

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, especially those from New Mexico, to become excellent lawyers 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 (review completed 5-06):

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.

Accomplishments: Alumni Board Recruitment Committee formed; creation of Indian Law Program Coordinator position and outreach to tribes, including one new MOU; involvement in pipeline efforts, including Wingspread (national consortium of law school pipeline projects), ENLACE and Taft Middle School law magnet.

Next steps: Training for alumni/student recruiters; increase tribal MOU's; use Pipeline Committee (2006-07) to broaden involvement in programs throughout law school faculty and staff)

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.

Accomplishments: Year-long ad hoc review of policy (2004-05); admissions committee review (2005-06)

Next steps: Faculty review by Spring 2007

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.

Accomplishments: Improved participation by employers and students in the on campus interviewing process; addition of second staff lawyer to Career and Student Services Office.

Next Steps: Continue networking to make more progress in this area.

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).

Accomplishments: Two-year legislative effort to pass and fund LRAP program for NM; improved information for students and student access to judicial clerkship opportunities with corresponding increase in students applying for clerkships; cooperation with national NALSA to host a career fair during the Federal Indian Bar conference each April in Albuquerque

Next steps: Develop clear guidance and support for students seeking public interest fellowships; seek funds to support summer fellowships

3. Develop opportunities for students to gain practical experience in significant legal communities outside of New Mexico, including Washington, D.C.

Accomplishments: Extensive work with DC area alums on identifying opportunities; preparation of materials to promote both job placement and externships; initial success at placing students in DC in particular

Next steps: Actively promote more placements in DC; seek funding to support those placements; begin to work on another major market (NY, Los Angeles, San Francisco, Dallas?)

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** (The teaching teams were formed, but not all teams have chosen to use a collaborative approach.)

- 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** (Practicum groups were formed. A new approach is being tried this year (Fall 2006). We are still evaluating the future use of this course.)
- d. Develop academic support program for students who do not meet outcomes expected at end of each semester.

Accomplishments: The Career Services Office was expanded to include Student Services and a second lawyer staff person was added; new staff person takes responsibility for identifying (through faculty referral and grades) the students who may need academic support services and refers those students to appropriate faculty and/or services, such as counseling, financial aid, accessibility services; hiring of an academic support consultant to review our programs, referral of her recommendations to ad hoc committee; ad hoc academic support committee began review and made initial recommendations; faculty agreement to train tutors and to develop a place on our website for information regarding academic support; tutor training underway in Fall 2006.

Next steps: Continue work of ad hoc committee with the goal of describing and instituting an integrated academic support program by Fall 2007.

- e. Hire a Civil Procedure professor.

Accomplishments: Hired Professor Laura Gomez who will regularly teach civil procedure.

Next steps: Maintain Civil Procedure as a hiring priority as positions become available over the next five years or so.

- 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.

Accomplishments: Created the third instructor position and moved to professional writing and research professors for all sections.

Next step: Fill the third position with a long-term hire through a search during the 2006-07 school year.

- b. Develop and implement outcome-based evaluation methods/tools for LRRW and Advocacy.

Need input from Barbara

- c. Develop academic support program for students who do not meet outcomes expected at end of each semester.

See academic support notes above.

- d. Develop an advanced research and writing curriculum for second and third year students with clear outcome-based evaluation criteria.

Accomplishments: Created first advanced writing course to be taught by a LRRW instructor for Fall 2006 (Homer, Family Law); Increased number and specialization of advanced legal research courses offered by library faculty members.

Next steps: Evaluate the number of students taking such courses and whether or not we are meeting demand; evaluate whether these courses can be used to support students who need extra support and a method for assuring the participation of those students.

- e. Review and revise senior writing requirement to better monitor student achievement and provide for greater consistency among student writing experiences.

Accomplishments: Writing requirement policy was reviewed and revised with a new emphasis on writing seminars and with new deadlines to avoid last minute completion of the projects; increased number of seminars offered each term that meet writing requirement objectives.

Next steps: Continue to clarify the requirements for faculty and students. Provide support to faculty to improve our ability to teach advanced legal writing in a seminar format.

- f. Better integrate LRRW and Advocacy into first-year curriculum.

Need info from Barbara

- g. Better integrate library faculty into legal research curriculum.

