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## STRATEGIC INITIATIVES

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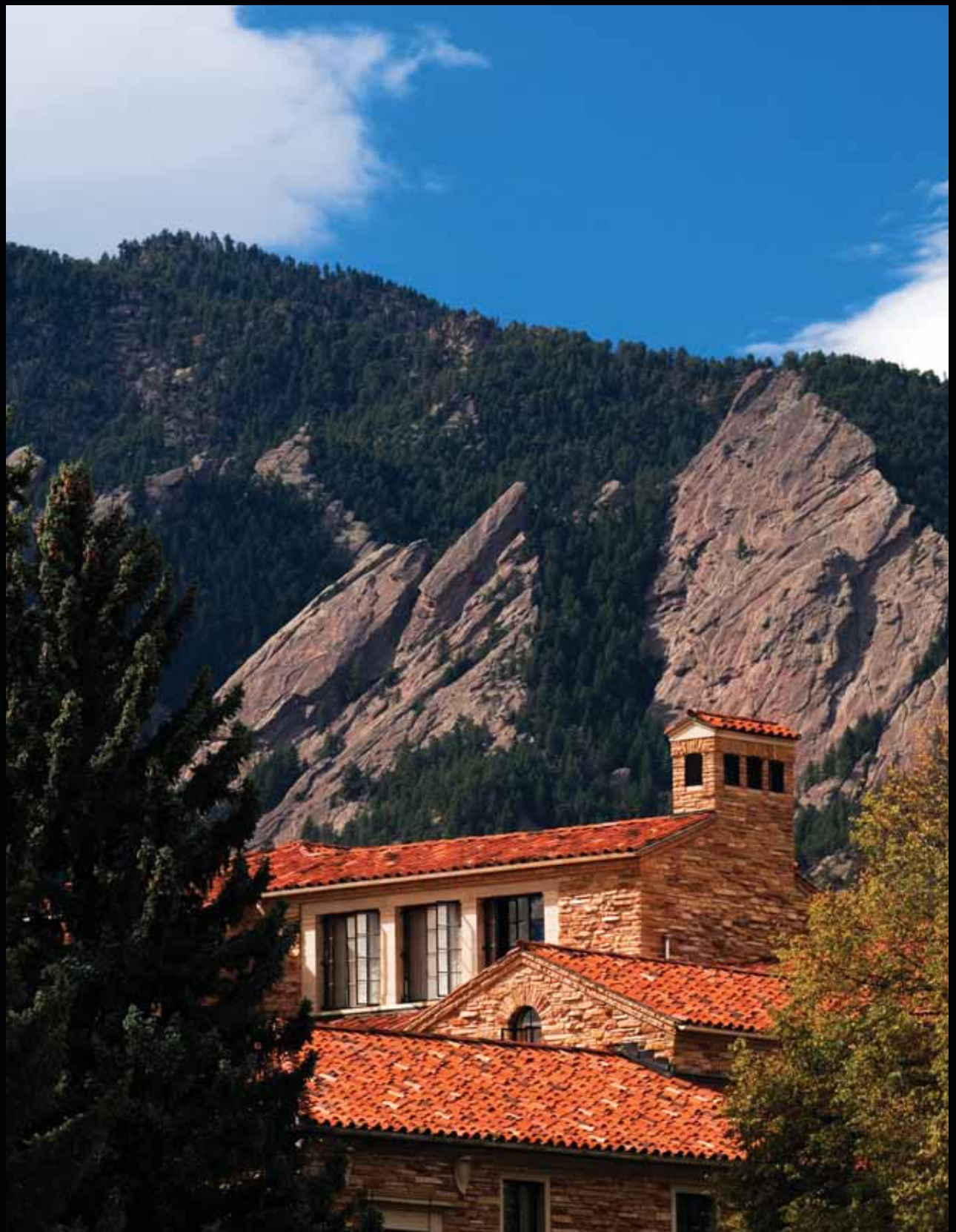
- To foster a vibrant and amicable intellectual climate where diverse ideas and perspectives are generated, embraced, and tested with rigor and respect and where students, faculty, and staff mutually support one another in the pursuit of individual accomplishment and overall advancement of the Law School.
- To equip students to research and analyze thoroughly law and policy, to examine the theoretical and social bases for law, to exercise sound professional skills and ethical judgment, and to use the law creatively and responsibly to achieve their clients' goals.
- To earn national and international recognition and esteem of scholars, lawyers, jurists, policymakers, and citizens for the quality and accomplishments of our faculty, our students, and our graduates.
- To attract and retain an influential world-class faculty whose members are mutually supportive of their varied individual endeavors.
- To admit an increasingly stronger and more diverse student body and to help place our recent graduates in interesting, rewarding, and satisfying positions.
- To pursue financial stability and maintain an infrastructure sufficient to allow our mission to succeed and our goals to be fulfilled.

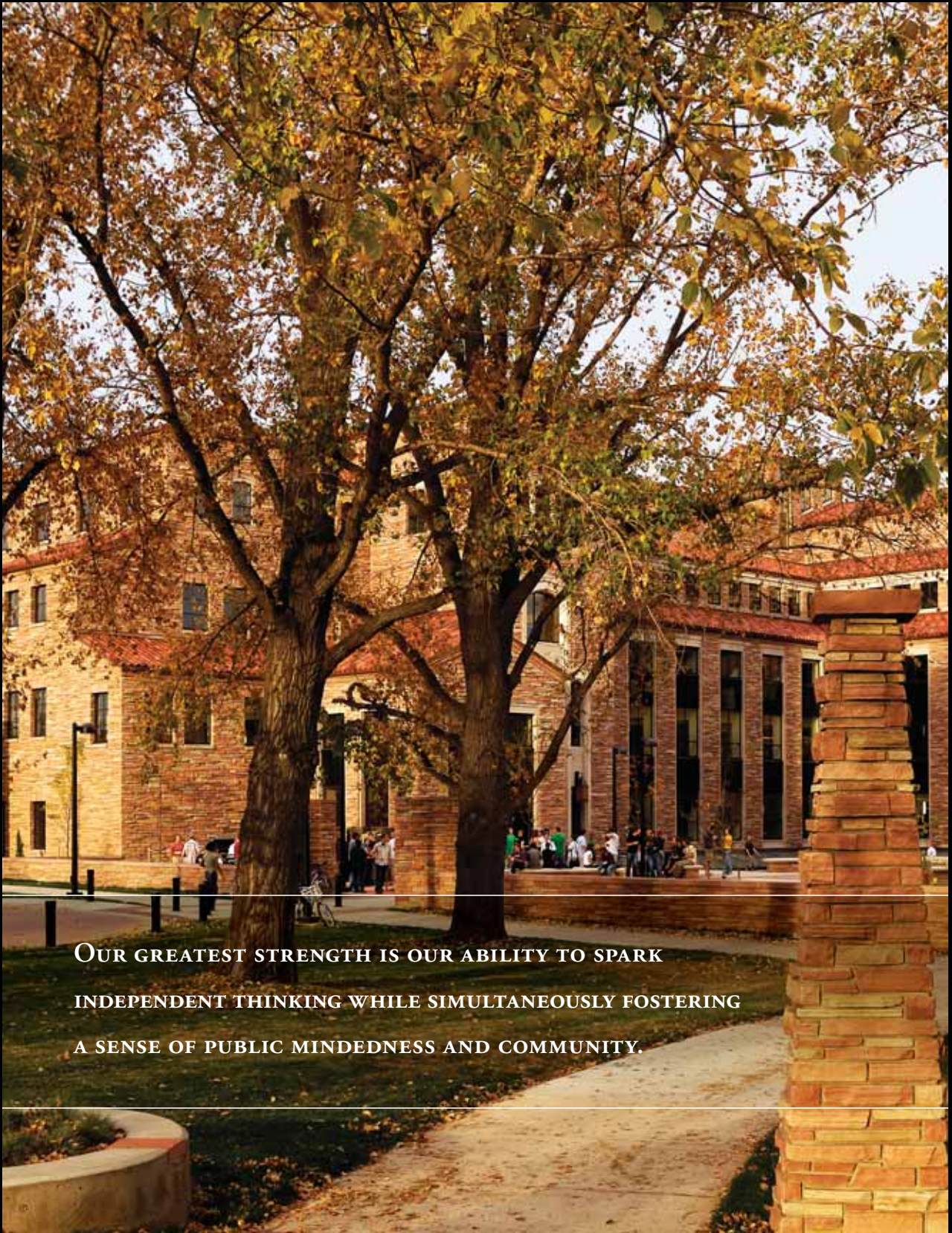
UNIVERSITY *of* COLORADO

LAW SCHOOL

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*The* STRATEGIC PLAN





OUR GREATEST STRENGTH IS OUR ABILITY TO SPARK  
INDEPENDENT THINKING WHILE SIMULTANEOUSLY FOSTERING  
A SENSE OF PUBLIC MINDEDNESS AND COMMUNITY.

