



Office of the Dean
School of Law

The University of Akron
School of Law
Administrative Activities Review
Report

August 6, 2018

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I. Basic Facts and Description of the Unit

This Administrative Activities Review (AAR) Report treats all administrative functions of the School of Law as a single administrative unit for purposes of the AAR. Each separate administrative office or entity within the School of Law is categorized as a “service” within the meaning of the AAR Guidelines and is described in detail under section I.B below, according to the four bullet points listed in the Guidelines for that section. Generally speaking, this Report follows the outline format provided in the Guidelines document.

In keeping with our understanding of the purpose of the AAR process, this Report focuses primarily on administrative rather than academic functions of the School of Law; it does not discuss the provision of educational content directly to students except as necessary in the context of describing administrative activities. Some services of the School of Law combine administrative with educational functions. For example, the Office of Academic Success is staffed by administrators who also teach students; the Law Clinics operate as a law office with the primary purpose of providing experiential education to students; the Law Library functions as a research center and depository that supports student research and coursework and provides training in legal research directly to students. Because each of these subunits includes one or more positions charged with significant administrative duties, they have been categorized as administrative services of the School of Law and included in this Report.

The primary author of this report is Dean Christopher J. (C.J.) Peters. Content regarding particular administrative offices and entities within the School of Law has been provided by the personnel in charge of each office and edited by Dean Peters. Any questions about the contents of this Report or requests for further information should be directed to Dean Peters.

A. Mission and goals

The School of Law’s mission statement, approved by the Faculty, is as follows:

The University of Akron School of Law promotes justice, the protection of individual liberty, and the rule of law through our commitment to excellence in teaching, scholarship, and service, and through our continuing commitment to expanding opportunities for legal education.

The role of the School’s academic programs in serving this mission is described in the documents submitted as part of the recent Academic Program Review (APR) process.¹ The primary goal of the School of Law administration is to serve this mission by providing administrative and financial support for the School’s academic programs. The administration’s subsidiary goals include:

- Ensuring the financial stability of the School of Law through enrollment management, fundraising, and responsible budgeting.

¹ These documents are: School of Law Academic Program Review Self-Study Report (Jan. 12, 2018) (“APR Self-Study”) and Dean’s Program Review Memorandum and Program Evaluation (Jan. 12, 2018) (“Dean’s APR Evaluation”).

- Implementing and supporting best practices in law teaching, assessment, curriculum development, and related functions.
- Hiring, retaining, and supporting outstanding faculty, administrators, and staff.
- Enrolling, retaining, and supporting outstanding students who are likely to succeed on the bar exam and in the study and practice of law.
- Ensuring that students, faculty, and staff have access to state-of-the art facilities, technology, and information resources to support legal education.
- Placing our graduates in jobs that leverage their legal education and provide personal satisfaction.
- Supporting faculty research and scholarship that contributes meaningfully to the body of knowledge about the law and legal systems.
- Upholding and promoting justice and the rule of law by supporting *pro bono* and community service activities.
- Optimizing the mutually beneficial relationship between the School of Law and the larger University of which it is an important part.
- Enhancing the School of Law’s positive reputation among the bench, the bar, the legal academy, the community, and prospective students at the local, regional, national, and international levels.
- Identifying and successfully implementing strategic initiatives designed to further one or more of these other goals.

B. Services

The School of Law administration consists of the following subunits, each of which is discussed in greater detail below:

1. Dean’s Office (C.J. Peters, Dean)
2. Law Library (Emily Janoski-Haehlen, Director)
3. Law Clinics (Professors Joann Sahl, Gary Spring, and Elizabeth Knowles)
4. School of Law Centers (Professors Ryan Holte, Jack Sahl, and Tracy Thomas, Directors)
5. Office of Academic Affairs (Emily Janoski-Haehlen, Associate Dean for Academic Affairs and Institutional Excellence)
6. Office of Student Affairs (Charles Oldfield, Assistant Dean of Student Affairs)
7. Office of Academic Success (Nancy Reeves, Assistant Dean of Academic Success)
8. Office of Admissions (Director of Admissions [currently vacant])
9. Office of Career Services (Alisa Benedict O’Brien, Assistant Dean for Career Services and Strategic Initiatives)

10. Office of Finance and Personnel (Marchelle Bobbs, Assistant Dean for Finance and Personnel)
11. Office of Alumni and Development (Andreas Ellis, Director of Alumni and Development)
12. Office of Information Technology (Elijah Eubanks, Director of Technology)

1. Dean's Office

The Law Dean's Office currently consists of the Dean and one grade 118 non-exempt staff member, the Assistant to the Dean.

The **Dean** is the chief administrative officer of the School of Law, charged with overseeing all the functions listed in section I.A above. The Associate Dean, all Assistant Deans, and all Directors report directly to the Dean. The current Dean, Christopher J. (C.J.) Peters, is also a tenured member of the Law faculty, as is required (absent extraordinary circumstances) by Standard 203(b) of the American Bar Association (ABA), the School of Law's accrediting body.

The current **Assistant to the Dean**, Robin Lombardi, spends roughly 50% of her time supporting the Dean's daily activities by managing his calendar, coordinating his travel, submitting expense reports and completing procurement card transactions, helping with various tasks supporting the Dean's teaching activities, supervising student assistants working in the administrative suite, and scheduling and coordinating use of the Law Center by on-campus and off-campus organizations. Another 25% of the Assistant's time is devoted to School of Law communications functions, including maintaining the School's web pages, assembling the alumni e-newsletter, and liaising with media organizations. Approximately 20% of the Assistant's time is spent providing administrative support for the *Akron Law Review* and *ConLawNOW*, the School's student-edited journals. The remaining 5% of the Assistant's time is devoted to uploading faculty papers to online repositories, supporting the APRI and RTP processes, and tracking faculty travel expenses.

a. Critical partners

Critical partners of the Law Dean's Office within the University include the Office of the President, the Office of Academic Affairs, the Office of Finance and Administration, the Office of Communications and Marketing, the Office of Development and the UA Foundation, the Office of Talent Development and Human Resources, and the Office of General Counsel, as well as the Dean's Offices of the other UA colleges.

Outside the University, critical partners include:

- The School of Law **Advancement Council**, a group of prominent alumni and other practitioners charged with advising the Dean and assisting with fundraising.
- The School of Law **Alumni Association**. The Dean's Office works with the Alumni Association to recognize alumni and faculty achievements, develop and administer student scholarships, recruit students, find employment for graduates, enhance the School's reputation, and cultivate a sense of loyalty and pride in Akron Law.

