

**“Preparing Lawyers for Practice with a Purpose”**

The Strategic Plan of Campbell University School of Law

- 1. We will review, evaluate and adapt our curriculum and our teaching to meet the needs of the profession today and tomorrow.**

***Initiatives***

- A. We will reach out to alumni, the legal profession and academic experts to help us identify the skills and values our students will need when they enter practice, and we will make appropriate changes to our curriculum as a result.
- B. We will regularly review and consider new models of legal education and teaching, continuously update our program of legal education and support faculty innovation in teaching and curriculum.
- C. We will continue to use a rigorous approach to teaching and learning, to continue to provide our students with a strong and well-rounded foundation in the law.
- D. We will enhance our already practice-oriented curriculum by:
  - i. Seeking to integrate additional skills into our curriculum.
  - ii. Increasing the number of transactional skills and business courses we offer.
  - iii. Providing all students with an opportunity to have a robust practice-oriented experience, such as an externship or a clinical program.
  - iv. Developing a mediation and alternative dispute resolution program to complement our strong litigation advocacy program.
  - v. Continuing to develop an outstanding legal writing program that is considered one of the best in the region.
    - a. We will consider moving to a required three-semester writing program.
    - b. We will offer more writing opportunities outside the legal writing program, including more courses that require papers that meet our rigorous upper-level writing requirement.
- E. We will enhance the global aspects of our curriculum and explore co-sponsoring an overseas program that has both a legal and a service-related component.

- F. We will provide mentoring opportunities and workshops so that our faculty members are continuously improving their teaching skills and techniques.
- G. We will strive to ensure that all students develop the following core competencies related to law and theory:
  - i. A holistic understanding of legal process, which includes regulatory, executive, judicial, and private conduct and the interconnections of this conduct.
  - ii. Effective research, writing and advocacy skills.
  - iii. The ability to engage in rigorous analysis.
  - iv. A basic understanding of strategies and issues in business transactions.
  - v. A basic understanding of strategies and processes in litigation.
- H. We will establish and publish learning outcomes designed to achieve our program of legal education objectives consistent with ABA Standards 301(b) and 302.
- I. We will continue to develop formative and summative assessment methods to measure student learning and provide meaningful feedback to students.

**2. We will strive to ensure that all students develop a set of “pillars of professionalism” — core competencies that extend beyond legal principles and legal reasoning — so that students are prepared to succeed wherever their careers and interests take them.**

***Initiatives***

We will instill the following pillars of professionalism in our students:

- A. A deep understanding of and commitment to abiding values of the profession, as guided by transcendent values including:
  - i. Integrity
  - ii. Moral conviction.
  - iii. Trustworthiness.
  - iv. Ethics.
  - v. Embracing law as a calling.
  - vi. Commitment to seeking justice.
  - vii. Understanding pro bono and public service obligations.

- B. An understanding of legal management and law practice skills in areas such as financial management, business development and malpractice avoidance.
- C. The global implications of law practice.
- D. An understanding of the various roles of a lawyer: counselor, advocate, reflective thinker, public servant and problem solver.
- E. Non-legal skills necessary to be successful practitioners:
  - i. Ability to collaborate and work in teams.
  - ii. Ability to listen and communicate effectively in various forms and contexts.
  - iii. Strategic thinking.
  - iv. Intellectual curiosity, ability to self-reflect and the understanding of the need to be a lifelong learner.
  - v. Ability to collaborate with clients and colleagues and to appreciate different backgrounds, cultures and perspectives, as well as contrary or alternative positions or theories.
  - vi. A focus on the client's needs
  - vii. Attention to detail.
  - viii. Understanding of need for balance among work, family, faith and self.
- F. We will provide substantial opportunities for student participation in pro bono legal services, including law-related public service activities.

### **3. We will enhance the influence and scholarly productivity of our faculty.**

#### ***Initiatives***

- A. We will adhere to an “up or out” tenure policy that requires all junior faculty to engage in significant publication of scholarship that impacts law and/or policy.
- B. We will develop a post-tenure review policy to help ensure that all members of the faculty contribute to the scholarly mission of the Law School.
- C. We will create incentives for and remove barriers to scholarly productivity by:
  - i. Providing greater flexibility in course scheduling for faculty engaged, or desiring to engage, in scholarly productivity.