Accomplishments: Improved system for inviting library faculty to seminars to teach legal research; creation of specialized advanced legal research courses.

Next steps: Need info from Carol – is this DONE?

- 3. Review and develop recommendations for the second and third year curriculum that build on first year innovations.

- a. Complete recommendations by May 2005.

No progress to date

- b. Implement recommendations by August 2007.
- c. Develop academic support program for students who do not meet outcomes expected at end of each semester.

No progress on setting outcomes. See academic support notes above.

- d. Monitor bar passage rate and identify ways to address any decline.

Need info from John

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.

Accomplishments: UNM was successful in obtaining legislative funding for a second faculty position for the Southwest Indian Law Clinic; The new hire for the business law position has expressed an interest in teaching in the Economic Development clinic; UNM was successful in obtaining a Low Income Taxpayer Clinic grant to fund the hiring of a Qualified Tax Expert to teach in the clinic; Faculty members whose primary teaching interest is outside of the clinic were successfully recruited to teach in the clinic.

Next steps: Continued hiring of individuals interested in teaching in the clinic and continued successful integration of faculty; complete search for second SILC professor during the 2006-07 school year.

- b. Explore and enhance the connections between clinic classes and the rest of the curriculum including the first year curriculum.

Accomplishments: The law school (has developed several "hybrid" courses, such as the Innocence and Justice seminar and the D.A. Criminal Law in Practice. In addition, the rotation of clinic faculty outside of the clinic and classroom faculty enhances those connections.

Next steps: The first year practicum course, did not uniformly achieve explicit connections to the clinic, however, it is still evolving and J.Michael Norwood is coordinating the first year practicum and expects to develop professionalism as the educational objective. It thus will be more uniform in

connecting to the practice of law and clinical legal education; Continued evolution of the curriculum with a focus toward outcome-based practical training, where appropriate.

- c. Continue to develop creative teaching materials and innovative teaching methods. Share materials by publication on Web and in appropriate venues.

Accomplishments: The clinic has developed teaching manuals and posted them on D. space. All of the sections of the clinic have conducted outreach into the community, community education projects, and engaged in collaboration with multiple disciplines, including social workers, medical professionals and business faculty and students.

Next steps: Continued innovation and dissemination of material.

- d. Enhance methods for providing students with appropriate evaluation concerning their performance in the clinic. Share materials on Web and in appropriate venues.

Accomplishments: Institutionalized the "mid-term review", agreed on grading criteria, and institutionalized the exit meeting in which evaluation is explicitly addressed. Of course, the clinic constantly provides student feedback on quality of performance

Next steps: Continued discussion and training on assessment and feedback.

- 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.

Accomplishments: federal funding for the Low Income Taxpayer Clinic; State funding for the SILC position; raised a small amount of money through offering Access to Justice Courses to attorneys.

Next steps: Continue to explore potential funding sources

- f. Increase interdisciplinary collaboration in the clinic.

Accomplishments: The FOCUS collaboration with the Community Lawyering Clinic and the Economic Development Collaboration have exposed students to interdisciplinary and multi-disciplinary collaboration

Next steps: Continue developing and enhancing those collaborative relationships

- g. Support the publication of clinical, traditional and other innovative forms of scholarship produced by all faculty members.

Accomplishments: In addition to the publications and presentations described in the Clinic's annual report, Cynthia Aragon, Evan Hobbs, and Carol Suzuki have recently presented works in progress at conferences. Carol Suzuki's article on post traumatic stress disorder was recently accepted for publication.

Antoinette Sedillo Lopez chaired the SE/ SW People of Color Legal Scholarship conference in which 21 members of the faculty played a role as speaker, commentator and or/ organizer.

Next steps: Continue to support scholarship

- h. Support faculty in attending and making presentations at regional, national and international clinical conferences.

Accomplishments: Faculty members attended and presented at the AALS Clinical Conference, the CLEA clinical conference, the UCLA/Warrick Lake Arrowhead Clinical Conference, and the Tax Advocate Low Income Tax Clinic conference over the last year.

Next steps: Continue funding and encouraging attendance

- i. Bring distinguished clinical teachers, lawyers and other professionals to visit and speak at the law school.