- The **Akron Bar Association and Foundation**, the local professional association for attorneys and its fundraising arm. Roughly 50% of Bar Association membership consists of Akron Law alumni. The Dean’s Office works closely with the Bar Association on initiatives such as continuing legal education (CLE) events, student mentoring and scholarships, *pro bono* and community service programs, Bar admissions issues, and access to information for lawyers and clients. Many members of the local Bar provide crucial educational content to Akron Law students as part-time faculty members, guest lecturers, and speakers on career options and professionalism topics.
- The **Supreme Court of Ohio**, the state government body with authority over Bar admissions, the Bar exam, and regulation of the legal profession in Ohio. The Dean’s Office works with the Supreme Court to assess and develop the Bar exam and the attorney licensing process, on individual Bar admissions issues, and on other initiatives affecting legal education, the legal profession, and access to justice in Ohio.
- The **Ohio State Bar Association and Foundation**, the state-wide professional association for attorneys and its fundraising arm. The Dean’s Office works with the OSBA and OSBF to develop and administer student scholarships and diversity pipeline programs (such as the Law and Leadership Institute, which provides exposure to the legal profession to high school students from challenged backgrounds) and on issues and initiatives relating to legal education, professionalism, and access to justice.
- The administration and faculties of the **eight other Ohio law schools**. The Dean’s Office regularly communicates and collaborates with its counterparts at these other schools on issues of common interest and operates several joint programs, such as the Northeast Ohio Law Faculty Colloquium.
- The **American Bar Association (ABA)**, the national accrediting body for U.S. law schools. The Dean’s Office regularly works with the ABA’s **Section on Legal Education and Admissions to the Bar**, which develops and administers the ABA’s accreditation standards, on accreditation-related issues. The Dean, other administrators and staff, and School of Law faculty also regularly participate in Section-sponsored meetings and workshops devoted to professional development and legal education issues.
- The **Association of American Law Schools (AALS)**, the flagship U.S. membership organization for law schools, law administrators, and law faculty. The AALS coordinates with the ABA on sabbatical site visits to law schools. The Dean’s Office works with the AALS on issues relating to legal education, and the Dean and many faculty and administrators participate in AALS sections, committees, and programs.

b. End-users of our services

The primary end-users of Law Dean’s Office services are the approximately 450 full- and part-time JD, MLS, and LLM **students** at the School of Law. These students rely on the Dean’s Office to oversee the provision of a high-quality program of legal education at the School of Law, including in-person and online educational content, academic support and bar

preparation services, student advising, student organizations and extracurricular activities, *pro bono* service and professionalism training, and field placements. They also rely on the Dean's Office to support career counseling and job placement.

Other important end-users of our services include School of Law alumni, employers of our graduates, and the general public as consumers and beneficiaries of legal services. **Alumni** rely on the Dean's Office to provide continuing placement and career development support and networking opportunities and to uphold the value of their degrees by maintaining the School's quality and reputation. **Employers** rely on the Dean's Office to produce well-trained, professional graduates. The **general public** relies on the Dean's Office to train skilled, ethical providers of legal services, to contribute to the body of legal knowledge, and to promote justice and the rule of law through *pro bono* and service activities.

c. Key performance analysis

The performance of the Law Dean's Office is assessed by the performance of the academic programs at the School of Law and of the various administrative services provided under the umbrella of the Dean's Office. The former was addressed in the recent APR documents (the APR Self-Study and the Dean's APR Evaluation); the School of Law's academic programs also are reviewed every seven years by the ABA as part of our accreditation process, with the most recent (successful) review occurring in 2016. The performance of each administrative service within the School of Law is addressed below in sections I.B.2-12.

d. Brief assessment

The Law Dean's Office, like the School of Law administration generally, is leanly staffed and efficient. Aside from the Dean, the only full-time employee assigned to the Dean's Office spends roughly half her time on Dean's Office-specific activities and devotes her remaining time to other critical functions (communications, administrative support of student journals) that, at many law schools, are assigned to additional staff. As with the School's administration as a whole, the chief strength of the Dean's Office is dedicated and efficient job performance at minimal staffing levels. Also like the administration as a whole, the central challenge facing the Dean's Office is thin staffing resources, making it extremely difficult to develop and implement new initiatives designed to improve the educational experience of Akron Law students, enhance positive outcomes, and strategically position the School of Law for success in a continually competitive market.

2. Law Library

The Law Library consists of one faculty member, four contract professionals, and one professional staff member. The current positions are as follows: the **Director of the Library**, who is also a full-time faculty member and Associate Dean of Academic Affairs and Institutional Excellence; a **Deputy Director**; an **Associate Law Librarian**; an **Assistant Law Librarian**; a **Faculty Services Librarian**; and a **Library Associate Sr.** The library is open twenty-four hours a day, seven days a week. The library is staffed and provides reference and circulation

services from 7:00 am until 7:00 pm, Monday through Friday throughout the calendar year excluding University holidays.

The four professional librarian positions support the faculty and students of the School of Law through teaching and reference assistance. Three of the four contract professional librarians have joint JD/MLS degrees and teach the one credit, required Advanced Legal Research course. The Associate and Assistant Law Librarians both teach two sections of the required first-year course, Legal Analysis, Research and Writing. In addition the librarians provide instruction in seminar and drafting courses and provide support to the law review and competition teams. The Deputy Director is in charge of collection maintenance, processing invoices and payments, and she teaches Advanced Legal Research and provides reference assistance to students and faculty. The Faculty Services Librarian is in charge of acquisitions, current awareness updates for faculty and staff, and she assists at the circulation desk. The Director of the Law Library, who is also the Associate Dean of Academic Affairs and Institutional Excellence, teaches the Advanced Legal Research course, a section of Legal Drafting, and the Technology in Law class.

Compared to the other eight law schools in Ohio, the Law Library staff is small. The School of Law has the second largest student population in Ohio with six staff members in the law library. The largest law school, Ohio State University, has 14 full-time staff members in its law library. Similarly, Cleveland-Marshall College of Law Library, which serves a smaller student body than Akron Law's, has 14 full-time staff members.

The lone non-CP staff member in the Law Library hires all student assistants, manages the circulation desk, handles all stack maintenance and technical services aspects of the Law Library including processing and cataloging all new and updated titles, and oversees interlibrary loan and electronic resource management. A typical law library, including those of the eight other law schools in Ohio, has at least three staff members to cover these duties.

The Law Library collection supports the program of legal education, and a collection development plan is in place to add titles to the collection through an on-demand purchase system. This system of collection development allows the faculty and students to inform the needs of the collection based on research and education needs. The Law Library also manages six study rooms in the library and seven study rooms outside the library plus the *Law Review*, moot court and trial team offices located on the third floor of the library. In addition the Law Library supports the collection of the Office of Academic Success by purchasing study aids in print and electronic formats for course, final exam and bar exam preparation.

a. Critical partners

The critical partner of the Law Library within the University is the **Bierce Library**. The Law Library shares electronic resources, technical services and an integrated library system with the Bierce Library.