## I N T R O D U C T I O N

The University of Colorado Law School occupies a unique position among American law schools. The influence of our relatively small faculty extends well beyond its numbers. The academic qualifications of our students are among the highest of any public law school. And our setting amidst the Rockies allows the mind and spirit to soar. Our greatest strength is our ability to spark independent thinking while simultaneously fostering a sense of public mindedness and community. Our size, student-faculty ratio, and ability to recruit high quality and increasingly diverse students are integral to preserving this strength.

Faculty and students alike choose our law school because its size and setting allow for a collaborative yet personalized approach to legal education. Our faculty is an eclectic and self-directed group of nationally recognized scholars dedicated to providing the highest quality education to students in small classroom settings and to influencing legal and public policy debates through original, path-breaking research. Our students come for the blend of intellectual, practical, and public spirited approaches to legal education that we offer, and for the ready access to faculty that is lacking in many other

top schools. Our students are equally drawn by the prospect of preparing themselves for legal careers that are not only successful, but meaningful and satisfying. Our staff is loyal, tireless, and dedicated to advancing our educational mission.

We have been further strengthened by our new Wolf Law Building. The state of the art technology in our environmentally sensitive facility will greatly enhance our educational and research mission. Not incidentally, our new building is also beautiful and highlights our striking geographic setting.



Despite these strengths, we have work to do. Law schools now face intense competition for students, faculty, and funds. Like most public law schools, we have seen a decrease in state support for our operations and programs. In order to advance our position, we must meet these challenges by continuing to develop innovative teaching methods and scholarship that is crackling with ideas, all in a supportive and diverse community.

The Strategic Plan sets forth a course that will enable us to build upon our strengths, carry out important new initiatives, and pursue financial independence.

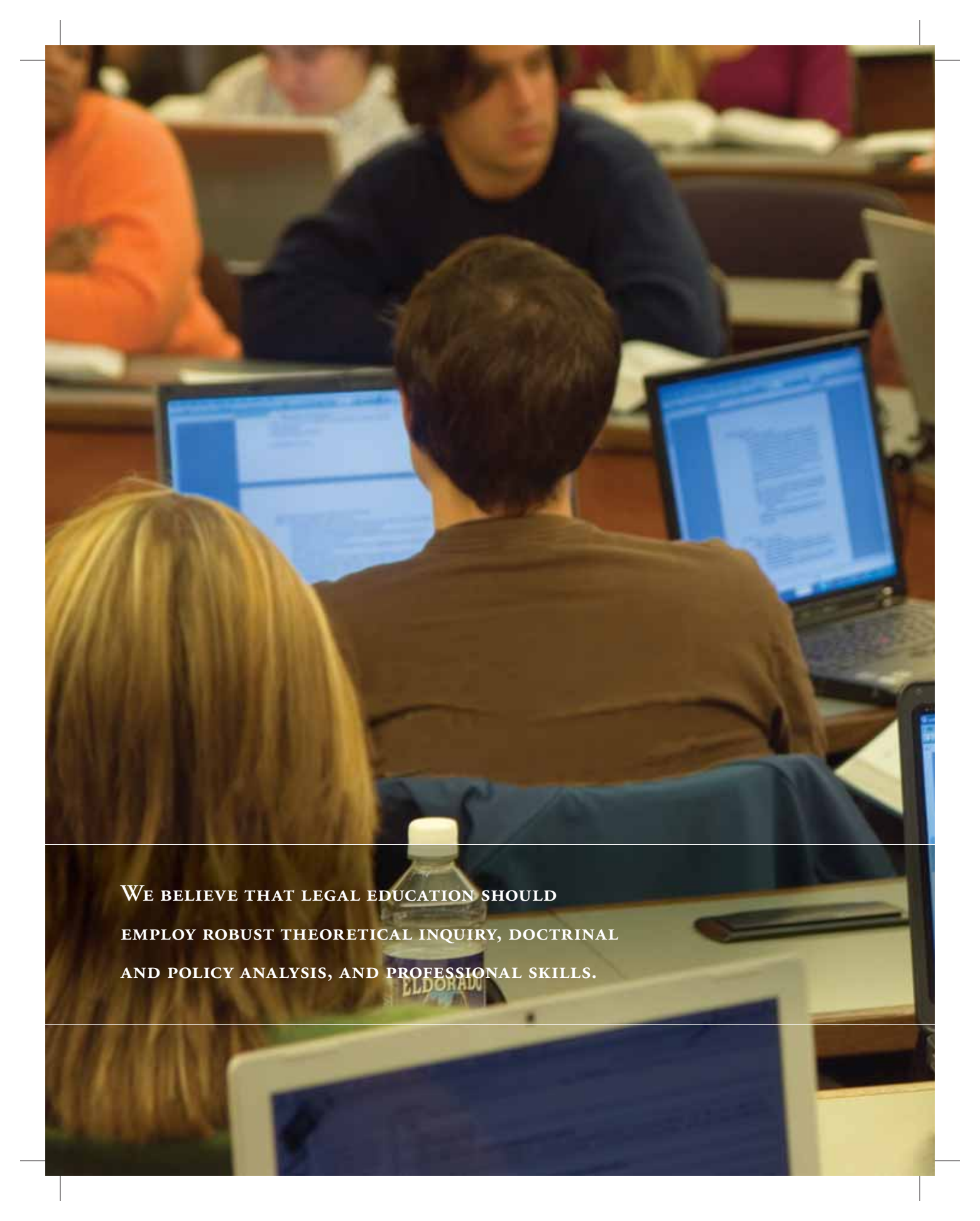
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## Our Vision