Accomplishments: Teresa Player, from the University of San Diego and Bob Seibel from CUNY were visitors in the clinic during 2005-06.

Next steps: Continue to recruit distinguished visitors.

- j. Explore the viability of a fellowship/LLM program to train future clinic teachers.

Accomplishments: No progress. There is currently a university moratorium on new degree programs.

Next steps: We should evaluate the viability/desirability of this goal.

- 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.

Accomplishments: Two volunteer practioners assisted the clinic over the last year.

Next steps: Continue recruiting and try to keep the current practioners engaged in our program.

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*)

Accomplishments: Hired Professor Laura Gomez to a joint appointment with the Department of American Studies in the College of Arts & Sciences – her teaching and research cross disciplines; the Utton Center, natural resources faculty members, and the NRJ continue to promote interdisciplinary teaching, research and service in the area of natural resources law and policy; Utton Center has proposed creation of a NM water consortium and the request is among the UNM legislative priorities for next year; Professor Rob Schwartz expanded his joint appointment at the School of Medicine & Professor

Margaret Montoya received a joint appointment at the School of Medicine – both are actively involved in interdisciplinary teaching, research and service related to health science and bioethics; the Economic Development faculty have developed new relationships with the Anderson School of Management, including a new joint Accounting/Law degree: several professors participated in multidisciplinary grant proposal in the areas of nanotechnology and health policy; IPL is leading a campus-wide public policy consortium.

Next steps: Explore new arenas for interdisciplinary work and new funding sources; increase our participation in campus-wide grant proposals and consortia; simplify procedures for interdisciplinary work for law students and nonlaw students who wish to take courses at the law school.

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.

Accomplishments: created a Faculty Scholarship Colloquium, with regularly scheduled presentations by our faculty and others; supported a conference on law and national security issues and plan to support a second this year; established the Ramo International Justice Lecture and secured funding to support the Simms/Alumni Lecture, so that there will be at least one major lecture from these series per year; created the expectation that at least some of the professors holding Professorships will give either a public lecture or a lecture for the sponsoring law firm.

Next steps: Strengthen the above programs with greater funding and greater participation.

- b. Support and strengthen faculty scholarship.

Accomplishments: Maintenance of faculty summer stipend level at 9% of annual salary; creation of three faculty chairs; generous provision of leave time, course release, research assistance, and travel funds to support scholarship; display case of faculty scholarship; assignment of publicity of scholarship to a library faculty

member, the newsletter, and the web page; established mentoring program for pre-tenure faculty.

Next steps: Increase available funding for faculty scholarship (preferably through endowment funds); improve mentorship program by regularizing contacts with pre-tenure faculty and involving more faculty in the formal mentoring program.

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.

Accomplishments: **Need info from Pat**

2. Increase the number of law faculty members teaching undergraduate or nonlaw graduate courses.

Accomplishments: Professor Gomez teaches one course a year to undergraduate/graduate students in the College of Arts and Sciences; at least 3 faculty members have taught either a freshman learning community or undergraduate honors course; Professor Martin will be offering Financial Literacy to non-law students in the coming year.

Next steps: Continue to teach outside of the law school; consider teaching (with law students) in the new Research Service Learning Program.

3. Increase the number of continuing legal education (CLE) courses sponsored by the School of Law or taught by faculty members each year.

Accomplishments: Development of an annual Water Law CLE, jointly sponsored with the State Bar; provision of CLE credit for our major lectures and panels; creation of a CLE committee and expertise in developing CLE programs in Daniel Ortega and Claire Conrad; two professors (Occhialino and Martin) have

received annual CLE teaching awards, newly created by the state bar.

Next steps: Identify new CLE programming, with or without the State Bar, continue to increase the programs we offer for CLE credit; begin to track CLE income closely so that we can evaluate CLE programs as a potential revenue stream; explore creative/alternative forms of CLE programming; identify new audiences.

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.

Need info from Antoinette

6. Offer a series of courses or a curriculum for non-lawyers interested in legal education without pursuing a J.D. degree.

No progress on this, except that the discussion of a Santa Fe presence includes classes for non-lawyers.

Next steps: Continue to explore Santa Fe classes. Also see CLE discussion above (new audiences).