Outside the University, critical partners include:

- The **Akron Bar Association**, the local professional association for attorneys. The librarians present Continuing Legal Education programs for the members of the Akron

Bar and provide reference support for Akron Bar members, who take advantage of our new partnership providing access to the Westlaw and Bloomberg Law databases. The Bar Association has a designated space in the Library where its members can do legal research.

- The law libraries of the **eight other Ohio law schools plus Northern Kentucky University**. The law library regularly communicates and collaborates with its counterparts at these other schools on issues of common interest and participates in an annual Ohio Regional Association of Law Libraries meeting and conference.
- The **American Association of Law Libraries**, the U.S. membership organization for law librarians from academic, private and government libraries. The AALL provides support to law librarians through programming, newsletters, publications, webinars, professional growth seminars and an annual meeting and conference. The law librarians actively participate in AALL by presenting programs at the annual meeting, serving on committees, publishing articles in the journals, and participating in webinars.

b. End-users of our services

The primary end-users of the Law Library are the approximately 450 full- and part-time JD, MLS, and LLM **students** at the School of Law plus the **faculty** and **staff**. The students rely on the Law Library to provide legal research instruction, resources for the program of legal education, reference assistance, writing and citation assistance, resources for success in law school, and a quiet place to study. They also rely on the Law Library to prepare for the bar exam after graduation. The faculty rely on the Law Library to provide reference and research assistance, to train research assistants, and to assist in instruction in using library resources.

Other important end-users of our services include School of Law **alumni**, members of the **local legal profession**, members of the **Akron Bar Association, undergraduate and graduate students** of the University of Akron, and the **general public** as consumers and beneficiaries of legal services.

c. Key performance analysis

The performance of the Law Library is assessed by the research, reference, and circulation services provided to the end-users of our services. Annual assessment surveys are sent to end-users to determine satisfaction with the services provided. The American Bar Association and AALS sabbatical visits include an assessment of the Law Library and whether it is adequately supporting the program of legal education.

The Law Library conducts reference work on a daily basis during the calendar year. The librarians and student reference assistants answer three to five questions on average per day. The librarians also assist the full-time faculty members with their scholarly research year-round.

d. Brief assessment

The Law Library is leanly staffed compared to the other eight law schools in Ohio. The dual-degreed librarians are an integral part of the program of legal education both in

and out of the library, through their reference and research assistance and their instruction in the Legal Analysis, Research and Writing and Advanced Legal Research courses. The Director of the Library also has an integral role in the program of legal education inside and outside of the library. She serves a dual role as the Associate Dean of Academic Affairs and Institutional Excellence and teaches three courses a year. The Law Library is an important institution within the law school community and the legal communities of Akron and Cleveland. Due to recent retirements of full-time staff (one technical services staff member, one cataloging librarian and one acquisitions librarian), a reorganization of duties among existing staff and librarians has been necessary to cover the losses. The Law Library lacks a cataloging and systems librarian and currently relies on the assistance of the Bierce Library staff and librarians for cataloging and integrated library system changes and maintenance.

3. Law Clinics

The Law Clinics are staffed by three full-time faculty members, four adjuncts and one full-time administrative staff person. Unlike most law school clinics, there is no clinic director. Each clinician supervises and administers his or her own clinic(s).

Three full-time faculty members teach the following clinics:

Professor Joann Sahl:	Civil Practice Clinic; Reentry Clinic
Professor Gary Spring:	SEED (Small Entrepreneur and Economic Development) Clinic
Professor Elizabeth Knowles:	Immigration and Human Rights Clinic

Adjuncts teach the following:

Trademark Clinic:	Attorney Dan Thompson
Health Law and Policy Clinic:	Attorney Marie Curry
Domestic Relations Court Clinic:	Attorney Timothy Thomas

Attorney Russel Nichols also supervises the Expungement Clinic (part of the Reentry Clinic) and the Inmate Assistance Program.

Clinical education is different from other course offerings in the School of Law. There is an academic and instructional component to each clinic because the students enroll in the clinic as a credit course. The professors deliver the instructional component to the enrolled students. The professors also supervise clinic students who represent real clients as part of the clinic experience. The clinics model the experience students would have in a law-firm setting.

One full-time **administrative staff person**, Julia Martynowski (Program Coordinator, Law School Centers, grade 118 non-exempt), supports the work of the Clinics. Julia spends 70% of her time providing administrative support to the client work of each clinic. This includes providing assistance to the students enrolled in the clinics, greeting clients, returning client telephone calls, and client file maintenance. The Clinic also receive a large volume of calls from

the general public, courts, legislators and other interested parties about our clinic services. Julia screens and answers those inquiries as appropriate. Fifteen percent of her time is spent on the administrative tasks required for the clinic grants (below). Her remaining time, approximately 15%, is spent providing support for the instructional component of each professor's clinic.

a. Critical partners

Each clinic has its own set of critical partners within and outside the University. A brief description of each clinic and its partners is listed below.

(1) Civil Practice Clinic

The Civil Practice Clinic assists low-income clients who are experiencing housing problems. The clinic receives case from Community Legal Aid Services, Inc. and local courts. Students interview clients, investigate the case, and prepare the case for court. With a State of Ohio legal intern certificate, students represent clients in court under the supervision of the clinical professor.

Critical Partners in the University:

- **School of Social Work:** The clinic serves as a placement site for students from the School of Social Work to earn internship credit.
- **ZipAssist:** The clinic receives requests from ZipAssist to counsel UA students with landlord-tenant issues. Additionally, the clinic participates in events sponsored by ZipAssist including the Off-Campus Housing Fair and Orientation.

Critical Partners outside the University:

- Community Legal Aid Services, Inc.
- Akron Municipal Court
- Barberton Municipal Court
- Stow Municipal Court
- Akron Metropolitan Housing Authority

(2) Reentry Clinic

The clinic assists low-income clients whose criminal convictions prevent them from getting jobs or housing or a professional license. Students represent clients in seeking pardons and applications to seal their criminal convictions or a Certificate of Qualification for Employment (CQE). The clinic students also assist victims of human trafficking. The Reentry Clinic also offers a free monthly outreach clinic to those with criminal convictions. The monthly clinic is staffed by credit and volunteer law students.

Critical Partners in the University:

- **School of Social Work:** Beginning fall 2018, the clinic will be a multidisciplinary clinic and serve as a placement site for students from the School of Social Work.
- Several units on campus refer people to the monthly Reentry Clinic.