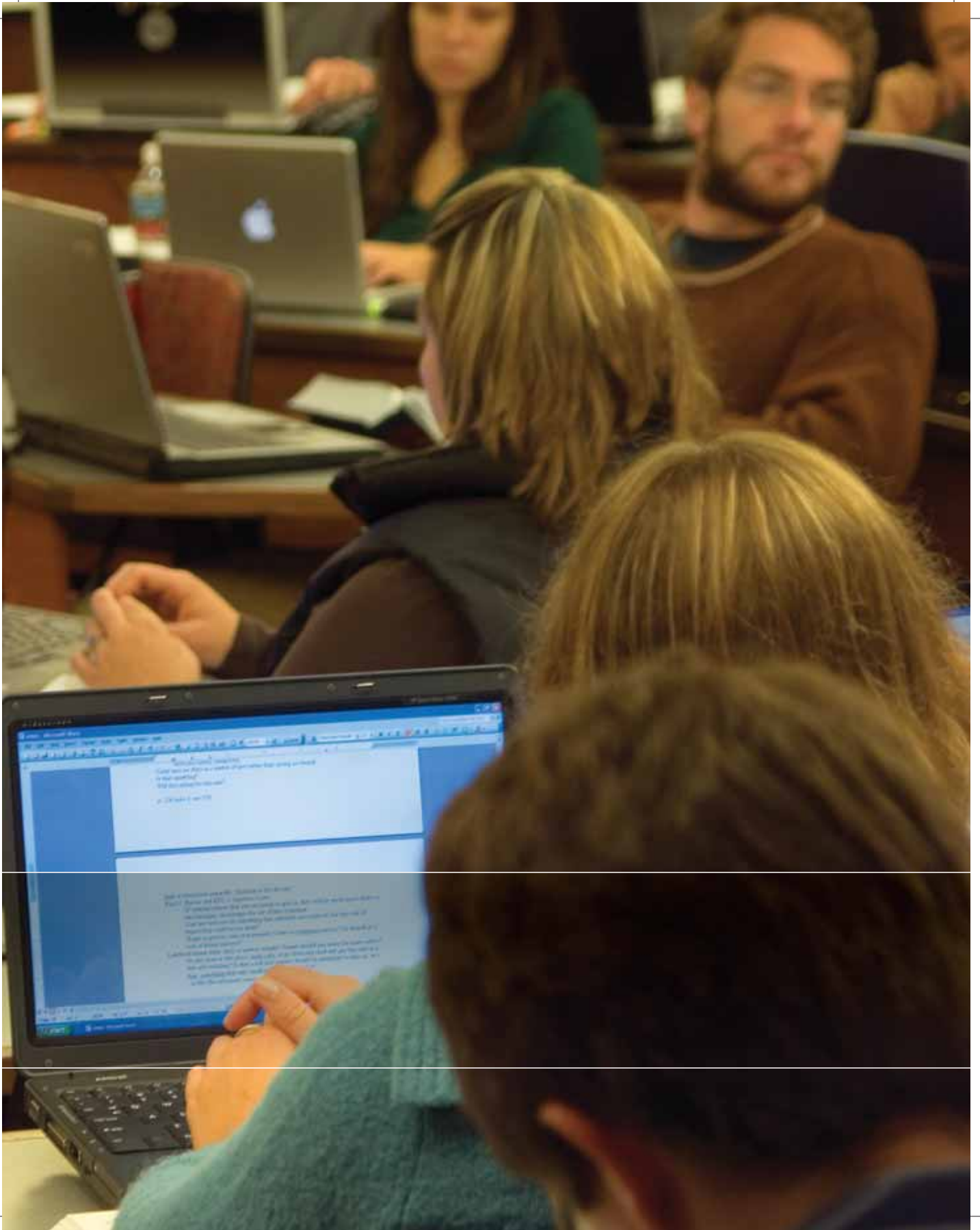
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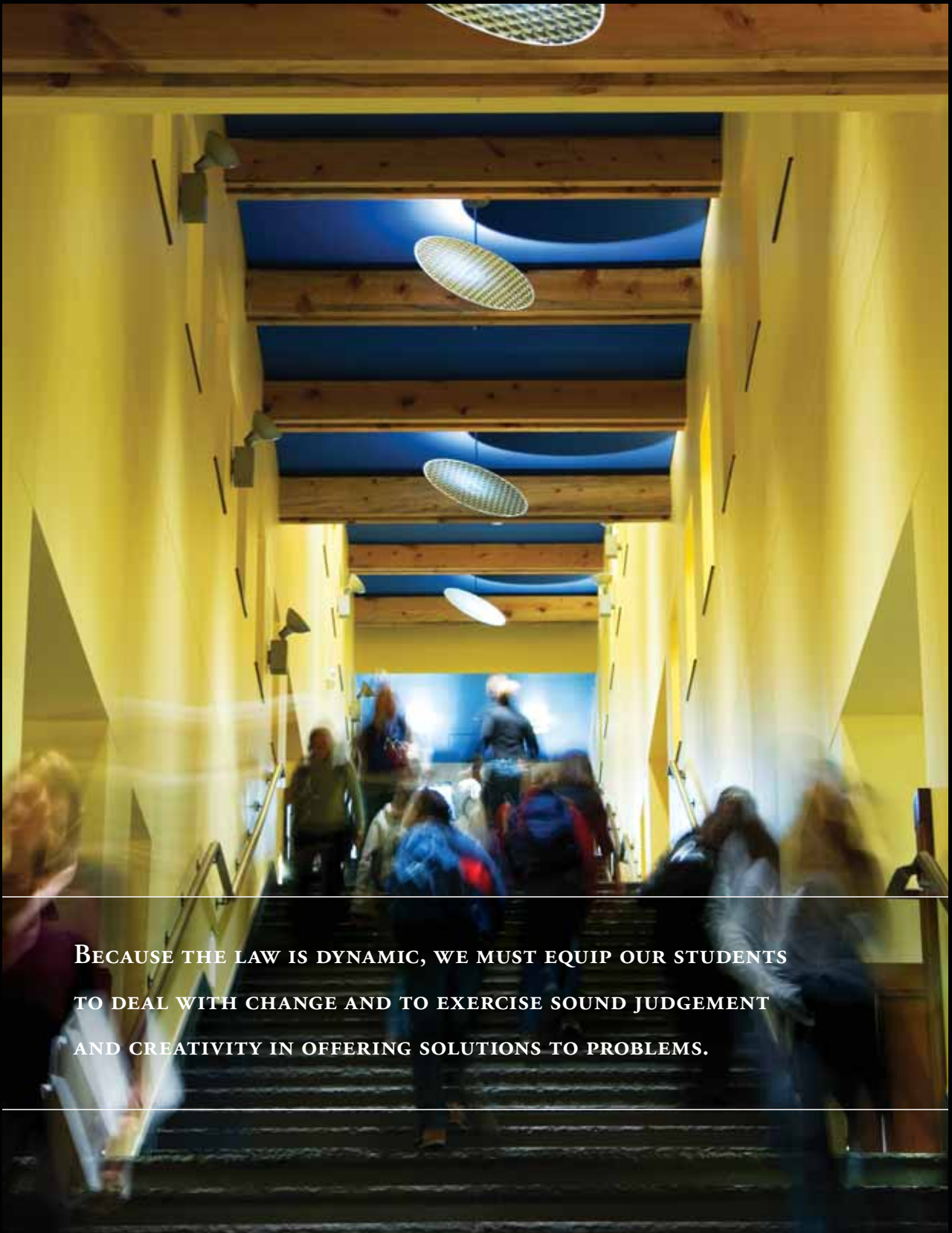


A supportive and diverse community of scholars and students in a place that inspires vigorous pursuit of ideas, critical analysis, and civic engagement in order to advance the rule of law in an open, sustainable society.



WE BELIEVE THAT LEGAL EDUCATION SHOULD  
EMPLOY ROBUST THEORETICAL INQUIRY, DOCTRINAL  
AND POLICY ANALYSIS, AND PROFESSIONAL SKILLS.





BECAUSE THE LAW IS DYNAMIC, WE MUST EQUIP OUR STUDENTS  
TO DEAL WITH CHANGE AND TO EXERCISE SOUND JUDGEMENT  
AND CREATIVITY IN OFFERING SOLUTIONS TO PROBLEMS.

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# Our Mission

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## **TEACHING:**

We believe that legal education should employ robust theoretical inquiry, doctrinal and policy analysis, and professional skills. As part of a premier research university, we seek to integrate opportunities for interdisciplinary study. Because the law is dynamic, we must equip our students to deal with change and to exercise sound judgment and creativity in offering solutions for problems of individuals, institutions, and nations. Our faculty members are passionate about teaching and are committed to providing students with a well-rounded learning experience that prepares them to serve wisely and with professionalism. And our location provides a natural vitality that motivates students to reach for their full potential.

## **SCHOLARSHIP:**

We believe that all faculty should be committed to the broader mission of education that is accomplished through exploration, discussion, and dissemination of ideas. We seek a better understanding of existing law, to develop and test new ideas and approaches, to challenge the status quo, and to convey our research and ideas to lawyers, academics, policymakers, and the world. The philosophies and approaches of faculty members can and should vary widely in pursuing this mission, but all are expected to produce noteworthy work.

## **PUBLIC SERVICE:**

We believe that our faculty and students all have obligations to the Law School, the University, the profession, and the local and global communities for the privilege of being part of an honored endeavor. Moreover, a commitment to service is an ingredient of a full and satisfying life. Accordingly, we will contribute our time and talents in pursuit of our mission in ways that match our individual interests and abilities. As a public institution with a tradition of public service, we will strive to instill in our students an awareness of a lawyer's civic responsibilities and opportunities to serve and lead.

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## From Dean David H. Getches:

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It is with enthusiasm that I present the University of Colorado Law School Strategic Plan. The Plan was developed and overwhelmingly approved by the faculty following a year-long process led by Associate Dean Dayna Matthew and a working group of several faculty members. I am enormously grateful to them for their diligence, creativity, and hard work.

