



THE OHIO STATE UNIVERSITY

MORITZ COLLEGE OF LAW

STRATEGIC PLAN

2014 - 2019

Strategic Planning at The Ohio State University

Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

Teaching and Learning: to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

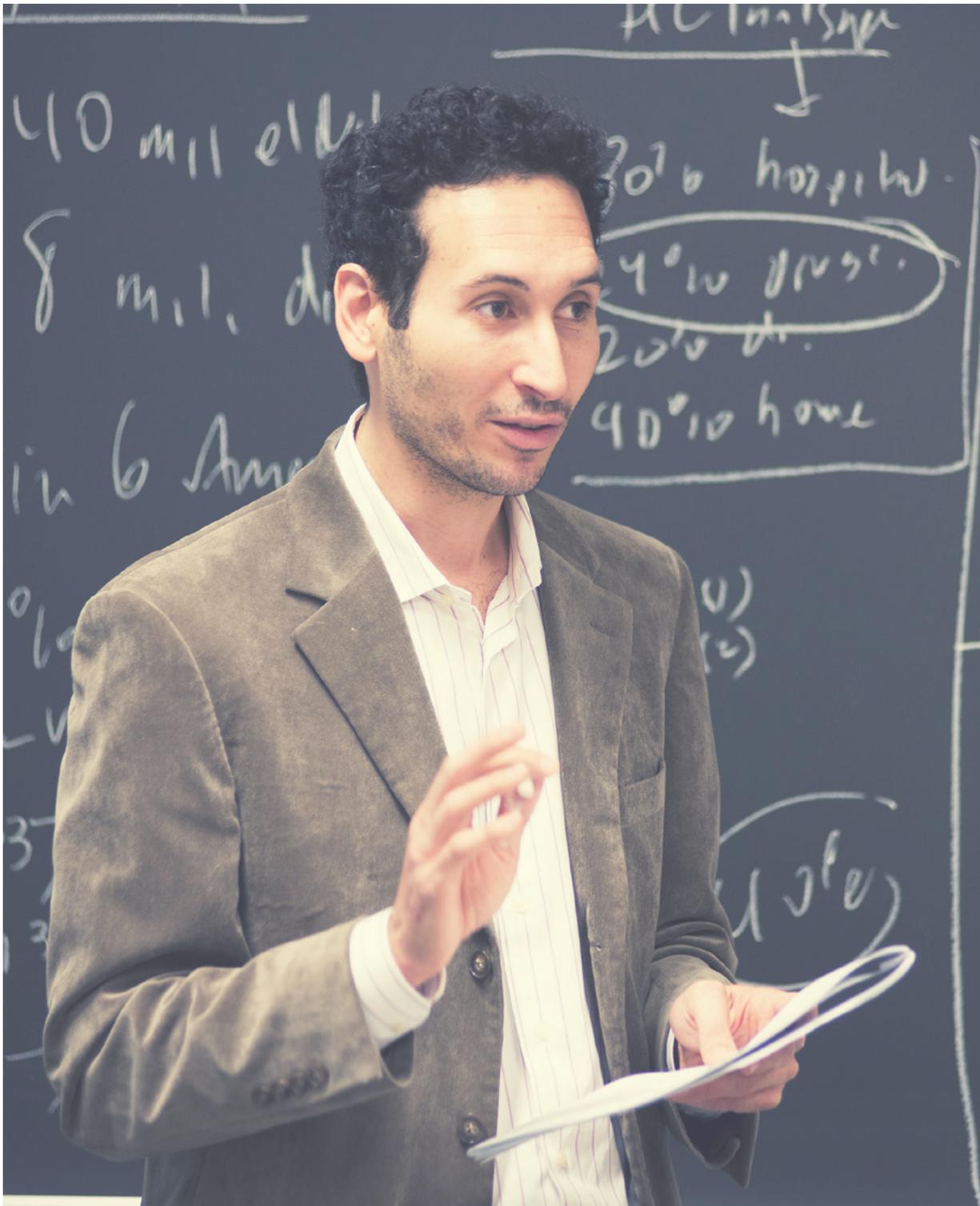
Research and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

Outreach and Engagement: to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

Resource Stewardship: to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.