Critical Partners outside the University:

- City of Akron
- Summit County Department of Job and Family Services
- Akron Bar Association
- Ohio Department of Rehabilitation and Correction
- Akron Municipal Court
- Barberton Municipal Court
- Stow Municipal Court
- Summit County Common Pleas Court
- Summit County Child Support Enforcement Agency
- Akron Metropolitan Housing Authority
- Summit County Reentry Network
- Ohio Means Job Center
- Community Legal Aid Services, Inc.
- Approximately 70 other community partners distribute our monthly clinic flyer

(3) SEED Clinic

In this transactional clinic, law students provide low-cost legal and business assistance to small and emerging businesses. Students provide help with entity selection/creation, operating agreements, commercial leases, service agreements and nonprofit status as well as addressing other legal needs.

Critical Partners in the University:

- University of Akron Research Foundation

Critical Partners outside the University:

- Bounce
- City of Akron
- Urban League
- Ohio's Small Business Development Centers
- Youngstown State's College of Business
- Youngstown Business Incubator

- Kent State’s Entrepreneurship program
- Northeast Ohio Student Venture Fund (which involves 6 other universities beyond UA)
- Jumpstart Higher Education Collaboration Council sponsored by the Burton D. Morgan Foundation
- Other entities within Northeast Ohio’s entrepreneurial ecosystem and various nonprofit economic development organizations

(4) Immigration and Human Rights Clinic

The Immigration & Human Rights Clinic introduces students to the practice of immigration removal defense with a focus on asylum as a form of relief for individuals seeking protection from persecution in their home countries. Immigration Clinic students provide direct representation for individuals seeking asylum while detained in the custody of U.S. Immigration and Customs Enforcement (ICE). Students advocate for their clients before a U.S. Immigration Judge and appear frequently at the Cleveland Immigration Court. Students help conduct “know-your-rights” presentations for groups of non-citizens detained at the Geauga, Butler, and Seneca County detention facilities and will assist with non-court based relief such as U-visas, Deferred Action for Childhood Arrivals (DACA), and prosecutorial discretion requests.

(5) Health Law and Policy Clinic

The clinic assists clients who are referred to Legal Aid’s medical-legal partnership, focusing attention on legal barriers to health, health disparities, and population health. This clinic is housed at Community Legal Aid Services, Inc.

Critical Partners outside the University:

- Akron Children’s Hospital
- Summa Women’s Health Center

(6) Domestic Relations Court Clinic

The clinic assists with clients with family law matters in the Portage County Domestic Relations Court. The clinic focuses on cases involving child support, dissolutions, and civil protection orders.

Critical Partners outside the University:

- Portage County Domestic Relations Court
- Portage County Bar Association
- Community Legal Aid Services, Inc.

(7) Trademark Clinic

The clinic assists businesses and individuals in protecting their trademark rights.

Critical Partners in the University:

- SEED Clinic

Critical Partners outside the University:

- United States Patent and Trademark Office

b. End-users of our services

The Law Clinics have two sets of end users: the credit and volunteer law students providing the legal services and the clients who receive those services. Detailed below is the number of clinic students who have participated in each clinic and for clinics supervised by the full-time faculty, the number of clients receiving those services.

- **Civil Practice Clinic** (Fall and Spring Semesters since Fall 2009)
 - Number of students: 65
 - Number of clients served: 639
- **Reentry Clinic**
 - Credit Clinic (Fall, Spring and Summer since Summer 2016)
 - Number of students: 27
 - Number of clients served: 236
 - Monthly Outreach Clinic (Since July 2013)
 - Number of law student volunteers: 866
 - Number of clients served: 5100
- **SEED Clinic** (Fall, Spring and Summer Semesters since 2013)
 - Number of students: 78
 - Number of clients served: 145 annually
- **Health Law and Policy Clinic** (Fall and Spring since Fall 2016)
 - Number of students: 13
- **Domestic Relations Court Clinic** (Fall and Spring since Fall 2016)
 - Number of students: 16
- **Trademark Clinic** (Fall, Spring and Summer since Fall 2012)
 - Number of students: 49

c. Key performance analysis

The Clinics have been very successful in generating external funding sources or grants to support the work of the clinics. The grants reflect our Clinics' good work on a local, state and national level.

- **Reentry Clinic**
 - City of Akron Expungement Grant (yearly grant since 2014)
\$ 25,000.00
 - Summit County CQE Grant (yearly grant Since 2014)
\$ 25,000.00
 - Ohio State Bar Foundation Grant (2015)
\$ 66,399.20
 - Department of Housing and Urban Development JRAP Grant (2016) \$100,000.00

- **SEED Clinic**
 - Lehner Family Foundation
\$120,000.00
 - Akron Global Business Accelerator
\$20,000.00
 - Summa Health
\$10,000.00
 - Miscellaneous Donors
\$5,000.00

- **Domestic Relations Court Clinic**
 - Samuel Reese Willis Foundation (yearly since 2016)
\$25,000.00

- **Other Program Funding: Inmate Assistance**
 - Summit County Jail Contract (yearly)
\$ 16,000.00
 - Mahoning County Jail Contract (yearly)
\$ 28,000.00

d. Brief Assessment

The law school offers seven different clinics to our students. The clinics are structured to allow both full and part-time students to access this experiential learning. We provide the offerings with limited resources – three full-time faculty members and four adjunct faculty members. Our communities appreciate the service we provide to our clients. It is reflected in the awards the clinics have received, detailed below.

- **Civil Practice Clinic**
 - 2010 Community Legal Aid Volunteer Law Firm of the Year
- **Reentry Clinic**
 - 2015 AALS Innovative and Outstanding Program
 - 2014 National Jurist Magazine, Top 15 Innovative Clinic
- **SEED Clinic**
 - 2015 U.S. Small Business Administration’s “Legal Services Champion” award

4. School of Law Centers

The School of Law features three Centers: the **Center for Constitutional Law**, the **Center for Intellectual Property Law and Technology**, and the **Miller-Becker Center for Professional Responsibility**. Each center has a **Director** who is a full-time tenured or tenure-track member of the Akron Law faculty. Center Directors are appointed by the Dean and receive administrative stipends funded wholly or primarily from external (privately donated, or in one case federally appropriated) funds.

In addition, the Centers share a **Program Coordinator**, a grade 118 full-time, non-exempt staff member, who reports directly to the Assistant Dean of Career Services and Strategic Initiatives and has a dotted-line report to each Center Director. The Program Coordinator provides support to the Law School Centers, including organization, coordination and administrative assistance for all events hosted by the Centers. The Program Coordinator assists with CLE programs, including overseeing and processing registrations; provides administrative assistance for the Summer Trial Academy and the Akron Law PLUS programs, including ordering meals, tickets for events throughout the programs and coordinating student volunteers for the program; and coordinates marketing efforts for various School of Law programs as needed.

The Centers serve a number of important functions at the School of Law, including recruiting quality students, providing specialized curriculum and programming, facilitating externships and job placements, coordinating public and scholarly programs and events, supporting faculty and student research, enhancing the School’s national and international reputations, contributing to the advancement of knowledge about the law and legal systems, and cultivating positive relationships with alumni and the legal community.