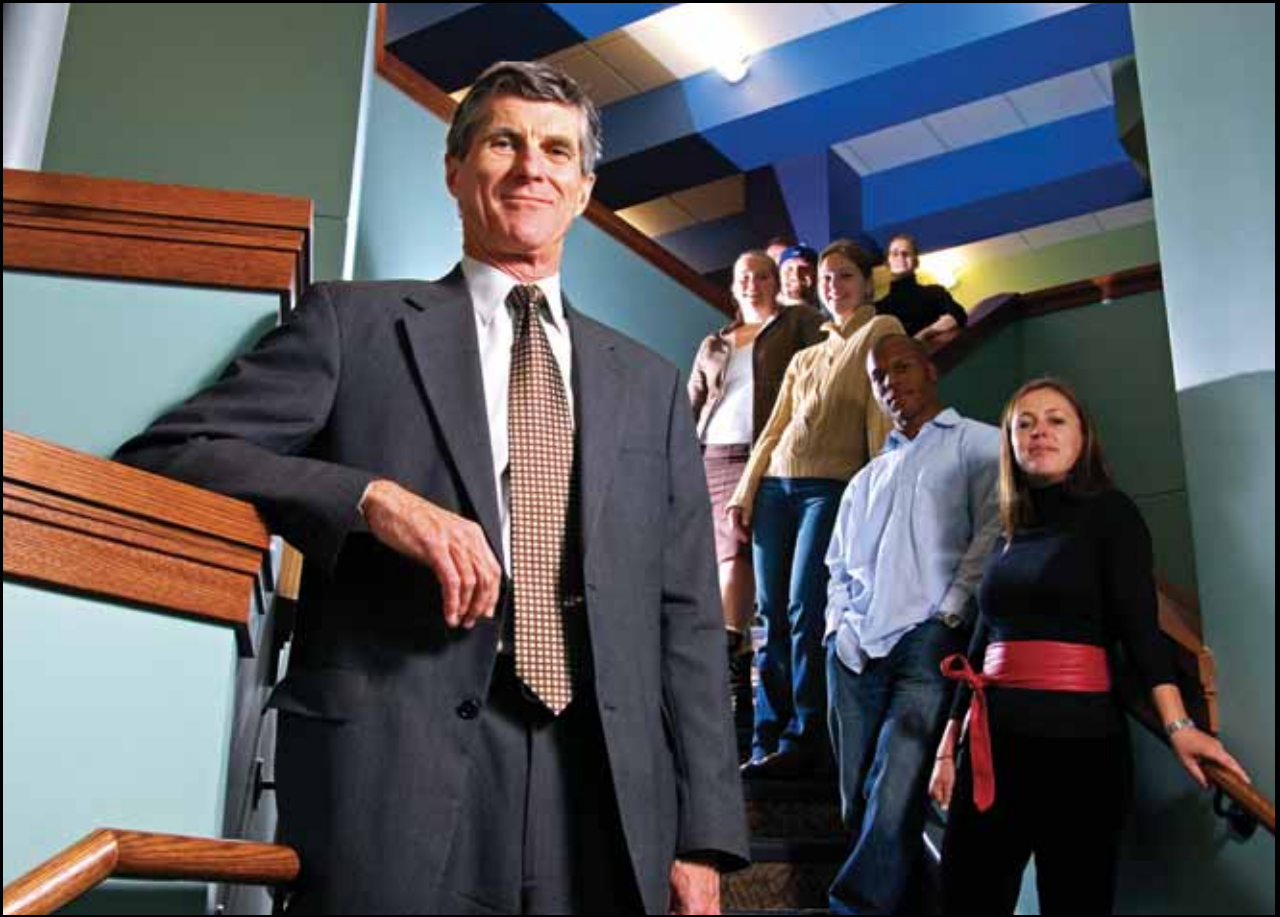
We began the strategic planning process from a position of strength:

- A tradition of excellence in legal education reaching back more than a century.
  - A faculty known throughout their country for cutting-edge research and influence in legal and policy issues.
  - A student body among the academically strongest and most diverse in the nation.
  - Programs in natural resources, Indian law, and telecommunications that are nationally recognized as resources for lawyers, academics, and policymakers.
  - Clinical programs and a commitment to public service that support under-served groups and individuals and use the legal process to advance public policy.
  - Alumni who are leaders in the judiciary, the legal profession, business, and in public service.
  - A favorable student-faculty ratio that fosters a sense of community.
- A majestic location where the independent spirit of the West promotes diverse and ambitious accomplishments by faculty members and attracts students with varied goals, diverse backgrounds, and shared ideals.

In addition, implementation of our Plan will be facilitated by a technologically advanced, beautiful new facility that furnishes a world class research, learning, and working environment while enhancing the characteristic sense of community at Colorado Law. The Wolf Law Building is itself a testament to the sacrifices and generosity of law students and all students at the University of Colorado at Boulder, and by our alumni and donors. It provides tangible assurance that the vision set forth in this Plan can and will be achieved.

The Strategic Plan leverages our strengths and addresses future challenges such as the abrupt decline in public resources for higher education and the growing competition among the country's best law schools. It sets our priorities and identifies the actions and resources needed to achieve them. Importantly, it includes specific benchmarks to measure our progress.

Colorado Law now moves forward with confidence and vigor, committed to being among the nation's best law schools. We will pursue our mission of teaching, scholarship, and public service in order to fulfill our vision of advancing the rule of law in an open, sustainable society.



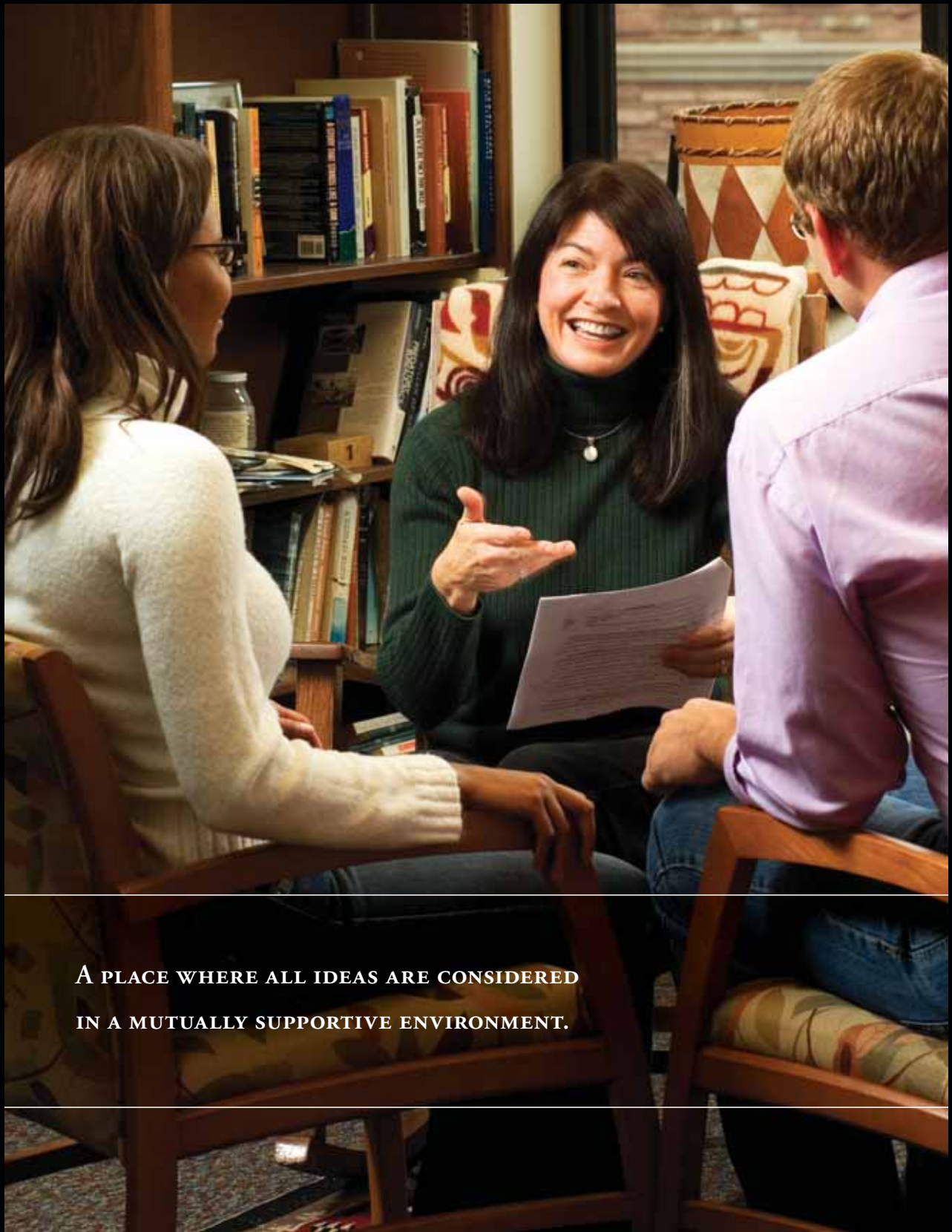
A MAJESTIC LOCATION WHERE THE INDEPENDENT SPIRIT OF THE WEST PROMOTES DIVERSE AND AMBITIOUS ACCOMPLISHMENTS BY FACULTY MEMBERS AND ATTRACTS STUDENTS WITH VARIED GOALS, DIVERSE BACKGROUNDS, AND SHARED IDEALS.