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letter from the dean

Dear Friends of the College of Law:

It is my pleasure to share with you the 2014 Michael E. Moritz College of Law Strategic Plan. Since our founding more than 122 years ago, The Ohio State University College of Law has been a leader and pioneer in legal education. As the 21st century landscape unfolds, the last several years have presented significant challenges for the legal profession and law schools. During this period of upheaval, we have continued to recruit outstanding new faculty, attract highly qualified students, and implement significant academic program enhancements. The current uncertainty underscores that we cannot afford to stand still. We must continue to innovate and redefine excellence for new generations of law students.

Just as our last strategic planning effort, completed in 2011, updated and built upon the College's prior plan, this 2014 plan refreshes and carries forward the College's priorities and objectives. Thanks to the contributions of our faculty, staff, students, and alumni, the College has executed many of the specific initiatives and goals set forth in our prior plans, and, together, we have greatly enhanced

the College of Law during particularly turbulent times for American law schools. For instance, we have added five named professorships, launched a new transactional law clinic, increased funding for student scholarships, replaced the locker area with the Dinsmore & Shohl Student Commons, and improved our legal analysis and writing curriculum, among other accomplishments. It is from this position of strength that we begin thinking of new challenges ahead.

This report is the culmination of a sixteen-month collaborative planning process which began in Fall 2012. A long range planning committee composed of members of our faculty, students, and staff, in consultation with alumni, developed a white paper examining our strengths, challenges, areas for improvement, and opportunities in light of our position and the changes in the profession. Beyond inspiration, the white paper provided the foundation for this refreshed strategic plan, and the paper will continue to inform the College's strategies and direction as this plan is continually revisited, assessed, and modified to reflect accomplishments, changing conditions, and undetermined opportunities.

The Moritz College of Law continues to be an institution of great strength. In recent years, the College has annually matriculated strongly credentialed entering classes, seen a steady growth in the scholarly profile of our faculty, and launched a series of innovative programs. At the same time, the legal profession is going through a period of upheaval and some struggle, as economic and technological changes affect the practice of law. This Strategic Plan will sustain Moritz's momentum in this challenging environment by focusing on four principal strategic goals. These goals were developed after thoughtful consideration of our internal environment and a careful assessment of external opportunities. Our plan links closely to the university's strategic planning effort, and its successful implementation will strengthen both the College of Law and The Ohio State University. As detailed below, each of these goals is supported by a number of strategies and initiatives that collectively will lead the College of Law to eminence.

Attracting an extraordinary student body, the distinguished lawyers and leaders of the next generation. The College is in the midst of a multi-year scholarship drive designed to bring an

“Moritz is especially able to provide students the best of both worlds – the resources that only a premier university of Ohio State’s caliber can offer along with the small class sizes and personalized attention: incomparable breadth, transformative impact.”

outstanding and diverse student body to Moritz. We have raised more than \$4.8 million in cash in support of this goal, and the result has been to create opportunity and excellence. The Strategic Plan carries this success forward by calling for increased scholarship opportunities and a series of programming initiatives that will allow Moritz to attract the outstanding students who will be leaders of the bar and their communities both in Ohio and across the nation.

Curricular innovation to sustain the best legal training for a complex and evolving world. Rapid change, both in the legal profession and in the wider world, puts a new premium on curricular innovation in law schools. The current learning environment at Moritz is outstanding, and the College boasts many of the best teachers at The Ohio State University. Excellence in teaching and curriculum design, however, requires substantial and sustained focus. The College will continue to develop new courses and experiential learning opportunities; strategically use positions of resident and adjunct faculty; and expand collaboration with other schools and disciplines, as opportunities arise.

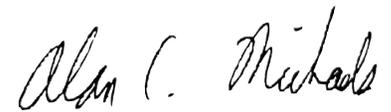
Supporting the research and impact of a world class faculty. Our outstanding faculty has been at the heart of Moritz’s recent success. The Strategic Plan emphasizes this critical point by proposing creation of additional named professorships and chairs, as well as initiatives that will further support and disseminate faculty research.

Great careers for great students. While Moritz is providing our students with an impressive array of educational opportunities that have them better prepared than ever for launching their careers, the legal job market across the country has added new challenges to securing the positions sought by our recent graduates. Moritz is a leading innovator in establishing new, outstanding pathways to careers for graduates with growing programs now being mimicked elsewhere. The plan builds on this platform to further strengthen career services and maximize our students’ success in this challenging national environment.