While the Program Coordinator’s salary and benefits are paid from the School of Law’s personnel budget, as are the base salaries of the three faculty Directors (each of whom also

teaches a full course load), most of the expenses of each Center are paid wholly or entirely from external funds. Below, we briefly discuss the mission, activities, strengths, challenges, and opportunities of each Center.

4.1 Center for Constitutional Law

The Center for Constitutional Law (CCL) was one of four such centers established by the United States Congress in 1986 and one of only two remaining (the other is at Drake University). Its congressionally mandated mission is “[t]o produce legal research on the Constitution and disseminate that research publicly to legal, education, and general audiences.” Akron Law’s CCL is one of only two active centers remaining (the second is at Drake University). The current CCL Director is Professor Tracy A. Thomas, who also holds the Seiberling Chair, which supports her administrative stipend.

The CCL’s activities include:

- Sponsoring at least one conference or symposium, two distinguished lectures, monthly lunchtime discussions, and numerous other scholarly and public events each year.
- Supporting research by affiliated faculty.
- Supporting four law student fellows per year, who serve as research assistants, help with Center events, lead discussions, and pursue special projects.
- Producing *ConLawNOW*, an online academic journal affiliated with the *Akron Law Review*.
- Serving as a resource for media and groups seeking expert speakers.
- Maintaining a publicly accessible website of research, *amicus* briefs, and student projects relating to constitutional law.
- Commenting on current events through social media.
- Administering the School of Law’s Constitutional Law Certificate program (a credential for JD students who complete a sequence of courses and other requirements in constitutional law).

Strengths of the Center include its research output, which is high in both quality and quantity; the educational opportunities it creates for Akron Law students; and its contribution to Akron Law’s positive reputation through its research, its programs and events, and the *ConLawNOW* journal. The CCL’s major challenge is financial: By statute, Congress’ initial \$800,000 endowment to establish the Center must be invested in low-yield government bonds, and the CCL cannot draw down the corpus of the endowment. Inflation has outpaced the endowment’s income, such that the Center’s annual expenses now substantially exceed its revenues. Thus the Center must find new ways to generate revenues in addition to the relatively small flow of income from the initial endowment.

As one of only two congressionally established constitutional law centers in the nation, the Center enjoys the advantages of prestige and tradition. These assets, plus the strong scholarship of current CCL faculty and leadership of Prof. Thomas, present an opportunity for the Center to

enhance its national prominence and contribute to the improvement of the School of Law's and University's reputations.

4.2 Center for Intellectual Property Law and Technology

The Center for Intellectual Property Law and Technology (CIPLT) facilitates the study and advancement of IP law, strives to attract and educate current and future leaders, and works to design and implement a well-balanced ecosystem of law and technology. Its current Director is Associate Professor Ryan T. Holte, who also holds the David L. Brennan Professorship, which funds his administrative stipend.

The CIPLT's activities include:

- Sponsoring an annual IP symposium, two annual Oldham distinguished lectures, an annual IP Scholars Forum, multiple "lunch and learn" sessions for students, and other scholarly and public events.
- Liaising with the Intellectual Property Advisory Council, a group of distinguished practitioners in IP law who advise the Center and the School of Law on its IP curriculum and programming and assist in placing students and graduates.
- Administering the School of Law's IP specialty degree and certificate programs: an LLM in IP (for practicing lawyers), a joint JD/LLM in IP (for law students), a JD Certificate in IP (a credential for students specializing in IP law), and a non-JD Certificate in IP (for non-lawyer professionals in IP-related fields).
- Sponsoring several IP Center student fellows each year, who engage in research, help with Center programs and events, and contribute to a regular CIPLT newsletter.

Strengths of the Center include its capacities to attract high-quality students interested in IP law, to provide first-rate educational opportunities in IP, and to place those students in quality jobs upon graduation; its role in connecting alumni and other practitioners to the School of Law; and its ability to enhance the School of Law's and University's reputations by carving out an internationally recognized niche in an important subject area. Its primary recent and current challenge is continuity of leadership: If Prof. Holte is confirmed to the federal judicial position for which he has been nominated, the Center will search for its fourth Director in the past five years.

Intellectual property law is growing in social importance, public salience, and attractiveness to prospective law students. With its established reputation, entrepreneurial leadership, and strong affiliated faculty, the CIPLT has an outstanding opportunity to continue its forward momentum in student recruitment and enhancement of Akron Law's reputation.

4.3 Miller-Becker Center for Professional Responsibility

The Joseph G. Miller and William C. Becker Center for Professional Responsibility (MBC) is a nationally recognized academic center dedicated to enhancing public trust and confidence in the legal profession and the judicial system. Its current Director is Professor John P. (Jack) Sahl, who also holds the Joseph G. Miller Professorship, which funds his administrative stipend.

The MBC's activities include:

- Sponsoring two annual Distinguished Lectures, an Access to Justice lecture series, an annual seminar for practitioners and judges in Columbus, and other events.
- Liaising with the MBC Advisory Board, a group of distinguished judges and practitioners who advise the Center on its programming.
- Sponsoring several MBC student fellows each year, who engage in research and help with Center programs and events.
- Co-sponsoring the annual "Akron Law Cares" public service event for School of Law faculty, administrators, staff, and students.
- Supporting scholarship relating to legal ethics and professional responsibility.
- Providing expertise on legal ethics to media, bar regulators, legislators, practitioners, and the public.

The MBC's strengths include educating students in the importance of ethical law practice; contributing to the development of the law of professional responsibility; fostering strong connections among practitioners, judges, policymakers, and the School of Law; and raising the profile of Akron Law and UA. Its primary challenge is financial, as the private endowments and CLE revenues that fund most of the Center's operations are limited, constraining the Center's programming. The MBC has an opportunity to further strengthen the relationship between the School of Law and the local and statewide Bar with its research and programming.

5. Office of Academic Affairs

The Office of Academic Affairs consists of one **Associate Dean** who is also a full-time faculty member and Director of the Law Library, and one contract professional, the **Assistant Director of Academic and Student Affairs**. This contract professional position is shared with the Office of Student Affairs.

The **Assistant Director of Academic Affairs** devotes 50% of her time to the Office of Academic Affairs. The majority of her workload consists of supporting the Associate Dean of Academic Affairs in preparing reports detailed below. The Assistant Director also participates as an *ex officio* member of the faculty Curriculum Committee and has taken on the added responsibility of developing online programs in the Masters of Studies in Law degree. The Assistant Director advises all JD, MSL and LLM students in their degree progress report and assists faculty with data entry and grade changes. The Assistant Director also schedules all exams, accommodations, and runs Exam Central. The Assistant Director maintains the working knowledge of the academic policies and program of legal education in the Office of Academic Affairs, as the faculty member who serves as the Associate Dean often changes. She prepares the forms for curriculum changes and communicates with the University Office of Academic Affairs and Registrar's office throughout the approval and implementation process.