*David H. Getches*

DAVID H. GETCHES

DEAN AND RAPHAEL J. MOSES PROFESSOR OF NATURAL RESOURCES LAW





A PLACE WHERE ALL IDEAS ARE CONSIDERED  
IN A MUTUALLY SUPPORTIVE ENVIRONMENT.

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## Fostering a Vibrant and Amicable Intellectual Community

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Since its founding, Colorado Law has been known as a place where law is learned and research is conducted as part of a collaborative, collegial enterprise. Faculty and students alike come to Colorado brimming with ideas, eager to share them and learn from others. We deliberately foster a place where all ideas are considered in a mutually supportive environment.

Through the Strategic Plan, we seek to nurture and enhance this culture, which has enabled the law school to produce richly diverse and influential scholarship as well as graduates who are leaders in their chosen fields. We are committed to broadening the Law School's diversity, not only in terms of race and ethnicity, but also background and perspective. The ability to work with individuals with different backgrounds and points of view benefits the community as a whole.

**TO FOSTER A VIBRANT AND AMICABLE INTELLECTUAL CLIMATE WHERE DIVERSE IDEAS AND PERSPECTIVES ARE GENERATED, EMBRACED, AND TESTED WITH RIGOR AND RESPECT, AND WHERE STUDENTS, FACULTY, AND STAFF SUPPORT ONE ANOTHER IN THE PURSUIT OF INDIVIDUAL ACCOMPLISHMENT AND OVERALL ADVANCEMENT OF THE LAW SCHOOL, WE WILL:**

- Enhance the diversity of our students, faculty, and staff and ensure that our curricular content reflects that diversity
- Foster an inclusive community where the input of all faculty, students, and staff is regularly sought and valued
- Nurture a culture that enables great ideas to flourish
- Create a rich program of outside visitors and guest speakers with a wide variety of intellectual interests
- Maintain our historically close student-faculty interactions
- Promote a collaborative, uplifting and mutually respectful culture and work-ethic between our staff, and the faculty and administrators that they support



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## Equipping Our Students

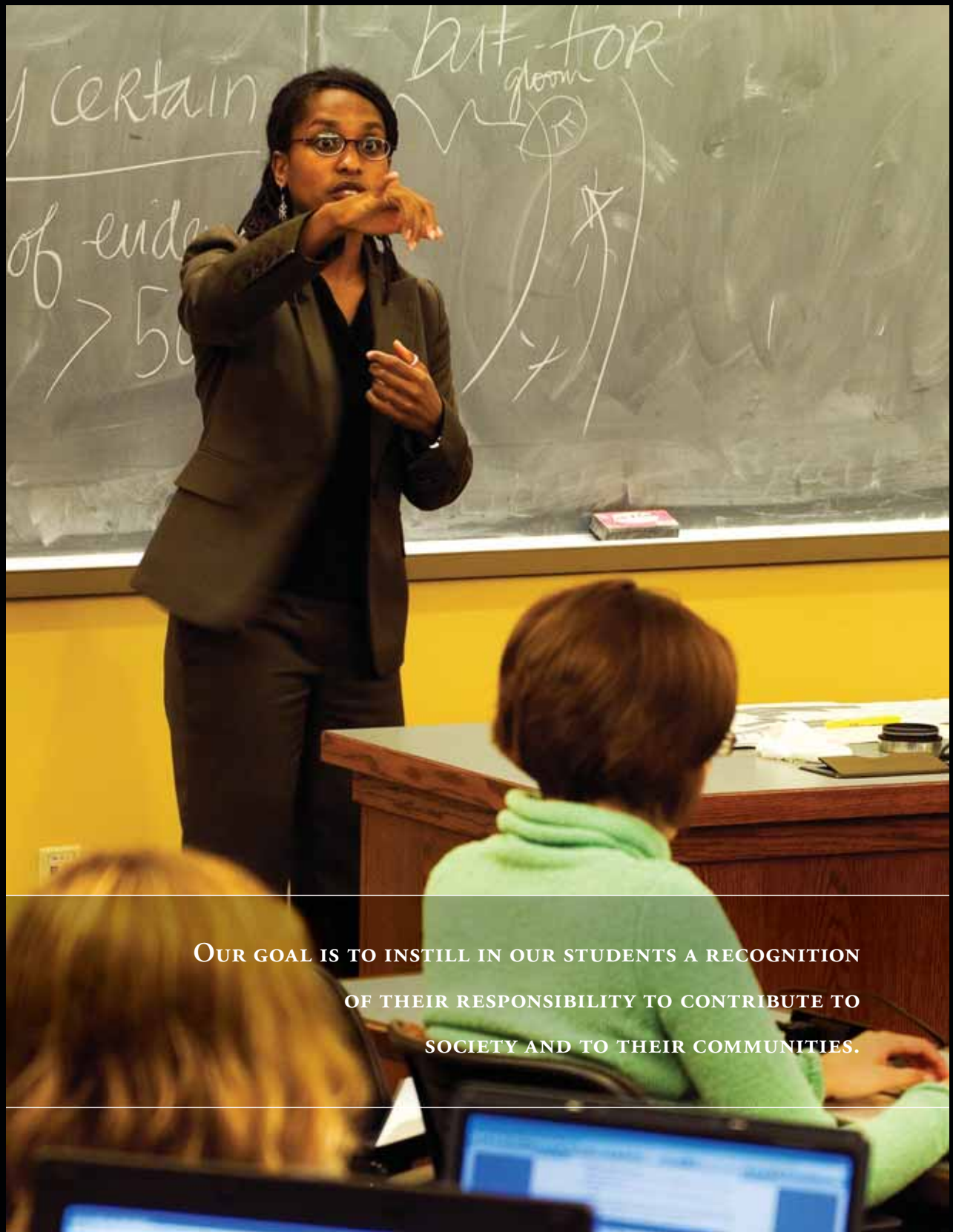
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The University of Colorado provides its students with both a solid foundation in the fundamentals of law, and the legal reasoning tools to shape the future of the law. In this rapidly changing world, we are committed to helping our students succeed by exposing them to other disciplines such as business, public policy or engineering. We are also committed to providing a broad, comprehensive curriculum in addition to practice-oriented programs, expanding our clinics, and enhancing our legal writing program. We are fortunate to be part of a premiere research university, so that interdisciplinary study, as well as dual degrees in law and business, environmental sciences, medicine, public policy, telecommunications or urban planning are ready options for our students. For our students who enter law school with a focus on a particular practice area of the law, we have built a curriculum that enables students to explore a variety of fields and to increase their depth of understanding through advanced study.

**TO EQUIP STUDENTS TO RESEARCH AND ANALYZE THOROUGHLY LAW AND POLICY, TO EXAMINE THE THEORETICAL AND SOCIAL BASES OF LAW, TO EXERCISE SOUND PROFESSIONAL SKILLS AND JUDGMENT, AND TO USE THE LAW CREATIVELY AND RESPONSIBLY TO ACHIEVE THEIR CLIENTS' GOALS, WE WILL:**

- Provide excellent teaching, using both traditional and innovative methods and technologies
- Ensure that our curriculum has a rich mixture of theory, policy, doctrinal analysis, and professional skills and that it includes interdisciplinary subject matter
- Challenge our students to accept the responsibility and privilege that their professional training bestows upon them to serve our society as leaders of and contributors to their chosen communities
- Encourage our students to examine and reflect on their perspectives, aspirations, and ethical norms, so that they can be responsible, thoughtful, and creative lawyers in their chosen career path
- Continue to provide our students with a strong education in all the major disciplines of law; maintaining our excellence in business, criminal, constitutional, and international law
- Ensure that every student seeking a clinical experience has the opportunity to enroll
- Improve our legal writing program by reducing the number of students in each section and by providing additional writing opportunities across the curriculum
- Continue to support centers of excellence in natural resources and environmental law, telecommunications and technology law, Indian law, and critical theory
- Support growth of programs in emerging areas of strength including juvenile and family law, and energy and environmental security law