As a relatively small law school within one of the country’s most comprehensive research universities, Moritz is especially able to provide students the best of both worlds—the resources that

only a premier university of Ohio State’s caliber can offer along with small class sizes and personalized attention: incomparable breadth, transformative impact. Indeed, our school is ideally equipped to adapt legal education to respond to the needs of this time. The Michael E. Moritz College of Law arms students with the legal knowledge and critical thinking skills they need to interpret, convey, and transform the law in ways that will improve clients’ lives, drive social change, shape corporate futures, and structure sound government policy. This Strategic Plan articulates a vision of Moritz’s efforts to leverage our distinct culture, exploit our expertise and strengths, and carry forward our leadership in legal education for this century.

Sincerely,



Alan C. Michaels
Dean and Edwin M. Cooperman Professor of Law



college
overview

The Ohio State University Moritz College of Law, founded in 1891, is one of the nation's premier public law schools. A collegial community of approximately 600 students and 54 resident faculty members, Moritz is known for its rigorous academic program, the pioneering research of its world-class faculty, a deep commitment to teaching and professional training, and the development of future leaders.

Nestled within one of the country's largest comprehensive research universities, Moritz has an enrollment and a student-faculty ratio that fosters meaningful interaction and mentoring relationships. The curriculum features more than 175 courses and seminars that cover a broad range of established and emerging legal fields. Moreover, students gain lawyering experience through our highly regarded clinical education program, practical skills courses, law journals, moot court program, and other professional opportunities.

Each year, approximately 180 talented, diverse J.D. students join our community. Students come from across the United States and around the globe. In addition, the College offers a Master of Laws (LL.M.) program for graduates of foreign law schools.

Their presence energizes classroom discussions with a variety of perspectives, backgrounds, and experiences.

The College's distinguished alumni reside in all 50 states and 20 other countries; they include justices of the Ohio Supreme Court, federal appeals and district court judges, state and federal legislators, governors, managing partners in law firms of all sizes, leaders of Fortune 500 corporations, and attorneys with nonprofit organizations and public interest legal services organizations. Moreover, our alumni are an integral part of our community, contributing to the College's mission by teaching as adjunct faculty, participating in mentoring and training of current students, and providing essential philanthropic support.

mission

The Moritz College of Law seeks to:

Teach students rigorous analytical skills, assist them in developing their understanding of the law and legal process, and enhance their professional judgment through a dynamic and innovative learning environment with the goal that they become outstanding legal professionals equipped to aid and improve society.

Offer insights on the impact of law and legal institutions on individuals and communities and advocate for changes in law that improve the well-being of people and society.

Contribute expertise in the public conversations and initiatives that lead to the improvement of law and the administration of justice in Ohio, the nation, and the world.





vision

Our vision is to be one of the nation's great law schools, a leader in the quality and impact of our teaching, legal scholarship, and public service.





values

In achieving our goal of being a preeminent law school, the College adheres to a series of guiding values that shape our educational programs and strategic decisions.

Excellence and Innovation. A commitment of our faculty and staff to promote excellence and new approaches in research, teaching, and service to benefit our students, the legal profession, government, and society.

Integrity and Professionalism. Respect, honesty, and personal accountability lie at the heart of what it means to be a member of the legal profession; in our actions, policies, and teaching, we emphasize integrity and professionalism.

Diversity and Inclusiveness. A recognition that excellence in a legal education as well as in our legal system, institutions, workplaces, and communities is enriched by the existence of a diverse environment.

Community and Individuality. The College maintains a distinctive sense of community, emphasizing cooperation, supportive interactions between and among faculty, students, and staff, and valuing each person as an individual. These commitments are supported by our small scale and personal atmosphere.





strategic
scan



Moritz stands at the forefront of legal education. Our faculty is ranked among the top dozen public law school faculties in the nation by its peers and in the top 30 among all law faculties. We have recruited some of the nation's leading scholars, and have put initiatives in place to retain our distinguished faculty. Student credentials over the past decade have reached new heights, and we have continuously updated our curriculum to address the challenges facing contemporary lawyers and scholars. We have added new programs and faculty to address emerging changes in the law and have expanded placement opportunities for our students. We are poised to address the new challenges facing elite law schools.

The Moritz College of Law faces challenges similar to those confronting law schools nationally. Law schools operate in a highly competitive marketplace with steep competition for the best students and faculty. Today's legal employers are less willing or able to invest resources in training new lawyers. As a result, legal employers increasingly want graduates to have more sophisticated professional skills, values, and judgment when they leave law school. Law schools have responded to these demands with more clinical and skills-oriented courses. These skills-oriented courses complement the important doctrinal courses that are designed both to teach doctrine and to build analytical reasoning skills.