The **Associate Dean of Academic Affairs and Institutional Excellence** oversees the program of legal education and development of the curriculum, develops course schedules, and assigns faculty teaching responsibility. The Associate Dean also interprets academic and administrative

policies. The Office of Academic Affairs, in consultation with the Dean, is responsible for preparing TAARs, faculty load reports, and credit hour production reports. In addition it supports and oversees the full and part-time faculty of the School of Law. The Office of Academic Affairs is responsible for submitting the required ABA annual questionnaire, ABA Site Evaluation Questionnaire, and *U.S. News and World Report* questionnaire.

a. Critical partners

The critical partners of the School of Law Office of Academic Affairs within the University are the Registrar, Office of the Provost and Academic Affairs, and other colleges with which the School of Law cross-lists courses, such as the College of Business Administration.

Outside the University, critical partners include:

- The **American Bar Association (ABA)**, the national accrediting body for U.S. law schools. The Office of Academic Affairs regularly works with the ABA's **Section on Legal Education and Admissions to the Bar**, which develops and administers the ABA's accreditation standards, on accreditation-related issues. The Associate Dean of Academic Affairs and Institutional Excellence also regularly participates in Section-sponsored meetings and workshops devoted to professional development and legal education issues. The Office of Academic Affairs is in charge of submitting the required annual questionnaire to the ABA for accreditation purposes.
- The **Association of American Law Schools (AALS)**, the flagship U.S. membership organization for law schools, law administrators, and law faculty. The AALS coordinates with the ABA on sabbatical site visits to law schools. The Office of Academic Affairs works with the AALS on issues relating to legal education, and the Associate Dean of Academic Affairs and Institutional Excellence participates in AALS sections, committees, and programs.

b. End-users of our services

The primary end-users of the Office of Academic Affairs are the approximately 450 full- and part-time JD, MLS, and LLM **students** at the School of Law plus the full and part-time law **faculty**. Other important end-users of our services include **undergraduate and graduate students** of the University of Akron.

c. Key performance analysis

The performance of the Office of Academic Affairs is assessed by an annual questionnaire sent to graduating students. Students are polled on their satisfaction with staff, administrators and the services provided including the schedule of classes, registration, and advising. The Office of Academic Affairs is also assessed by the ABA and AALS during the sabbatical site visit for re-accreditation that occurs every seven years. The Office of Academic Affairs is responsible for submitting the required ABA annual questionnaire, ABA Site Evaluation Questionnaire, and *U.S. News and World Report* questionnaire, all of which assess the School of Law and its program of legal education.

d. Brief assessment

The Office of Academic Affairs is adequately staffed and works in collaboration with the Office of Student Affairs, the faculty, and the Dean. The Office of Academic Affairs works to maintain the accreditation and compliance for the School of Law program of legal education under the *ABA Standards and Rules of Procedure for Approval of Law Schools*.

6. Office of Student Affairs

The *ABA Standards and Rules of Procedure for Approval of Law Schools* require a law school to provide “all its students, regardless of enrollment or scheduling option, with basic student services, including maintenance of accurate student records, academic advising and counseling” ABA Standard 508. The University of Akron School of Law provides these services through its Office of Law Student Affairs. The Office of Law Student Affairs is the primary point of contact for students and the Law School administration; thus, the Law Student Affairs team has significant daily contact with students.

The Office of Law Student Affairs is responsible for developing and executing orientation programming, academic advising and support, providing referrals for students with mental health or substance abuse issues, compiling and maintaining student records, advising students on bar admissions requirements and processes, overseeing Law Student Organizations, overseeing trial and moot court teams, and planning and executing commencement activities.

The Office of Law Student Affairs is overseen by an **Assistant Dean of Student Affairs**. The Assistant Dean’s primary responsibilities include supervising the day-to-day operations of the Office; counseling and advising students on academics and bar admissions; developing and planning programming to enhance the educational experience of students; working with faculty and other administrators to identify and resolve problems such as mental health, time management, academic strategies, or other issues that may interfere with a student’s ability to complete the academic program; and working with the Office of Academic Affairs on curricular matters.

The Office of Law Student Affairs includes an **Assistant Director of Academic and Student Affairs** who works with the Associate Dean of Academic Affairs and the Assistant Dean of Student Affairs. The Assistant Director advises students on academic matters, oversees thirty law student organizations, coordinates disability accommodations, and prepares course and exam schedules.

To fulfill ABA requirements for record keeping and compliance, the Office of Law Student Affairs includes a **Manager of Technology and Compliance**. The Manager maintains detailed and accurate student records, prepares reports required for accreditation and compliance, prepares Degree Progress Reports for each student to ensure students are aware of completed and outstanding degree requirements, maintains historical records of Law School curricular programs and changes, and assists other departments and programs with collecting and compiling data and producing reports needed for things such as grant applications.

A **College Program Specialist** provides services such as preparing and submitting forms for bar applicants, planning orientation, commencement, and additional programming throughout the academic year, supervising student assistants, planning and coordinating programming required to comply with bar admission requirements, and assisting other members of the Law Student Affairs team with other day-to-day tasks. The current holder of this position will be leaving as of August 13, 2018 to take a position elsewhere in the University.

The departure of the Program Specialist creates an opportunity to upgrade Law Student Affairs staffing to better meet the School of Law's evolving needs. Pending University approval, the Dean's Office will replace the Program Specialist position with a new Manager of Enrollment Services, who will take on oversight of law student organizations and other tasks. The job duties of the Assistant Director of Academic and Student Affairs then would be altered to include working with faculty to develop online course content, an emerging School of Law priority.

a. Critical Partners

Within the University, critical partners include the Dean of Students Office, the CARE Team, Counseling and Testing Services, the General Counsel's Office, the Registrar's Office, the Office of Alumni and Development, Graduate Programs in Business, Applied Politics and Public Administration, Graduate School, the International Office, the Law Academic Success Program, Law Career Services Office, the Law School Legal Clinic, the Dean of the Law School, and the Associate Dean of Academic Affairs.