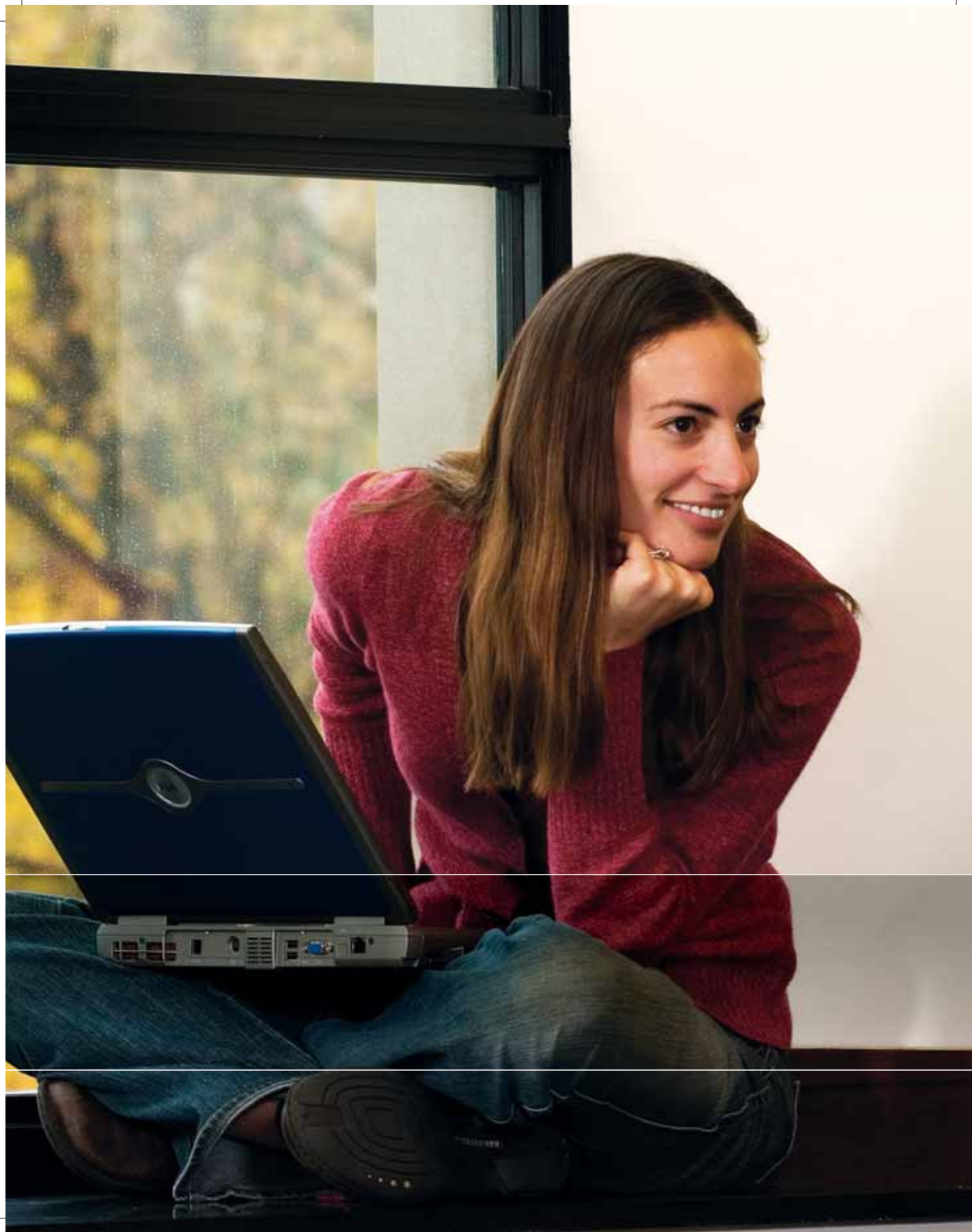




OUR GOAL IS TO INSTILL IN OUR STUDENTS A RECOGNITION  
OF THEIR RESPONSIBILITY TO CONTRIBUTE TO  
SOCIETY AND TO THEIR COMMUNITIES.

A photograph of a window with a black frame, looking out onto a blurred landscape of trees with autumn foliage in shades of yellow, orange, and green. The window is divided into two panes by a vertical mullion. The text is overlaid on the lower portion of the image.

OUR LOCATION PROVIDES A NATURAL VITALITY THAT  
MOTIVATES STUDENTS TO REACH FOR THEIR FULL POTENTIAL.





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## Earning the Esteem of Scholars, Lawyers, Jurists, Policymakers, and Citizens

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Colorado Law is nationally recognized for its faculty and programs in natural resources and environmental law, telecommunications and technology law, Indian law, and critical theory.

The Plan calls on us to continue to support these programs and to expand our emerging programs in juvenile and family law and energy and environmental security law.

For our scholarship to be truly impactful and influential, it is important we aggressively communicate our ideas within academic spheres and to legal and policy arenas. The Plan sets forth a series of measures through which we will reach out to these other audiences.



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**TO EARN NATIONAL AND INTERNATIONAL RECOGNITION AND ESTEEM OF SCHOLARS, LAWYERS, JURISTS, POLICYMAKERS, AND CITIZENS FOR THE QUALITY AND ACCOMPLISHMENTS OF OUR FACULTY, OUR STUDENTS, AND OUR GRADUATES.**

- All of our faculty members will contribute to the Law School's scholarly mission
- We will more effectively promote the scholarship and the reputation of the Law School faculty
- We will dedicate additional resources to our existing areas of strength, build particular strengths in new fields, and formalize our areas of strength into a "program" or "center," when justified by:

The ability of the center or program to be financially self-sustaining over the long run

The ability of the center or program to involve several members of our faculty

The ability to develop an LL.M. or clinical program

Student interest

The potential involvement of other units or disciplines within the University in the work of the program or center

These same criteria will be considered as part of any decision to reduce funding for or to close a program or center.

- We will develop a robust program of outreach and communications to extend the influence of our faculty's scholarship and achievements and to develop greater awareness of the activities, quality, and success of our students and graduates
- We will provide adequate staff, library resources and personnel, technology, and administrative support for all of the activities described above



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## An Influential, Supportive, World Class Faculty

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We have been fortunate to attract a faculty of outstanding teachers and scholars who come to Colorado with a passion for research and scholarship and thrive in the community of ideas.

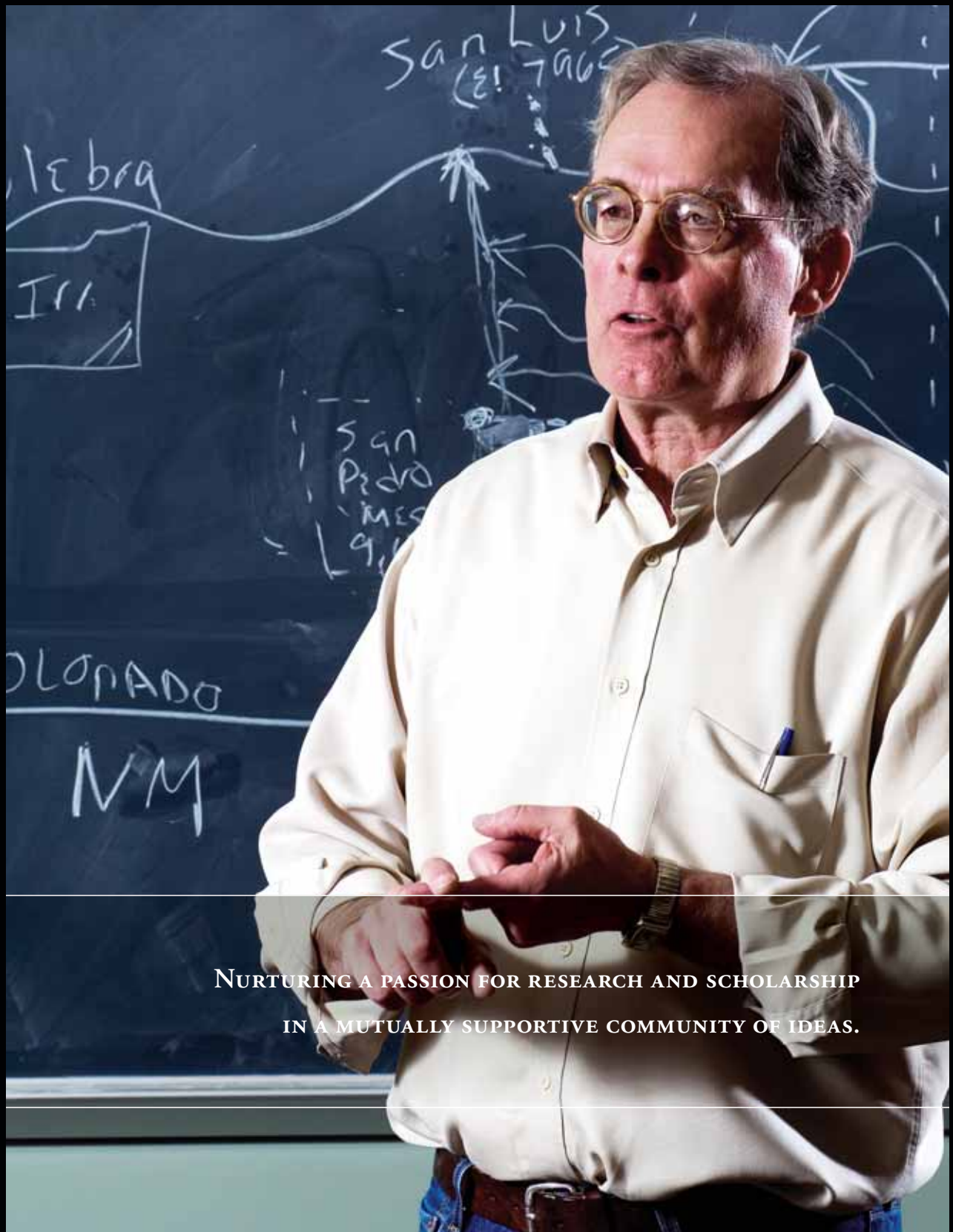
Our goal is to build upon this strength by focusing our hiring efforts at the entry level where we can attract promising new scholars and teachers who are capable of producing influential scholarship. As part of this effort, we also seek to add to the diversity of our faculty.