Legal employers and students, as well as recent reports from within the academy, continue to call for still more intensive professional preparation. The best professionally oriented courses are interactive, tend to be small, and require skilled teacher-mentors for instruction. These developments have created a trend toward smaller student-faculty ratios, smaller and more informal classrooms,

and rising tuition needs to cover the costs of more hands-on legal training. The American Bar Association, the accrediting body for American law schools, is in the midst of a comprehensive review of its accreditation standards with the possibility of significant changes, and new mandates, related to these issues.

Practice has changed in other ways. Lawyers increasingly represent clients in matters that cross national borders, necessitating expanded coursework in the law of other nations and increased exposure to the legal culture of these nations. In addition, the types and sources of law and legal institutions have expanded across various other dimensions. This expansion of legal settings makes it essential for law schools to train students in research and other skills that can allow them to adapt to swiftly changing legal environments.

The economic upheaval beginning in the Autumn of 2008 further changed the landscape for the legal profession and law schools. As a result, in 2009, demand for legal services, which had been growing at four percent to six percent per year for ten years, shrank four to five percent. The results were immediate and catastrophic: 42,700 legal sector jobs lost from December 2008 to December 2009, with layoffs continuing at a slower pace into 2010; deferrals of employment start dates by a majority of law firms; cutbacks in summer programs; and reductions in public sector hiring driven by the loss of public funds, lack of attrition, and increased competition. While the job market seems to have found its bottom, and we expect resumption of long-term growth at lower rates, the short and long term effects of this economic upheaval are substantial and cut across all areas.

Change is also affecting legal scholarship. In addition to relying on traditional publications of books and printed law review articles, legislators and judges who make and interpret the law increasingly rely on emerging sources (e.g., internet writings) to track legal developments. Some legal scholars who want their insights to be considered quickly as policy debates evolve are experimenting with new formats that are more widely available and timely. In addition, legal scholars, appreciating the diversity of modern legal institutions and aided by work with other types of scholars, are increasingly incorporating empirical research methodologies into more traditional doctrinal research. Finally, the challenges facing the world often call for legal research of an interdisciplinary and collaborative character.

The Moritz College of Law is poised to respond to these challenges because of special strengths. Moritz faculty and staff members are innovative. In recent years, the College added two degree programs, three scholarly journals, Election Law @ Moritz, international and Washington off-site programs, a program on law and leadership, an expansion of our outstanding Legal Analysis and

Writing program, a student mentoring program, Law and Capital Markets, a series of capstone classes, Fellowship Programs, and new scholarly initiatives that enhanced the College's reputation and resulted in a doubling of citations of faculty scholarship. In addition, Moritz faculty members have, through the development of new courses and through the use of new teaching technology in traditional courses, brought this innovative spirit to students in the classroom. Faculty and students also benefit from the strength of the Moritz Law Library, which offers an abundant print and digital collection as well as extensive research-related services.

Moritz has a sense of momentum. The College's strong reputation and influence continue to expand. Indeed, recognition of our faculty's contributions to the development of important national, state, and local public policies as well as their international influence on legal discourse has grown substantially in recent years. Our faculty has become among the most cited in the country. Engaged in the national public conversation in their areas of expertise, Moritz faculty are cited in the media daily, and in recent years have testified before Congress, served on Presidential transition teams, acted as

both internal and external advisors in the executive branch and were cited in key court rulings by the U.S. Supreme Court and lower courts. In addition, our faculty share their expertise to the benefit of the state of Ohio providing expert testimony to the legislature, sitting on nonprofit boards, serving on various Supreme Court commissions, Attorney General committees, and state boards. Our faculty have created on-line resources in election law, criminal sentencing, and other areas that scholars, practicing lawyers, and the media widely use and cite.

The faculty welcomes collaboration within the College, as in Election Law @ Moritz, and across College boundaries in such areas as climate change, financial regulation, addressing racial inequities, election processes, and advancing democracy through new information technologies. These initiatives are fostered on a regular basis by the programming of the Kirwan Institute for the Study of Race and Ethnicity, the Democracy Studies program, the Center for Interdisciplinary Law and Policy Studies, and by joint projects with others.

“Moritz stands at the forefront of legal education.”



achieving
our
objectives

The Moritz College of Law plan has four strategic pillars that, together, support the University's core missions of learning, discovery, and engagement. These strategic pillars are:

1.

Supporting the research and impact of a world-class legal faculty.