- ii. Working with the University to develop and implement a sabbatical policy that includes pre-tenured faculty and that maximizes scholarly productivity.
  - iii. Creating annual and long-term research professorships for productive scholars.
  - iv. Providing financial incentives for faculty who wish to engage in scholarship, rather than teaching, during the summer months.
- D. In hiring new faculty, we will seek out individuals with a strong track record of scholarly productivity or who show that they will be productive scholars, while at the same time expecting them to be excellent teachers
- E. We will build a strong intellectual community that encourages free and open debate of issues from a variety of perspectives.
  - i. We will hold regular workshops where research and ideas are presented and discussed.
  - ii. We will help organize a “young scholars” conference with faculty from other law schools, so that research and ideas can be shared and discussed.
  - iii. We will explore creating a distinguished visiting scholar program to attract prominent or rising scholars to participate in our intellectual community for a semester or year.
  - iv. We will encourage our faculty to collaborate with practitioners and faculty from other schools in the production of scholarship.
- F. We will more vigorously promote the work of our faculty.
  - i. We will provide additional assistance for faculty to present their work at both academic and non-academic conferences.
  - ii. We will encourage our faculty to produce op-eds or articles based on their scholarship.
  - iii. We will seek to have our faculty be consulted as experts by the media on leading issues of the day.
  - iv. We will seek opportunities to enable our faculty to visit and/or make presentations at other law schools and legal conferences.
- G. To help implement this initiative, which has a goal of producing scholarship that would qualify the Law School for admission into the Association of American Law Schools, we will create a new position of Associate Dean for Faculty Development.

**4. We will continue to foster a supportive community within our Law School and increase our racial and intellectual diversity.**

***Initiatives***

- A. We will maintain a supportive community where ideas and points of view are expressed in an atmosphere of civility, cordiality and tolerance.
- B. We will build a sense of community within our student body from orientation forward.
- C. We will continue to seek to increase the academic credentials of our entering students.
- D. We will seek to increase the diversity of our student body in all respects by:
  - i. Becoming involved in and sponsoring activities that seek to attract minority students.
  - ii. Engaging our alumni of color in our recruiting efforts.
  - iii. Continuing to expand our admissions outreach both to graduates of Historically Black Colleges and Universities and to minority organizations at other colleges and universities in the region.
  - iv. Increasing our student recruiting beyond North Carolina to the entire Southeast Region.
  - v. Expanding our presence and visibility in the Raleigh community by participating in law reform activities, public-service activities, and business events.
- E. We will seek to enhance the diversity of our faculty by broadening the scope of our faculty recruitment of well-qualified candidates to include non-traditional candidate pipelines.
- F. We will investigate partnering with a consortium of other area law schools through programs such as joint classes, academic conferences and workshops, pro bono and community events so that our students can engage with students from different backgrounds.
- G. Over the long term, we will appoint a director of diversity or minority affairs.

**5. We will enhance the experience of our students so that they become not only productive lawyers and citizens, but also loyal alumni.**

***Initiatives***

- A. We seek to assure that no classes during the 1L year have more than 60 students.

- B. We will improve our academic advisor program so that students can more thoughtfully plan their schedules to achieve their career goals.
- C. We will survey our students on an ad hoc basis and at least biannual basis and make appropriate and necessary changes in our operations to enhance student satisfaction.
- D. We will develop a nationally recognized mentorship program.
- E. We will review the staffing and plans of our career development offices to ensure our job placement record is comparable to or exceeds the record of peer schools.
- F. We will seek to increase the job opportunities of our students in large firms, federal and state clerkships and corporations. We will also seek additional opportunities outside the region.

**6. In recognition of our founding and heritage, we will continue to carry out our Christian Mission.**

***Initiatives***

- A. In a community where students of every faith are welcome and valued, moral and religious questions are important; therefore, we will seek opportunities for faculty and students to consider the intersections between Christian theological perspectives and the law, including opportunities to introduce students to historical discussions on the intersection of Christian faith, reason and culture.
- B. We will encourage the exploration of these intersections in our teaching, scholarship and clinical programs.
- C. We will accent the intersection of Christian faith and law by helping students to understand that the practice of law is more than a profession; it is a calling to serve others.
- D. We will seek to offer additional faith-based service opportunities for our students.

**7. We will build and develop the infrastructure and systems needed to support the initiatives in this plan.**

***Initiatives***

- A. We will continue to enable our library to serve the teaching, learning and research needs of our students and faculty.

- B. We will continue to enhance our presence and visibility in the Raleigh legal community by participating in bar-related activities and by making our library, conference rooms, Lawyers' Room and office space available to members of the Wake County Bar.
- C. We will invest in technology appropriate to meet the needs of our students, faculty, and staff, as well as North Carolina judges and lawyers.
- D. We will increase our communication and outreach to alumni so that they increase participation with and support of the Law School.
- E. We will develop a comprehensive fundraising campaign to support the initiatives in this plan.
- F. We will more effectively market and promote the programs of the Law School and the accomplishments of our faculty, students, staff and alumni.
- G. We will make necessary changes to our facility so that it continues to reflect how law is learned and taught.