Given the intense competition for outstanding scholars, we must enhance our compensation system, not just in terms of salary, but also research support, honorifics and incentives despite the fact that our faculty members are attracted to Colorado Law for a variety of intangible reasons, including our size, our community and our location.

**TO ATTRACT AND RETAIN AN INFLUENTIAL WORLD-CLASS FACULTY WHOSE MEMBERS ARE MUTUALLY SUPPORTIVE OF THEIR VARIED INDIVIDUAL ENDEAVORS, WE WILL:**

- Focus our hiring on building from within by seeking entry level scholars:
  - Who are “crackling with ideas” and who are, or have the potential to be, cutting-edge scholars
  - Who enhance our diversity, not only in terms of race, gender and ethnicity, but also in background and experience
  - Who are self-starters with an enterprising spirit that will enable them to thrive in our culture
- Opportunistically recruit lateral scholars who will contribute to our community, who will enhance our faculty in areas of strength, or where chairs or other honorifics may be available
- Provide our faculty with salaries, benefits, library support, research support, chairs and other honorifics and other resources at levels at least comparable to peer schools





NURTURING A PASSION FOR RESEARCH AND SCHOLARSHIP  
IN A MUTUALLY SUPPORTIVE COMMUNITY OF IDEAS.



OUR GRADUATES ENTER THE JOB MARKET  
WELL PREPARED FOR SUCCESS.





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## Admitting Excellent Students

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Our location, our reputation, and our community have enabled Colorado Law to attract a highly talented student body. We face intense competition as we continue to recruit these students in the face of tuition increases. Therefore, we are committed to increasing the scholarship funds available so that we can admit an increasingly stronger and more diverse student population.

In addition to reaching out to the community for scholarship funds, we will also expand our loan

repayment assistance program that provides debt relief for students who are employed in public interest law.

We will enhance our students' ability to compete for positions in the Denver job market and increasingly in the major legal markets around the country. As a national law school, we must more aggressively promote our school and our students so that employers effectively understand the strengths and contributions that a Colorado Law student can bring to their firms or organizations.



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**TO ADMIT AN INCREASINGLY STRONGER AND MORE DIVERSE STUDENT BODY AND TO HELP PLACE OUR RECENT GRADUATES IN INTERESTING, REWARDING, AND SATISFYING POSITIONS.**

- We seek to attract an increasingly stronger and more diverse student body. Therefore, we will:
  - Develop initiatives to increase the number of applications we receive from highly qualified students
  - Add to our scholarship resources to increase the percentage of high quality, admitted students who enroll
  - Increase our financial aid program to be commensurate with those of our peer schools
  - Increase applications from diverse students and increase our scholarship resources to enable these students to attend our Law School
- We will ensure that our graduates are exposed to a wide range of career opportunities and are supported in their efforts to find rewarding positions by:
  - Increasing the percentage of students who are employed to levels unsurpassed by peer schools
  - Increasing the level of interaction between our students and members of the legal community around the State of Colorado
  - Expanding the number of employment opportunities for our students from law firms located outside the region and from government and public interest organizations
  - Increasing the number of employment opportunities available to our students in public service and non-traditional legal jobs
  - Expanding our public interest law loan assistance program (LRAP) to enable additional students to take advantage of public interest opportunities
  - Expanding the involvement of practitioners and alumni in the career planning process

## Ensuring Financial Stability

Like most public law schools, the University of Colorado has seen a decline in state support for people and programming. However, due to the unparalleled generosity of our alumni, donors, faculty, staff, and students throughout the University, we have been able to fill the gap left by the state. We have completed the new Wolf Law Building. We have hired a promising and exciting class of new scholars on our faculty. Our program is expanding in exciting new directions. As we move forward to achieve the goals of the Strategic Plan, it is imperative that we raise additional funds and place the Law School on a firm financial footing.

We have already taken bold and innovative steps to increase revenues through tuition increases and private fundraising. To meet the challenge of the future, we have enhanced our development and fundraising capabilities. We are also looking at increasing revenues from new certificate and graduate programs, new tuition structure, and additional students in the JD class. There are significant implications in any of these decisions. We will increase the size of our student body only if we can continue to strengthen the academic qualifications of our students and maintain our close faculty and student interaction.

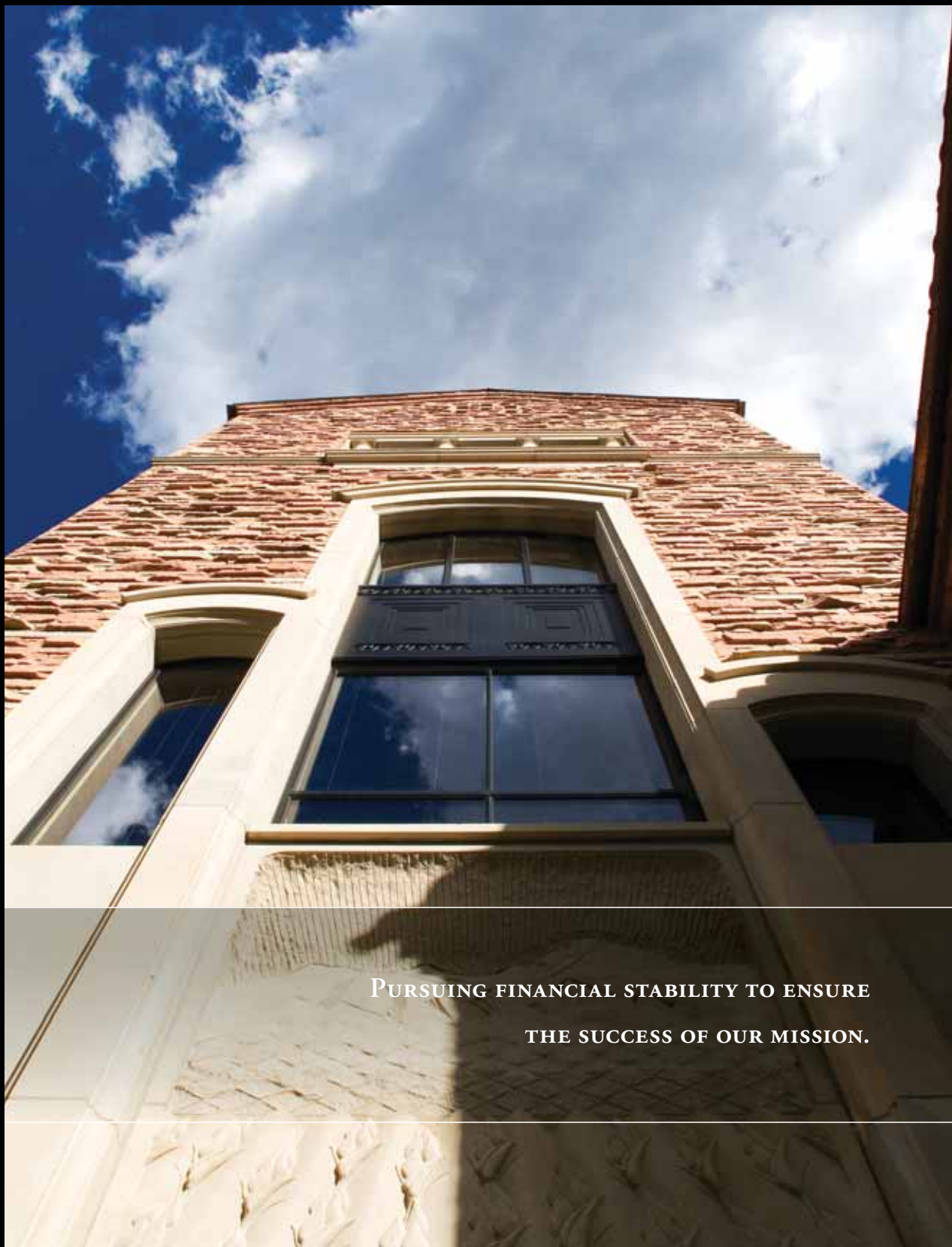
We must also rely on our library and its staff as well as our other support staff and technology resources to accomplish our goals. Our library staff has an excellent reputation for responsiveness and creativity in supporting faculty and student research. Our new Wolf Law Building is equipped with the technology to support teaching, research and learning innovations for many years to come. We will continue to sustain their efforts, as well as those of our other staff members as we move forward.

