for students pursuing both Natural Resources and Indian Law certificates.
7. Strengthen collaborative relationship with UNM Native American Studies faculty and expand the program faculty's interdisciplinary work at UNM.
8. Explore the establishment of an LL.M program in Indian Law.

**C. Strengthen programs in Global and International Law with an emphasis on Mexico, Latin America and Spain.**

1. Identify and enhance a curriculum for students interested in a course of study in international law, including global issues, regional issues in Mexico, Latin America and Spain, as well as the rights of indigenous peoples.

2. Identify goals for outreach programs in Mexico, Latin America and Spain, with an emphasis on making a connection to the curriculum, faculty and students, on serving New Mexico, and on capitalizing on the linguistic abilities of many members of our faculty.
3. Identify legal issues affecting New Mexico as a border state, and make connections with the curriculum, faculty scholarship and outreach programs to address those issues.
4. Encourage and support scholarship and participation in conferences involving global and international legal issues.
5. Review and recommend, if appropriate, changes needed in the JD/MA in Latin American Studies degree to strengthen dual degree.
6. Disseminate information to students and the outside world about our International Law programs, including the development of web-based materials.
7. Pursue funding to expand the administrative role of the Executive Director of the US-Mexico Law Institute to a full-time position that supports the School of Law's entire International Program, including the teaching of courses on Latin American legal issues.
8. Pursue funding to facilitate student study outside the United States, especially in Mexico, elsewhere in Latin America, Spain and Tasmania.
9. Pursue funding for library materials to support proposed scholarship, courses, and programs and to utilize the expertise of visiting law professors from Latin American in developing the Library's collection on legal materials from Mexico, Latin America and Spain.
10. Provide opportunities and support so that members of the current faculty interested in International Law may enrich International Law offerings and develop their international and global expertise.
11. Hire a faculty member who specializes in Latin American law and promote his/her collaboration with faculty who teach International Law to cultivate a comparative approach to the various regions of the world, and to provide students the



opportunity to study the relationship between the various international, regional and domestic legal systems.

12. Explore the establishment of an LL.M program in International Law with an emphasis in Latin America.

**D. Study potential for Community and Economic Development Program.**

1. Hire Tax/Corporate/Commercial professor by 2004-05. **Done**
2. Establish a Community and Economic Development Working Group to study viability and possible focus of program and to report to the faculty by November 2004. **Done**
3. Explore development of related Intellectual Property curriculum.
4. Identify and implement a curriculum for students interested in a focused course of study. Hire adjuncts as needed to implement.
5. Seek and obtain funding to support curriculum and related programs.

**E. Support collaborative teaching, scholarship and service among these areas of concentration.**

**IV. Strengthen the School of Law's ability to support the strategic plan. (See *UNM Strategic Plan: Strategic Direction on Resources and Management Systems and Support Functions*)**

- A. Increase funding for new library acquisitions by \$250,000 per year.**
- B. Increase funding available to students to make law school and a variety of career choices more affordable and accessible by \$250,000 per year.**
- C. Increase funding for development of faculty scholarship by \$150,000 per year.**
- D. Increase funding for technology staff and equipment by \$100,000 per year.**
- E. Increase external sources of funding, including public and private grants, private gifts, and government funding.**
- F. Strengthen administrative and staff support.**

1. Reconfigure senior administrative staff positions to accurately reflect their duties. **Done**
2. Hire a JD-level advisor for the Career and Student Services Office. **Done**
3. Expand staff support for faculty by 2 FTE's. **Done**
4. Implement an effective professional development and evaluation program for all staff. **Done**

**Summary of hires:**

**For 2004-05 (current search):**

**Position:**

Tax professor  
Library Director  
2 writing instructors (1 new)  
Student services professional  
2 FTE support staff

**Funding source:**

Faculty retirement  
Faculty retirement  
Existing line & tuition differential (03-04)  
Tuition differential (03-04)  
Operational budget

**All of the 2004-05 hires have been made.**

**2005-06:**

No permanent hires, perhaps one or two visitors

**2006-2009:**

Civil Procedure  
International and Latin America  
Natural Resources (1 or 2)  
Core Clinical  
Business/Commercial

All dependent on future retirements/  
resignations/fundraising efforts