2.

Attracting an extraordinary student body, the distinguished lawyers and leaders of the next generation.

3.

Curricular innovation to sustain the best legal training for a complex and evolving world.

4.

Great careers for great students.



1. Supporting the research and impact of a world-class legal faculty.

An outstanding faculty is the backbone of the law school's success. Through scholarship, teaching, and service, they are what make us great and carry our momentum. The collaborative and innovative nature of our faculty is a competitive advantage: It is just the sort of faculty the best teachers and scholars seek. The increased citation of Moritz scholarship signals the upward momentum.

The faculty of Moritz has a long tradition of involvement in policymaking and helping citizens understand the law and legal developments. Faculty members have used their expertise to advise legislators and government officials; testify before Congress; assist foreign governments form laws and regulations; advise nonprofit organizations; argue cases and submit briefs before state and federal courts; educate lawyers, judges, law students, and the public through new media outlets; and shape public debate through media commentary. With the support of the College's communication efforts, faculty members contribute their expertise to the national conversation on important matters. This participation helps enhance the national reputation of our faculty, the law school, and the University. These efforts help us recruit and retain faculty because our faculty know that this is an exciting intellectual environment with a platform to influence public policy debates and conversations.

Primary elements of our strategic approach:

Recruit New Faculty, as Needed, to Maintain Student-Faculty Ratio, National Research Profile, and Curricular Breadth. We strive to recruit, retain, and support exceptional faculty dedicated to teaching, research, and service excellence. As current faculty retire and leave the College, we must consistently replace faculty to maintain an attractive student-faculty ratio and scope of faculty expertise so that we can attract the faculty and students we desire. In so doing, we must also maintain a diverse faculty in race, gender, and ethnic origin.

Encourage and Assist Faculty Members to Bring Their Scholarly Work to a Wide Audience. The College's communications team supports faculty in publicizing their work and facilitates opportunities for faculty to share their expertise through interactions with media outlets. Moritz is undertaking specific efforts to target our communications at policymakers with a focus on publications and institutions most influential with those audiences

(e.g., Roll Call, National Journal, Brookings, etc.). In addition, Moritz is strengthening our website and social media presence (i.e., the Moritz Facebook Page, Twitter feed, YouTube channel) to promote faculty scholarship as a key part of the College's overall communications strategy. The Moritz Law Library will collaborate in capturing and preserving these new forms of scholarly communication.

Support Interdisciplinary Scholarship and Teaching Opportunities. Law is becoming increasingly interdisciplinary in its focus. The College already supports a number of joint degree opportunities throughout the university. With respect to faculty, specifically, the College will pursue strategic opportunities to make joint and courtesy appointments, when possible, with other Colleges, units, and departments in the University. Following this approach, the College recently entered a joint appointment with the Department of History and brought two new faculty members to Ohio State through joint appointments with the

College of Public Health with additional support from the medical center. We will also explore opportunities to establish new programs, centers, or initiatives in connection with other University partners (e.g., Democracy Studies in partnership with Mershon Center for International Security Studies and the College of Arts and Sciences) or through the support of the University's Discovery Themes. Finally, we will seek strategic opportunities to further the University Discovery Themes initiative by supporting faculty engagement in collaborative projects as well as allocating resources to leverage opportunities for faculty growth consistent with our strategic direction and the Discovery Theme prospects.

Support for External Funding. The administration will help faculty, institutes, centers, programs, and clinics prospect and take advantage of unique funding opportunities relevant to our work and expertise provided by foundations, government, and corporations.



key objectives

- Increase number of Chairs and Professorships pledged to College
- Maintain a favorable student-faculty ratio
- Maintain a diverse faculty
- Increase number of national media citations and citations overall
- Disseminate results of faculty research through multiple channels



2. Attracting an extraordinary student body, the distinguished lawyers and leaders of the next generation.

Ohio State law students are among the best in the nation. Our incoming students bring impressive LSAT scores: the current median student scores among the top twenty percent of LSAT takers nationally compared to the top third in 2000. Our undergraduate GPAs have also risen substantially, from a median of 3.55 in 2000 to one of 3.65 today. We plan to continue to recruit the nation's finest law students with the academic and interpersonal skills to succeed in law school and the profession. In a market with declining law school applicants, we will seek to maintain and raise the academic credentials of our student body.