Outside the University, critical partners include the Ohio Supreme Court Office of Bar Admissions, the Ohio State Bar Association, the Akron Bar Association, the Ohio Lawyers Assistance Program, and local courts, law firms, and attorneys who assist with trial and moot court teams, provide speakers, and assist with extracurricular programming.

b. Customers or end-users of our services

Law Student Affairs provides services to the approximately 450 **students** enrolled in the Law School. These students have unique needs with respect to advising and counseling necessitated by ABA accreditation standards and bar admission application processes and requirements. Others served by the Law Student Affairs Office include **bar examination preparation services** such as Barbri and Themis, the **Akron Bar Association**, and **courts and law firms** who coordinate educational programming opportunities through the Law Student Affairs office.

c. Key performance analysis

The performance of the Office of Student Affairs is assessed by an annual questionnaire sent to graduating students. Students are polled on their satisfaction with staff, administrators and the services provided including the schedule of classes, registration, and advising. The Office of Student Affairs is also assessed by the ABA and AALS during the sabbatical site visit for re-accreditation that occurs every seven years.

d. Brief assessment

The Office of Law Student Affairs is staffed by a knowledgeable and hard-working team. Students continue to expect and demand more educational opportunities, programming, and individual attention. New degree programs and other initiatives, such as the MSL program, the LLM and joint JD/LLM in IP law, the various Certificates, and the Spring and Summer Start initiatives bring in an increasingly diverse student body with an expanding array of curricular and advising needs. These factors, combined with competition among law schools to attract and retain quality students, has placed increasingly challenging demands on the four members of the Law Student Affairs team to provide individual attention to our students. In a time of shrinking staff and budget, the Law Student Affairs team continues to look for and develop ways to maintain or improve student services.

7. Office of Academic Success Programs

The Academic Success Programming (“ASP”) subunit of the School of Law is designed to provide academic support before, during and after law school. The School of Law began offering ASP services in 1995, and these services have continued to evolve in response to the changing needs of the study body and faculty. Although the three full-time employees in ASP are classified as administrative employees, the substantial majority of their activities are academic rather than administrative.

ASP is an integral part of the School of Law’s commitment to provide the opportunity for all students to succeed. ASP is a collaborative effort involving School of Law administration, faculty, and students. Its goal is to assist students in developing and enhancing the critical skills necessary for academic success in school, success on the bar exam, and success in practice.

The ASP Office currently consists of the **Assistant Dean for Academic Success** and two **Assistant Directors of Academic Success Programs**. The Assistant Dean is charged with overseeing all services provided by ASP and reports to the Dean. The two Assistant Directors report directly to the Assistant Dean.

The current **Assistant Dean**, Nancy Reeves, spends roughly 95% of her time on academic matters (50% teaching ALA (the law school’s bar skills courses); 35% providing support to students preparing for the bar exam; and 10% working with faculty members to integrate bar preparation into doctrinal classes, providing general academic assistance, and providing targeted oversight of students who are required to work with ASP as a result of poor performance in their first year classes). She spends the remaining 5% of her time on administrative matters (such as attending senior administrative and faculty meetings; programming, updating, and maintaining the ASP database; overseeing the ASP resources library; and performing other administrative duties necessary for the orderly operation of ASP).

One current **Assistant Director**, Chris Crull, spends roughly 95% of his time on academic matters (70% teaching Legal Reasoning (the course required for students whose GPA for their first semester is 2.8 or below), 15% designing and teaching the Summer Workshop Series (a week-long introductory course available to all incoming students), and 10% providing general

academic assistance). He spends the remaining 5% of his time on administrative matters, such as tracking participation in ASP activities, updating the ASP resources library, and performing other administrative duties assigned by the Assistant Dean.

The second current **Assistant Director**, Allesan Armstrong, spends roughly 90% of her time on academic matters (50% assisting in teaching and grading ALA, 10% administering the MBE preparation course, 25% providing support for students preparing for the bar exam, and 5% providing general academic assistance). She spends the remaining 10% of her time on administrative matters, such as tracking participation in ASP activities, updating the ASP resources library, and performing other administrative duties assigned by the Assistant Dean.

a. Critical partners

Critical partners of ASP within the University include the faculty of the School of Law, Design and Development Services (for electronic course design), and PeopleSoft (for data necessary to assess both academic needs and the effectiveness of the ASP program).

Outside the University, critical partners include:

- The **Supreme Court of Ohio**, the state government body with authority over Bar admissions, the Bar exam, and regulation of the legal profession in Ohio. The Assistant Dean for Academic Success works with the Supreme Court to assist in assessing and developing and recommending changes to the Bar exam and the attorney licensing process, and to assist School of Law students and graduates on individual Bar admissions issues.
- The **Ohio State Bar Association**, the state-wide professional association for attorneys. ASP works with the OSBA to provide additional support for students during weeks of the February and July Bar exams.
- The ASP faculty and staff of the **eight other Ohio law schools** (and more broadly, ASP faculty and staff in **law schools outside of Ohio**). The Assistant Dean for Academic Success meets twice annually with ASP faculty and staff of other Ohio law schools during the July and February bar examinations, and regularly communicates with such individuals on matters related to providing academic and bar exam support. The Assistant Dean also coordinates with ASP faculty and staff nationally to provide support for School of Law alumni taking the bar exam in other states.
- The **commercial bar vendors** (Adaptibar, Barbri, Kaplan, Themis). ASP works with commercial bar vendors to provide bar preparation support to School of Law alumni and students. Adaptibar provides the software application the school of law uses in its MBE preparation course. Barbri, Kaplan, and Themis each provide the School of Law ALA (bar skills) course with a subject matter outline for each student, simulated multiple choice bar exam questions, and a guest lecturer. In addition, each vendor provides ASP with copies of the resources and electronic resources it provides in its commercial bar preparation package, and performance data for alumni using its services. ASP uses those resources to assist School of Law students and alumni as they prepare for the bar exam.

b. End-users of our services

The primary end-users of the ASP services are the approximately 450 full- and part-time JD, MLS, and LLM **students**, and approximately 150 **recent alumni**, of the School of Law. These students and recent alumni rely on the ASP for both routine and interventional academic support during their law school career, and during their preparation for the state licensing examination.

Other important end-users of our services include more distant School of Law alumni, and employers of our graduates. **Alumni** frequently move from one state to another. Because each state has different licensing criteria, many alumni must take a second bar exam in a different state several years after graduation. These alumni may participate in the bar preparation activities offered by ASP alongside more recent alumni. **Employers** rely on ASP to ensure that School of Law graduates have the skills necessary to pass the bar exam, typically a prerequisite for employment. Many employers make employment offer contingent on passing the bar exam and becoming a licensed attorney.

c. Key performance analysis

The performance of ASP is assessed by student success in the academic programs at the School of Law and on the bar exams of various states.

d. Brief assessment

Academic Success Programs, like the School of Law administration generally, is leanly staffed and efficient. Although ASP staff are classified as administrators, the primary function of ASP is academic. Less than 10% of ASP staff time is dedicated to administrative matters. The chief strength of ASP is its dedicated and efficient employees, with staff often spending considerable time beyond the nominal 40-hour work-week. Students and alumni frequently mention their appreciation for ASP, and its staff, for the helpfulness of the ASP unit, its responsiveness, and its availability to both day and evening students.

