



UC HASTINGS COLLEGE OF THE LAW  
**STRATEGIC PLAN** . AUGUST 2011



## MESSAGE FROM CHANCELLOR AND DEAN FRANK WU

We stand at a crossroads.

We are witnessing profound changes within the legal marketplace, higher education, and the economy. Many of these changes are structural, rather than temporary in effect. They reflect a new era of dynamic transformation, powered by technology and global in scope. Whether it is due to outsourcing within the profession, distance learning, or consumer expectations, University of California Hastings College of the Law faces a changing legal profession.

We will embrace the challenges before us. Legal education, no different than the society it serves and the problems it is meant to address, must change.

As Chancellor and Dean, I am guided by these beliefs about our work.

- › First, that higher education must prepare students for their careers by giving them the actual skills needed to succeed;
- › Second, that the lawyers and the leaders of today and the future must be ready to work within a global economy including but not limited to a trans-Pacific emphasis; and,
- › Third, that the best advocates and counselors are those who blend their technical abilities in analyzing doctrine with the strengths of other disciplines as well, becoming problem-solvers and leaders.

Thanks to the dedicated work of students, faculty, staff, alumni, and members of our Board of Directors, we have engaged in a year-long project to consider every aspect of the environment as well as our institutional strengths and weaknesses. We have not hesitated to be honest with ourselves. In introducing the results of our work, I would like to express appreciation to everyone who participated. I'd especially like to thank the co-chairs of the Strategic Planning Committee, Academic Dean Shauna Marshall and Controller Debbie Tran, for their leadership of this important effort.

Legal education requires a new paradigm. This is our vision.



# UC HASTINGS 2011: AT A CROSSROADS

This Strategic Plan responds to the changed circumstances of legal education with a bold plan for the future. By leveraging our distinctive assets, including our location in San Francisco, a gifted and dedicated faculty and staff, and many loyal and grateful alumni who benefited from a high quality, low-cost education at UC Hastings, we will provide a cutting-edge legal education for 21st century professionals.

Today's UC Hastings students are accomplished individuals from a variety of academic, professional, and demographic backgrounds. They thrive in a challenging academic program, connect their success in law school to the success of their classmates and the larger community, and continue UC Hastings' legacy of graduating leaders of the bar, the private and non-profit sectors and the government.

In order to give our students the full set of tools they need to succeed, we must direct resources to the priorities reflected in the goals articulated below. By doing so, we can provide our students and graduates opportunities for specialization, interdisciplinary understanding, real-world experience, comprehensive professional skills, and active mentorship.

While UC Hastings has had several long-term planning documents, this document represents a milestone for UC Hastings, as it is its first campus-wide Strategic Plan, charting the College's way forward as a national leader in preparing law students to be innovative and strategic professionals capable of solving complex legal problems.

The Strategic Plan was developed through a broadly inclusive process of institutional introspection that gathered ideas and input from students, faculty, alumni, board members, and all employees of the administration. The Strategic Planning process was led by a committee of representatives from the student body, faculty, board and staff.

# STRATEGIC GOALS

- Create outstanding professionals ready to solve 21<sup>st</sup> century problems
- Produce engaged scholarship
- Enhance reputation and strengthen market position
- Build a vibrant and connected community
- Communicate identity and value
- Optimize the campus to serve strategic goals
- Achieve service excellence
- Maintain financial health

# GOALS

## CREATE OUTSTANDING PROFESSIONALS READY TO SOLVE 21ST CENTURY PROBLEMS.

UC Hastings will prepare legal professionals to pursue excellence in law and other fields. To this end, our academic programs will reflect the complexities of contemporary legal practice and systematically prepare students for the challenges of professional life. Our multidimensional curriculum will empower students to build a firm doctrinal and interdisciplinary knowledge base, enhance their analytical, cognitive, interactive and communicative skills, develop their professional values and mindsets, and hone their contextualized problem solving abilities.

### STRATEGIC OBJECTIVES

- › Integrate elements of comparative law, experiential practice, problem-solving exercises, basic non-legal knowledge, and ethics throughout the curriculum.
- › Reduce class size to enhance the educational experience.
- › Support innovative and effective classroom teaching.
- › Develop a first-year lawyering /legal profession course to introduce all students to a broad set of lawyering skills and ethical values.
- › Ensure rich experiential learning and clinical opportunities for students interested in all realms of practice.
- › Improve the writing skills of students.
- › Increase opportunities for student collaboration in research, writing and practice.
- › Provide effective academic support to students in law school and in preparation for the bar.
- › Develop a comprehensive student/faculty advising program.
- › Partner with students to help them identify and secure rewarding jobs.