As Moritz continuously enrolls highly credentialed students, it is also important to continue our historical approach to admissions that values the whole student. We do not just want highly credentialed students. We want an academic community that values hard work, learns from diversity (both ethnic and intellectual), and is poised to offer leadership. These are all important components of training distinguished lawyers and thereby improving society.

Primary elements of our strategic approach:

Recruit Students Who Will Be Distinguished Lawyers and Improve Society. It is critical that we continue to recruit a diverse student body composed of deep and creative thinkers, diverse perspectives, and individuals with high professional ambitions to provide the best learning experience and contribute to the future of our profession. In light of competitive pressures, a national contraction in the number of law school applicants, and the changing legal landscape, however, the College will seek to enroll a JD student body at levels about 20% lower than our historic entering classes, prior to 2012, subject to adjustment for evolving market conditions.

Expand Resources for Leadership and Public Service Scholarships. Scholarship support is critical for many law students, and we will continue to use scholarships to support our outstanding students studying for a Moritz degree. As a feature of the College's Program on Law and Leadership, full and partial scholarships are being offered to bright, talented students who have demonstrated leadership ability. Moritz graduates have always held key positions in law practice, government, and business, particularly in Ohio, and will continue to do so. In addition, we will also provide targeted support of full and partial scholarships to students

with aspirations to pursue public interest or public service careers upon graduation. Influential Ohio State law alumni have long served the public at the local, state, and federal governmental levels, as well as through nonprofits, foundations, and think tanks. Alumni across the political spectrum have served in Congress and state legislatures; led government departments, commissions, and agencies; served as judges; and led nonprofit or advocacy offices.

Enhance Communication Tools for Prospective Students. The College, working through its Admissions and Communications offices, will continue to develop communication tools to let prospective students know about new programs. The College will refresh its website, improve other external publications, and use other technological advances, including social media, to reach out to prospective students.

Explore Measures of Cultural Competence to Inform Admissions. Cultural competence has achieved new importance in the dynamic, global legal market. Legal education can contribute to that competence, but we seek students who have already developed some comfort working across cultures or in multi-cultural contexts. Our admissions office has been exploring these measures for several years and will continue to develop them.

Enhance the Climate at the College for People with Diverse Backgrounds and Experiences. Moritz has a noted track record for attracting, welcoming, and embracing a student body diverse in race, gender, sexual orientation, and ethnic origin. For example, the University's Distinguished Diversity Enhancement Award (with about three winners annually University-wide) has landed at the College of Law four years in a row. Ever attentive to maintaining this strength, the College will continue to support a variety of initiatives to enhance diversity and inclusion. Some current examples include fostering the growth of the Law and Leadership Institute, a collaborative pipeline program for high school students from under-served school districts; seeking and using diversity enrichment scholarships that attract students who bring multi-cultural and cross-cultural experiences and competency; supporting SPEAK, a student-administration collaboration to foster discussion on issues that might undermine intellectual diversity; sustaining a broad range of student identity groups (currently numbering more than a dozen) that interact across perspectives to bring speakers to campus and provide supportive and educational programs.

“Ohio State law students are among the best in the nation.”

Strengthen our LL.M. Program. In 2007, Moritz started a small master's in law program, known as an LL.M., for foreign lawyers. Gradual expansion of the program (up to 40 students a year) will provide a very strong level of international diversity in the classroom. Moreover, we will continue efforts to integrate our LL.M. students fully into the life of the law school. To accomplish those ends, the College will analyze the staffing and curriculum changes needed to support expansion.

Develop Policies and Procedures Supportive of Students Transferring to Moritz After Their First Year. Over the years we have found that transfer students contribute a great deal to the life of the College as well as gain much from their experience. The competition for transfer admission is high, but the College seeks to be as welcoming to transfer students as it is to first-year students. Specifically, the College will examine its admissions processes and student culture to seek ways to support and enhance the transfer experience, including altering the timing of the application window, developing a fast-track option for students previously admitted or wait-listed, modifying our transfer admissions website, easing the transition process, and increasing support.