The Wolf Law Building provides a competitive advantage that we must continue to maintain. Not only does it enhance our community and our teaching and learning, it also symbolizes our public mission through its design and its environmentally responsible systems.

### TO PURSUE FINANCIAL STABILITY AND MAINTAIN AN INFRASTRUCTURE SUFFICIENT TO ALLOW OUR MISSION TO SUCCEED AND OUR GOALS TO BE FULFILLED, WE WILL:

- Develop a comprehensive strategy to increase revenues for the Law School
- Continue to sustain the library's mission of supporting faculty scholarship and student needs as well as its statutory, public mission to provide access to information
- Improve the compensation, management and satisfaction of our staff members
- Use the resources of our new building not only to enhance our teaching and scholarship, but also to further our public service mission
- Maintain our information technology at levels that effectively support teaching and scholarship needs
- Increase the involvement of our alumni in the life of the Law School





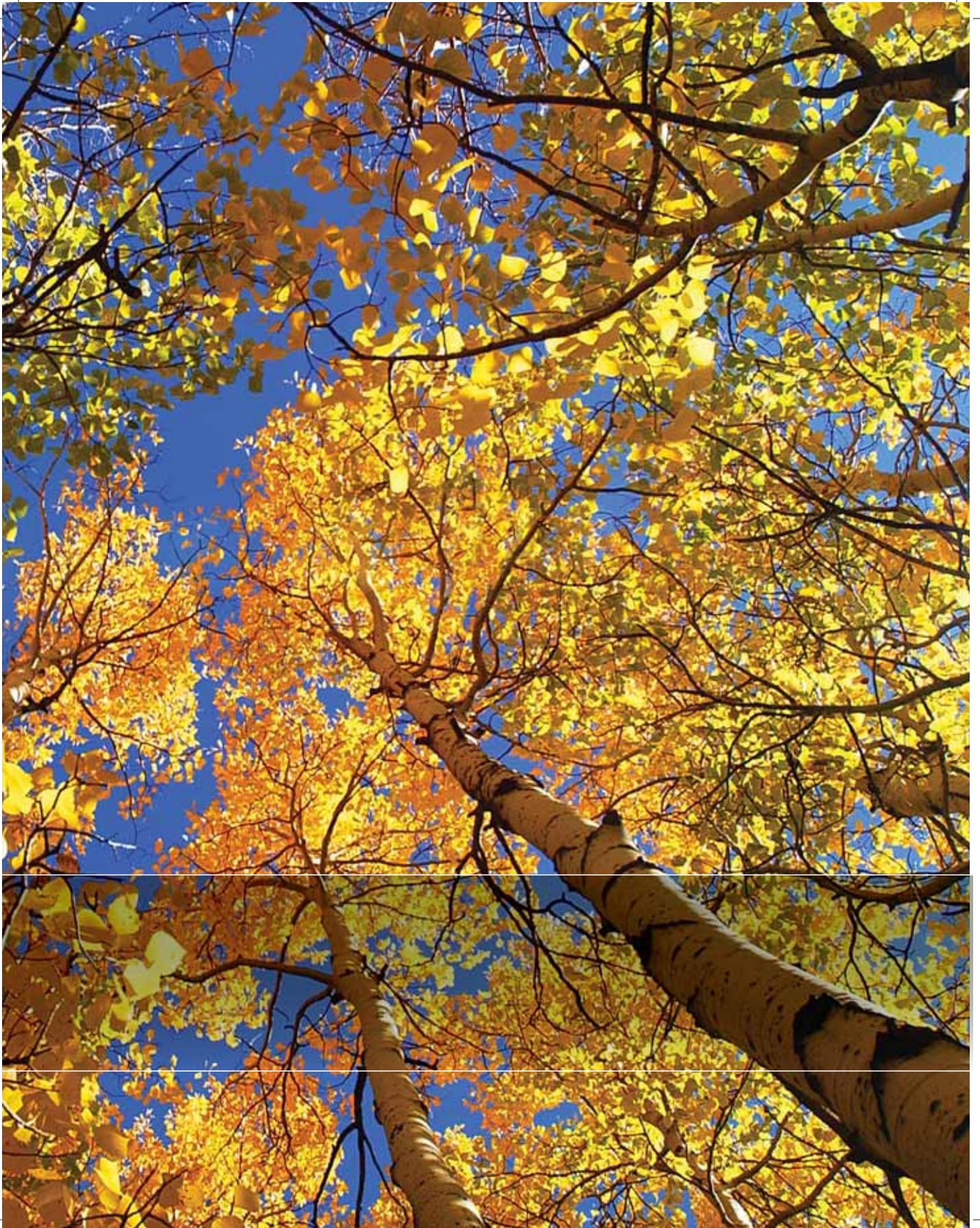
PURSuing FINANCIAL STABILITY TO ENSURE  
THE SUCCESS OF OUR MISSION.





OUR SETTING AMIDST THE ROCKIES PROVIDES  
A PLACE FOR THE MIND AND SPIRIT TO SOAR.





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## Next Steps

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Colorado Law has already begun to implement many of the initiatives in the Plan, particularly those that require only a reorientation of existing funds and priorities. Departments within the Law School have been charged with developing their own strategic plans to execute the initiatives in the Plan relating to their departments.

A number of the initiatives in the Plan will require additional resources. The Law School is in the process of commencing a fund raising campaign that will call upon alumni and friends to support these strategic initiatives which cannot be accomplished without the help and support of the community.

The Law School has also developed a list of benchmarks which will allow progress in implementing the Plan to be measured. Some of the benchmarks are easy to define, such as improvements in median LSAT or placement rates or endowment. Others relating to faculty influence or student satisfaction will require more complex benchmarks and the use of surveys.

These benchmarks are one of the most important elements of the Strategic Plan and baseline data is already being collected. We plan to communicate regularly with the community on our progress on these benchmarks, where we have made gains and where we must continue to improve our outcomes. This promise of accountability demonstrates our commitment to the vision, mission, and initiatives in the Plan that will guide our actions as we work as a community to move Colorado Law forward.

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## THE PROCESS

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The Colorado Law Strategic Plan was developed out of an inclusive process that involved all members of the community, including students, faculty, staff, and alumni. The Dean formed a strategic planning working group chaired by Associate Dean Dayna Matthew. The working group retained an experienced consultant who interviewed all members of the faculty to obtain input on the strengths and challenges of the Law School and ideas on its strategic direction. Senior staff members, particularly in admissions, career placement and alumni and development were also interviewed. The consultant conducted a benchmarking study comparing Colorado Law to a defined set of peer institutions on selected measures. Based on the interview and benchmarking information, in a series of meetings, the working group developed a list of overall strategies and initiatives as well as benchmarks to measure progress in each initiative. The interview and benchmarking reports as well as preliminary strategies, were presented to faculty, students, staff and alumni. At the same time, Dean Getches led the working group in the development of the vision and mission for the law school. The vision, mission, and six strategic initiatives were presented to the faculty for comment and suggested changes. The Law School's final Strategic Plan was overwhelmingly approved by the faculty on May 31, 2006.

### WORKING GROUP MEMBERS

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WAYNE GAZUR

CLARE HUNTINGTON

SARAH KRAKOFF

DAYNA MATTHEW, CHAIR

PIERRE SCHLAG

LAURA SPITZ

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