7. Establish an LLM working group to explore viability and possible focus of offering one or more graduate law degrees.

No progress. Rethink or delay this goal.

8. If viable, establish first LLM program.

No progress. Rethink or delay this goal.

9. Extend JD program beyond Albuquerque campus.

Accomplishments: Established Outreach Committee; hired UNM Institute to conduct survey regarding demand for part-time and Santa Fe programs; offering first Santa Fe course this year (Professor Fort).

Next steps: Evaluate survey findings and, if appropriate continue to plan outreach in Santa Fe.

10. Raise additional funds to support the library's extensive services to non-lawyer members of the community. Done through state allocation (\$243,000/yr)

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.

Accomplishments: Hired Professor Eileen Gauna; added a regularly taught Natural Resources in Indian Country course (Professor LaVelle).

Next steps: Search occasioned by professor's possible retirement, likely in 2007-08; hire new Utton Center Director in light of director's planned retirement during 2006-07 school year.

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.

No progress, other than improved communication between the Utton Center and law school students, staff, faculty.

Next steps: Evaluate this objective in light of certificate/journal discussions in 2006-07.

3. Pursue and obtain funding for a Chair in Natural Resources or Energy Law.

No progress.

Next steps: continue to pursue.

4. Hire a Karelitz Visitor in Oil and Gas Law every other year.

Accomplishments: Hired Professor Gary Conine to teach two oil and gas courses each year as a part-time Research Professor of Law; received permission from the donor and the University to change his status from visiting to research; provides for yearly courses, not every other year.

5. Review Certificate Program and make recommendations, including a clear joint curriculum for students pursuing both Natural Resources and Indian Law certificates.

Accomplishments: Initial surfacing of related issues during the 2005-06 school year by students; charge to NR Committee to accomplish this review during the 2006-07 school year.

Next steps: Review by the appointed committee.

6. Promote interdisciplinary work with UNM Schools, Departments and Programs outside the School of Law.

Accomplishments: the Utton Center, natural resources faculty members, and the NRJ continue to promote interdisciplinary teaching, research and service in the area of natural resources law and policy; Utton Center has proposed creation of a NM water consortium and the request is among the UNM legislative priorities for next year

Next steps: Strongly support establishment of campus-wide water consortium.

7. Explore the establishment of an LL.M program in Natural Resources Law.

No progress. Rethink or delay this goal.

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.

Accomplishments: Obtained increased state funds to support second position.

Next steps: Accomplish successful search during the 2006-07 school year.

2. Hire administrative support for the program.

Accomplishments: Hired Mitzi Vigil as Coordinator of the Program in August 2004.

3. Strengthen institutional relationships with tribal governments and institutions and with Indian Law attorneys who represent both tribal and non-tribal interests.

Accomplishments: hosting career fair during annual Federal Bar meeting; hosting an annual meeting of the All Indian Pueblo Council, new MOU's with Navajo Nation, Santa Clara Pueblo and Jicarilla Apache Tribe to promote recruitment; and lunch to honor Senator Tsosie's support of Indian law Program.

Next steps: New program to include tribal leaders in curriculum and review of certificate students' work.

4. Identify and implement ways to strengthen the program's strong and historical connections to the American Indian Law Center.

Accomplishments: Since the spring of 2005 AILC and UNM have collaborated in conducting, in conjunction with Arizona State University College of Law, a one-day symposium on an Indian law theme on the Saturday following the Federal Bar Association's annual Indian Law Conference. In the spring of 2006 the symposium addressed the theme of "Cohen's Handbook: Treatise or Brief?" bringing together numerous Indian law scholars, Indian law practitioners, and tribal officials for a stimulating discussion of the recently published revised edition of the Cohen treatise.

Next steps: The tradition of annual one-day symposium should continue, and additional efforts should be pursued to ensure inclusiveness and synergy with respect to programs and activities of mutual interest and concern to UNM and AILC.

5. Strengthen the Indian Law Curriculum to respond to the changing needs of Indian Law practitioners and clients.

Accomplishments: We are now regularly offering Indian Tax, Gaming, Water Rights, and Natural Resources.

Next steps: The Committee should devise methods for systematically soliciting input from Indian Law practitioners, clients, and tribal officials to better inform the provision of course offerings.