Explore the Creation of a 3-3 JD Option. A BA/ JD joint-degree program would enable highly accomplished Ohio State undergraduate students to complete both a Bachelor of Arts and a Juris Doctor in six years, rather than the usual seven. The Supreme Court of Ohio is considering a rule change to permit graduates of such programs to sit for the Ohio bar exam. Moritz will study the possibility of creating such a program.



key objectives

- Maintain and further elevate the quantitative and qualitative credentials of the entering class
- Increase support for scholarships
- Host at least three diversity events a year
- Increase the number of high-quality LL.M. students



3. Curricular innovation to sustain the best legal training for a complex and evolving world.

Moritz begins with great curricular strengths. For example, our well-regarded clinical programs reach more than three-quarters of our students. We offer an outstanding, rigorous, intensive legal writing program that develops in-depth research, analysis, writing, and oral communication skills during the first and second years, and our program in dispute resolution consistently ranks among the top five nationally. About a third of Moritz students are active in Mentoring and More @ Moritz, a program that involves small interactive groups of lawyers, judges, and students who meet regularly to discuss important legal and professional issues. Moritz has developed an innovative series of practice-oriented courses covering a diverse array of subjects, including, for example, real estate, disabilities, specialized legal research, and doing business in China. A series of distinguished practitioners in business and distinguished jurists teach intensive short courses, integrating doctrine and practice.

To further enhance professional skills and judgment among our students, and in recognition of changes in legal practice and consequent demands on new lawyers, Moritz created a pedagogy subcommittee within our Long Range Planning Committee that issued detailed recommendations in 2009. The College has already implemented almost all of those recommendations, significantly advancing pedagogy, teaching, and learning at Moritz. The College also undertook a complete review of our Legal Writing and Analysis curriculum—a critical area of legal instruction in which Moritz takes great pride. We will build on these collective efforts to design ongoing curricular enhancements.

Primary elements of our strategic approach:

Create a Public Service Law Center. The public service ethos at Moritz is galvanized and enriched by the valuable contributions of faculty, current students, staff, and alumni. In order to facilitate greater visibility and support for the College's extensive public service activities, we will create a Public Service Law Center by renovating and remodeling existing physical space on the first floor of Drinko Hall to support and sustain a variety of programming and initiatives.

Expansion of Experiential Learning Opportunities for Students. Moritz has long been a leader in providing experiential educational opportunities to students, with our roots in clinical legal education dating back to the 1930s. The College will continue to extend and create additional clinical and experiential offerings to meet rising student demand for a robust set of offerings integrated into our academic program, as needed.

Create a Teaching Innovation Group. This group will engage interested faculty, staff, students and alumni in ongoing discussion of developments in law practice, teaching innovations at other law schools, and research on best practices in education. The Innovation Group will build on the efforts of our earlier pedagogy subcommittee; it will keep us at the forefront of law school pedagogy by providing a constant stream of ideas and practices that our community may draw upon.

Explore Distance and Online Learning. Unlike other sectors in higher education, law schools have little experience with distance learning or online education. In 2013, Moritz began an experiment in distance learning with a course exchange with the

University of Iowa College of Law. We will continue to invest in technology that enables us to effectively provide, evaluate, and test distance learning, especially initiatives that maintain the close colloquy between students and their instructor that has been the hallmark of an outstanding legal education.

Improve the Technology Infrastructure for Teaching and Research. Developments in information technologies have changed legal education and research in recent years. The College must ensure that its learning environments support interactive learning throughout Drinko Hall and in each of its classrooms.

Capstone Professional Problem Solving Classes. In contrast to classes that emphasize legal doctrine and legal analysis (e.g., criminal procedure, tax) or skills (e.g., trial practice, jury selection), our new Capstone Professional Problem Solving Classes focus specifically on the problem solving that is so prevalent in legal practice. These classes are centered on simulations that are usually derived from actual practice experiences. Through these experiences, students will learn about professional judgment and counseling.

Consider Expansion of Specialized Course Offerings for Undergraduates. For several years, the College has partnered with the Office of International Affairs to offer a pre-law program for undergraduates through the Moritz-Oxford Study Abroad program. In light of the new schedule alignment between the law school and the university, the College shall examine the possibility of developing a small number of specialized course offerings for undergraduates on the Columbus campus as well. Provide Academic Support for Students In Need. Moritz will monitor our newly

expanded services offering academic support, helping to ensure that all our students succeed. These services include our academic success series, our bar preparation program, and a process of individual counseling.