## PRODUCE ENGAGED SCHOLARSHIP

UC Hastings will continue to produce and promote engaged and influential scholarship of the highest quality, broad and varied in scope that illuminates the key issues of our times. We will fully highlight the College's leadership in international, clinical, interdisciplinary and doctrinal research. Scholarship at UC Hastings will be responsive to current issues in the law and society and will be translated for use and distribution outside of academia.

### STRATEGIC OBJECTIVES

- › Support rigorous scholarship that will be valuable to scholars and practitioners.
- › Promote scholarship through the strategic use of conferences, symposia, publications, and blogs.
- › Translate scholarly research for the broader legal community, policymakers, and the public.
- › Provide support to faculty to assist them in advancing and publicizing their scholarship.
- › Develop the capacity to place timely op-ed articles.

## ENHANCE REPUTATION AND STRENGTHEN MARKET POSITION

UC Hastings will work to improve its rankings with US News and World Report and other ranking services by considering the effects of all major decisions on rankings. We will monitor our performance and seek to leverage academically sound changes that will positively affect our reputation, effectiveness, and rankings.

### STRATEGIC OBJECTIVES

- › Continue to implement the recommendations of the US News & World Report's Ranking Taskforce.
- › Develop programs and commit resources to increase post-graduation employment rates.
- › Improve the numerical predictors of student success by increasing the median undergraduate GPA, increasing the "presumptive deny" GPA of applicants and reducing the "presumptive deny" LSAT score.
- › Develop a strategic and nimble financial aid policy aimed to ensure access and maintain our high quality and diverse student body.
- › Increase selectivity by expanding the applicant pool through more extensive recruitment and marketing programs.
- › Promote the College's reputation and faculty scholarship and research through a robust and broad-based branding and marketing strategy.

## BUILD A VIBRANT AND CONNECTED COMMUNITY

UC Hastings will build a strong, supportive community for students, faculty, staff, and alumni, vibrant with intellectual life and meaningful interaction. We will strive to be a responsible neighbor in the Tenderloin, modeling public service and community involvement. The atmosphere at the school will be one of respect and mutual service, both within and among groups. The community and individual support found at UC Hastings will build lasting allegiance to the College.

### STRATEGIC OBJECTIVES

- › Reduce the size of the JD class to foster community building and engagement.
- › Explore using existing space to develop a student hub/ community center.
- › Expand programs to bring alumni and students together and promote student engagement.
- › Collaborate with San Francisco legal organizations to bring together lawyers, faculty, and students to provide services and outreach to the Tenderloin community.
- › Improve our internal space and external landscape to ensure a safe, attractive, comfortable and engaging learning environment.
- › Use technology to broadcast and share community events to the Hastings community and the legal academy.
- › Support educational and training services for lawyers.

## COMMUNICATE IDENTITY AND VALUE

UC Hastings will implement a marketing and communications program to broadly communicate its value and build its reputation in the legal and broader community.

### STRATEGIC OBJECTIVES

- › Publicly promote the vision articulated in this Plan.
- › Engage a professional public relations firm to work closely with the Communications Department to establish a comprehensive public relations and marketing campaign, create a design standard, craft a branding strategy, target identity and marketing materials, identify and follow-up on press and speaking opportunities.
- › Establish resources for faculty on how to reach out and communicate with the media.
- › Educate State legislators and the public about the value UC Hastings provides to support democratic values and the public good through our graduates' leadership on the bench and bar, in government, and in the non-profit community.
- › Develop robust marketing strategies to emphasize the value of a UC Hastings LL.M degree and an MSL degree and to achieve enrollment targets for these programs.
- › Develop a consistent look and feel of the campus, enhancing its curbside appeal and reinforcing our identity and brand within the Tenderloin and for all who visit the campus.
- › Establish a mascot and slogan that promotes UC Hastings pride and is an easy way for students to identify with each other.

## OPTIMIZE THE CAMPUS TO SERVE STRATEGIC GOALS

UC Hastings will optimize its physical campus in the service of the Strategic Plan Goals. All investments in the physical plant will be directly related to the goals.

### STRATEGIC OBJECTIVES

- › Establish a Long-Range Campus Master Plan.
- › Explore development of a campus community center/hub.
- › Identify opportunities and create space for informal gatherings and social exchanges between faculty, students and between students and faculty.
- › Redesign current fixed seated classroom to support new pedagogy, e.g. providing space conducive to implementing experiential and clinical programs.
- › Develop a 'one-stop' shopping model to more effectively and efficiently serve students.
- › Explore the need for additional student housing to support the increase in the international LL.M degree student population.