6. Review Certificate Program and make recommendations, including a clear joint curriculum for students pursuing both Natural Resources and Indian Law certificates.

Accomplishments: The Indian Law Committee is reviewing the certificate, with an eye toward greater cohesiveness, closer collaboration between students/advisors, and a more rigorous writing experience; Recent discussion with Natural Resources Committee to address common concerns and facilitate collaboration.

Next steps: Continue review and work with NR Committee.

7. Strengthen collaborative relationship with UNM Native American Studies faculty and expand the program faculty's interdisciplinary work at UNM.

Accomplishments: Two meetings with Native American Studies faculty; invited to join new UNM Native American Faculty Council.

Next steps: Continue to work with both groups.

8. Explore the establishment of an LL.M program in Indian Law.

No progress to date.

Indian law faculty plans to begin discussions. (Suellyn's note: maybe we should put all of the potential LL.M's on hold?)

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.

Accomplishments: The Law School is currently offering nineteen courses in the field of international law. Seven of these courses were offered for the first time during the 2005-06 academic year; drafted and proposed a new certificate program.

Next steps: review certificate program proposal and determine whether or not to modify, reintroduce.

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.

Accomplishments: Increased outreach through bi-lingual materials and translated courses to attract Mexican law students to Guanajuato program with notable resultant increase in Mexican students enrolled; Outreach efforts with the law school of the Universidad Autónoma de Ciudad Juárez, producing two visits to UACJ in 2004-05 and one to UNM in September 2005; New exchange program with Madrid is in formation.

Note: The faculty exchange with the Universidad de Granada in Spain fell dormant in fall 2001 due to the September 11th terrorist attacks. The latest indications from Granada are that this program cannot be revived in the short term because the new leadership there considers it a low budgetary priority; After one exchange cycle, the faculty exchange with the Universidad de Extremadura in Spain was discontinued in Spring 2005 for budgetary reasons.

Next steps: Further explore new Madrid exchange; review relationships with other Mexican law schools to determine value of pursuing stronger ties.

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.

Accomplishments: Course proposal by Daniel Ortega; exploring possibility of new journal.

Next steps: identify appropriate time for Daniel's course; continue to consider new journal option.

4. Encourage and support scholarship and participation in conferences involving global and international legal issues.

Accomplishments: Faculty attend conferences and develop scholarship through their professorships and other law school sources.

Next steps: Determine whether or not this is a goal that has been met.

5. Review and recommend, if appropriate, changes needed in the JD/MA in Latin American Studies degree to strengthen dual degree.

Accomplishments: Discussion of new journal as a way to strengthen connection.

Next steps: Continue those discussions.

6. Disseminate information to students and the outside world about our International Law programs, including the development of web-based materials.

Accomplishments: New web-based materials are in place.

Next steps: Develop new international law brochure.

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.

Accomplishments: Daniel has developed a course proposal and is working on locating new funds to support the position.

Next steps: Identify appropriate time to offer the class; pursue at least one grant proposal this year that will provide direct or indirect funding to support the position.

8. Pursue funding to facilitate student study outside the United States, especially in Mexico, elsewhere in Latin America, Spain and Tasmania.

Accomplishments: Students are directed to potential sources of funds.

Next steps: The Regents recently approved spending from the regents endowment for international travel (should be explored as a source for law students); formulate private fundraising proposal.

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.

Accomplishments: Several databases purchased that access materials from Mexico, Latin America and Spain.

Next steps: Identify whether there are any other needs and seek expertise from others on this question.

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.

Accomplishments: This support consists of e-mailed leads to the faculty from various sources about opportunities such as the Fulbright Program; Law school opportunities consist of periodic in-house events such as the Oct. 7, 2005 "Speaking Law to Terror" conference/CLE.

Next steps: Determine whether or not this goal has been adequately accomplished. If not, what is next?

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.

No progress to date.

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

No progress to date. Delay or reject this goal?

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.

Accomplishments: Professor Baum started a project during her sabbatical to explore this question. Dean has also made many inquiries to explore this possibility. Exchange program with Franklin Pierce Law School is continuing to offer specialized training for some students.

Next steps: Continue to pursue Professor Baum's research into demand, interest, etc.