Continuing Legal Education. In addition to training full-time students, the thought leadership offered by Moritz may also be mobilized to help lawyers and other legal practitioners stay abreast of current legal issues, global trends, and emerging ideas. The College will continue its recent efforts to create strategic partnerships to deliver outstanding continuing legal education and executive education programming to provide lifelong learning opportunities to our graduates and other legal professionals.

key objectives

- Maintain a three-year average first-time bar passage rate of 90% or above
- Expand the number of live-client experiences for our students
- Create a Teaching Innovation Group
- Maintain or increase student enrollment in capstone classes
- Execute Drinko Hall renovation to accommodate the Public Service Law Center
- Invest in the updating of "smart" classrooms so that they remain readily available for classroom use



4. Great careers for great students.

Ultimately, the success of our education should be evaluated not only by student grades or faculty evaluations, but through the difference our graduates make in society. In order to facilitate the goal of producing distinguished practitioners who will contribute to society, Moritz will build on strengths in the career services area. In recent years, Moritz has shifted significant resources to the career services department. Our students' placement success – valuable in its own right to our students and to society by their contributions – has long been a College priority.

The national economic crisis had a severe impact on legal employment: layoffs, hiring freezes, and postponed starting dates became commonplace, presenting law schools with unprecedented challenges. Moritz's strategy of devoting more resources to career services, including increased job counseling, employment education, interview preparation, and other initiatives could not have been better timed. As a result of these efforts, and, of course, the efforts of our outstanding students, our employment figures have risen in by far the worst employment environment in memory. In the foreseeable future, the challenges in this area remain substantial. Employer preferences and strategies, meanwhile, continue to shift with the legal market.

Primary elements of our strategic approach:

Sustain Increased Job Counseling and Education to Prepare Students for a Competitive Employment Market. Moritz is committed to exposing students to a wide range of career opportunities. For example, in recent years, the College has increased the career services staff and developed new programming. We will continue to assist and counsel students as they seek interesting and satisfying positions.

Increase the Number of Exclusive Employment Opportunities for Moritz Graduates. The Moritz Corporate Fellowship Program, a first-of-its-kind initiative modeled on judicial clerkships, matches recent Moritz graduates with full-time positions in the general counsel offices of leading national corporations. Through this program, we have developed a successful model to assist law graduates bridge from law school into legal practice. Building on this success, we have created

numerous job opportunities and relationships that are exclusive to Moritz students, including a number of full-time public service fellowships (in the fields of bankruptcy, human trafficking, and criminal prosecution). The College will continue to recruit corporate partners, fundraise for public interest fellowships, and consider establishing additional post-graduate employment initiatives to assist students in their transitions into the profession.

Enhance Employer Outreach Efforts. The College will annually identify major markets of interest to students and regularly visit potential employers to develop relationships and opportunities in locations outside of Central Ohio.

Increase Networking Opportunities. Many of our graduates build satisfying careers by networking with Moritz alumni and other community leaders. We nurture these connections through our Mentoring and More program, career services programming, adjunct-taught courses, externships, and other

means. We will continue to seek ways to enhance these networks; our alumni are one of our strongest assets.

Career Start Grant Program. Designed to aid students in making a transition into the profession by enabling opportunities for challenging legal work shortly after graduation, grants provided by the College will fund short-term, post-graduate professional experiences and help graduates build a network of professional contacts.



key objectives

- Maintain employment rate above the average of top 50 law schools
- Fund 90% of Career Start grants
- Increase penetration of legal markets
- Deepen connections to business and industry through the Moritz Corporate Fellowship Program
- Prioritize the establishment of additional public service fellowships



measuring
our
performance

Ultimately, our success will be visible in the accomplishments of the College of Law and the advancement in our mission. While one or even several metrics cannot fully measure the strength of a program of legal education, for evaluation and accountability we will assess our Strategic Plan through the best use of available gauges, including:

- Our ability to enroll outstanding students.
- The strength, breadth, and effectiveness of our legal curriculum.
- The quality and demonstrable contributions of our faculty's research and instruction.
- The placement and career success of our alumni.



Our plan will require substantial financial investments. It also requires us to be highly efficient in our operations and disciplined in the deployment of current resources to free up assets for realizing our goals. As of September 1, 2013, the College had achieved gifts and pledges amounting to more than 80% of our \$25 million campaign goal. This success is attributable to the generosity and confidence of our alumni and friends in the ambitions of Moritz.

Of course, no strategic plan is self-executing or written in stone. We will use this Plan as a guide, as a means to allocate time, capital, and other resources. Yet we also recognize that the Plan is a living document subject to review, revision, and renewal.

Moritz offers an extraordinary legal education. Our history is long and distinguished. Even in a changing legal context, by maintaining our core values in pursuit of our vital mission, the Moritz College of Law will remain an exceptional place.





THE OHIO STATE UNIVERSITY

MORITZ COLLEGE OF LAW

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