## ACHIEVE SERVICE EXCELLENCE

UC Hastings will strive to achieve service excellence. We recognize that providing excellent services to students, faculty, staff, and alumni is of paramount importance. A culture of service excellence promotes the treatment of all with respect and dignity. It arises from dedicated employees who conduct themselves with professionalism and integrity, who constantly seek to remove administrative barriers, and who provide the UC Hastings community with efficient processes and ready access to administrative knowledge.

### STRATEGIC OBJECTIVES

- › Build a 'customer centric' culture focused on ensuring student and employee satisfaction.
- › Improve Information Technology services.
- › Develop cross-functional partnerships among departments to "get to yes".
- › Invest in and develop our human assets.
- › Coordinate and manage knowledge assets.
- › Develop innovative administrative process with technology.
- › Become service excellence professionals.
- › Develop professional standards of conduct for all College employees.
- › Implement a total quality management program.

## MAINTAIN FINANCIAL HEALTH

UC Hastings will remain a financially sustainable institution that collaboratively develops financial plans and priorities to promote the goals of the Strategic Plan.

### STRATEGIC OBJECTIVES

- › Reduce core operating expenses.
- › Conduct a capital fundraising campaign based on this Plan.
- › Diversify revenue streams.
- › Increase and strengthen outreach to alumni.
- › Develop innovative administrative processes and streamline business rules and policies.
- › Develop a transparent budget development process.
- › Develop a transparent financial reporting process.
- › Identify and direct resources to programmatic core services.
- › Develop business and financial systems to support our Centers and grant-funded and programs.
- › Develop a financial aid strategy to support this Plan.

# UC HASTINGS MISSION AND TRADITION

The mission of the University of California, Hastings College of the Law is to provide an academic program of the highest quality, based upon scholarship, teaching, and research, to a talented and diverse student body and to assure that its graduates have a comprehensive understanding and appreciation of the law and are well trained for the multiplicity of roles they will play in a society and profession that are subject to continually changing demands and needs.

UC Hastings College of the Law was founded in 1878 as the first law department of the University of California. Since its founding, UC Hastings has been an integral part of the fabric of the City of San Francisco and the California Judicial System.

UC Hastings is located in San Francisco's Civic center, steps from City Hall, the State and Federal Buildings, the State Supreme, Superior and Appellate Courts as well as the United States District Court and Court of Appeals. UC Hastings is also adjacent to San Francisco's Tenderloin neighborhood, one of the city's most needy areas. Hastings' location between the courts, policy makers and the Tenderloin is emblematic of the college's mission to delve deeply into and unite the theory and the practice of the law and prepare students to solve society's pressing problems.

Over the past 133 years, UC Hastings has served as the law school of choice for an ever-increasing diversity of students. Now, UC Hastings alumni span the globe and are among the most respected lawyers, judges, public servants and business leaders today.

# STRATEGIC PLAN COMMITTEE AND METHODOLOGY

The strategic planning process was led by a Strategic Planning Committee, formed at the direction of Chancellor and Dean Frank Wu in November 2010. Committee membership is as follows:

**Chairs:** Shauna Marshall, Academic Dean and Deborah Tran, Controller

**Directors:** Don Bradley, Marci Dragun

**Students:** Noemi Gallardo, Amar J. Thomas

**Faculty:** Robin Feldman, Beth Hillman, Osagie Obasogie, Ascanio Piomelli,  
Aaron Rappaport

**Staff:** Greg Canada, Shino Nomiya, Sari Zimmerman, Laura Irvine

**Consultants:** Sasaki Associates

An early finding of the Committee was that precipitous declines in state funding, and consequent rapid increases in tuition have deprived UC Hastings of its traditional identity as a low-cost, high quality law school with something of a boot camp atmosphere. With tuition and fees now comparable to other public and private Bay Area law schools, the College needed to establish a clear identity or “brand” to continue to attract high quality students, and promote its value to the society and the legal community. Consequently, the first task of the Committee was to articulate a strong vision. The Committee organized separate focus groups for students, faculty and staff to gather opinions and initiate discussion on what defines UC Hastings, and how they would like to see UC Hastings in the future. The Committee also developed an on-line visioning survey, which was available to the whole community, including faculty, staff, students, and board members. The survey had an unusually high response rate at 42%.. Sasaki interviewed individuals and groups at the College, including faculty, staff, students, and board members. The data and opinions gathered in those interviews are incorporated into this report and the Strategic Plan.

A list of those interviewed along with the survey results can be found on the College’s website at the following url: <http://www.uchastings.edu/strategic-planning/>