4. Identify and implement a curriculum for students interested in a focused course of study. Hire adjuncts as needed to implement.

Accomplishments: Much has been done in this area, including hiring of Professors Pareja and Gerding, expansion of curriculum with focus on smaller and start up businesses, regular staffing of an economic development clinic that will involve 4 faculty on a rotating basis (Mathewson, Pareja, Martin, Gerding), new tax clinic, regular meetings with Anderson School faculty to explore joint curriculum and development of joint JD, Masters in Accounting degree option, discussions with School of Architecture and Planning about possible joint real estate development certificate, outreach to economic development and business communities, development of brochure and web page.

Next steps: continue much of above activity, hold a kick-off event this year to introduce the program to a wider community.

5. Seek and obtain funding to support curriculum and related programs.

Accomplishments: Federal taxpayer clinic grant.

Next steps: Need to develop proposals to submit during this school year.

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

Accomplishments: Initial dialogue between NR Certificate and Indian Law Certificate committees; new course on natural resources in Indian Country.

Next steps: Much of this collaboration is likely to occur through grant proposals across fields of study. Daniel Ortega and Claire Conrad will be assisting faculty in pursuing grants for this type of study or project.

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.

Done

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.

Accomplishments: Two years of legislative advocacy by John Feldman and others in the community resulted in funding for an LRAP program with \$300,000 initially available to graduates who work in specific public interest jobs.

Next steps: We need to begin to solicit dollars for public interest fellowships and travel \$ to support students seeking jobs in other states; ultimately, we should also attempt to fund our own LRAP program. These items are included in the law school's Needs Assessment.

C. Increase funding for development of faculty scholarship by \$150,000 per year.

Accomplishments: We received a private donation that supported faculty scholarship for two years. The new Weihofen chairs support the scholarship of two faculty members.

Next steps: The Needs Assessment for the law school's capital campaign emphasizes funding for new faculty chairs to endow scholarship and salary support.

D. Increase funding for technology staff and equipment by \$100,000 per year.

Accomplishments: Cyndi Dean has skillfully utilized her annual budget and an occasional state grant of \$50,000 to maintain our technology infrastructure.

Next steps: We need approximately \$100,000 in one-time funds to fund special projects: classroom technology, upgrade forum and 2401, digital signage in lobbies, and security doors for clinic. Salary savings resulting from the endowment of faculty chairs will help fund the long-term annual needs in the IT area. The Needs Assessment includes a proposal for a \$1 million endowment for facilities maintenance and improvement.

E. Increase external sources of funding, including public and private grants, private gifts, and government funding.

Accomplishments: We have developed a Dean's Circle of donors who contribute \$1000 or more to the law school. In the first year, we had around 50 members, we added another 20 or so this past year. We have hired a new development director who will join the School on 9/1/06. The Alumni Association Board has continued its successful fundraising events that now support a full tuition scholarship, the deans fund, and the Simms lecture fund each year. The Ramos have successfully established a major biannual lecture series that alternates with the Simms lecture. The Utton Center, IPL, and Clinics have applied for and received grant funding. The law school is using indirect costs from the Utton grants to retire historical debt. New recurring funding for the library (\$243,000) and SILC (additional \$80,000).

Next steps: Attention and staff time will be refocused to major gifts solicitation. Hopefully, the University will launch a major campaign after the hiring of a new President that will give us additional momentum in the major gifts area. As described above, Daniel Ortega and Claire Conrad will aid faculty, staff, students interested in pursuing grants. State funding is being sought to support a campus wide Water Center, organized by Utton Center.

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:

Funding source:

Tax professor Done	Faculty retirement
Library Director Done	Faculty retirement
2 writing instructors (1 new) Partly accomplished, search for 2nd in 2006-07	Existing line & tuition differential
Student services professional Done	Tuition differential (03-04)
2 FTE support staff Done	Operational budget

2005-06:

No permanent hires, perhaps one or two visitors **Hired Professor Laura Gomez with Arts & Sciences and central university support.**

2006-2009:

Civil Procedure	All dependent on future retirements/ resignations/fundraising efforts
International and Latin America	
Natural Resources (1 or 2) 1 hired	
Core Clinical Search for new SILC professor in 2006-07	
Business/Commercial Done	