The central challenge facing ASP is that demand for its courses stretches the ability of ASP staff members to provide weekly formative feedback to approximately 90 students in the spring semester and 40 students in the fall semester. Formative feedback requires at least an hour per student per week, and plays a central role in each of the six courses ASP teaches. Nonetheless, ASP is constantly developing and implementing new initiatives that are designed to make the courses it teaches more effective, to streamline the formative feedback process, and to strategically position our students and alumni for success in the classroom, on the bar exam, and in post-graduate employment.

8. Office of Admissions

The existence of an autonomous Office of Admissions within the School of Law reflects the fact that the recruitment and enrollment of law students is meaningfully distinct from the admissions processes in other University colleges and programs. The primary School of Law degree program, the Juris Doctor (JD) degree, is a professional degree the successful completion

of which is a requirement of professional licensure. JD applicants must possess bachelor's degrees (or their foreign equivalents) and must take the law-specific Law School Admission Test (LSAT) to qualify for admission to Akron Law and most other U.S. law schools. A significant amount of recruitment of JD students occurs at undergraduate colleges and graduate and professional school fairs, many of them law-specific. An increasingly large percentage of JD students have significant post-college work experience before enrolling in law school.

For these reasons, Akron Law, like virtually every American law school, maintains its own Admissions Office separate from its parent University's undergraduate and graduate admissions operations. Indeed, most law admissions professionals (and all of those currently employed at Akron Law) have JD degrees. The Office of Law Admissions does rely on the University's Office of Financial Aid for support with the administration of federal and private student loan programs.

The Office of Law Admissions currently is in the midst of a minor reorganization. The previous **Assistant Dean of Admissions**, the head of the Office who reported directly to the Dean, resigned in June. At present, the School of Law intends to replace him with a **Director of Admissions**, for whom a search is underway. As things stand, the Director will report to the Dean and perform most of the duties of the former Assistant Dean. It is possible that another Assistant Dean, or a new Associate Dean with oversight of Admissions, will be appointed in the future to supervise the Director.

Aside from the currently vacant Director position, the Office of Admissions consists of three employees. The **Assistant Director of Admissions** is a full-time contract professional. The **College Program Specialist** is a full-time staff member. The **Assistant Director of Career Services and Student Advising** is a full-time contract professional who divides time between Akron Law Admissions and the Office of Career Services. Given the exposure, high-intensity, and volume that Akron Law Admissions experiences, much is required of the occupants of these roles.

The **Director of Admissions**, once appointed, will be responsible for management and oversight of the admissions team, overall admissions strategy and implementation, outreach to prospective and admitted students, and work with the faculty Admissions Committee. He or she will oversee and manage all aspects of the Admissions Office, including development and execution of a strategic recruiting and marketing plan, application review, liaising with the Admissions Committee, interaction with prospective and admitted law students, and supervision of the Assistant Director and the College Program Specialist. The Director also will be responsible for maintaining data and records regarding admissions, for reporting that data for accreditation, membership, and rankings purposes, and for tracking and analyzing data for use in developing and implementing enrollment strategies.

The **Assistant Director of Admissions** currently performs many of the tasks that would be performed by a Director. Once a Director is in place, the Assistant Director will assist with the creation, planning, and implementation of a recruitment strategy and matriculation goals; help coordinate recruitment travel and events; communicate to prospective and admitted students in

person, by phone, by email, and using social media; create and maintain relationships with regional and national pre-law advisors in an effort to foster pipelines and reach prospective students; and travel extensively for recruitment purposes. The Assistant Director also schedules, plans, markets, and implements events for prospective and admitted students, and assists in planning and implementing the LSAC PLUS diversity pipeline program.

The **College Program Specialist** coordinates and manages the several sophisticated software applications used by the Admissions Office. She creates and processes information and data for the Admissions Committee and various departments within the law school and University. The College Program Specialist executes all application processing, including creating, maintaining, and reconciling applicant records throughout the fall, spring, and summer application and enrollment cycles. The Specialist programs and updates critical software functions, creates custom file layouts, and generates reports. She serves as the primary liaison with LSAC on issues relating to the admissions database (ACES2), updates to the electronic application, the paperless admission process, and Law Admissions needs or questions.

The **Assistant Director of Career Services and Student Advising** splits her time between Akron Law Admissions and Career Services. In the Admissions Office, the Assistant Director counsels and advises prospective and admitted law students through phone calls, emails, individual meetings, campus tours, and admissions events. The Assistant Director attends on- and off-campus recruiting events and manages and cultivates relationships with current Akron Law students, who act as Student Ambassadors to assist Akron Law Admissions at events. She manages relations with 3+3 Programs and their Pre-Law Advisors and students, in addition to crafting events tailored to the specific needs of each 3+3 University. The Assistant Director works with University Communications to create emails, flyers, videos and assorted promotional materials for admissions events, including daily social media posts on Instagram. She handles other admissions functions on an as-needed basis, including working with admissions data, running candidate queries, and any other duties required by the Dean or chief Admissions officer.

When a new Director of Admissions is hired, the School of Law intends to move the Assistant Director of Career Services and Student Advising to a full-time position in the Office of Career Services (see below) and, if approved, hire a second full-time Assistant Director of Admissions. This would give the Office of Law Admissions three full-time professional staff members (a Director and two Assistant Directors) and one full-time support staff member. By way of comparison, Cleveland State's Cleveland-Marshall College of Law, which admits a significantly smaller entering class each year (107 JD students in 2017, compared to 161 at Akron Law), also has three full-time professionals on staff; Ohio State's Moritz College of Law, which admitted 215 first-year JD students in 2017, employs 5 full-time admissions professionals. The salary structures at both of these competitor institutions, moreover, are substantially higher than that at Akron Law.

a. Critical partners

Akron Law Admissions has a number of critical partnerships, both within and outside of the University. The community of law admissions is a unique one; our critical partners include entities focused on legal education and legal admissions, and partners within the legal community. In this aspect, the area of law admissions diverges significantly from undergraduate admissions processes.

The critical partnerships of Akron Law Admissions include:

- **The Law School Admission Council:** The Law School Admission Council (LSAC) is a nonprofit organization that provides core products and services to coordinate admissions to U.S. law schools. Through LSAC, prospective students have access to the LSAT, diversity initiatives, LSAC Forums, and application support. LSAC processes applications and student credentials, supports our office through training and application support, creates opportunity for professional development, provides regional and national data in relation to LSAT and application volume and results, creates opportunities for our admission representatives to engage with prospective students, and works with the law admissions community to innovate and respond to admission trends. In addition, LSAC provides access to ACES2, the database of applications and application materials used by our office and offices of law admissions nationally.
- **MAPLA:** The Midwest Association of Pre-Law Advisors (MAPLA) promotes informed advising of students who are considering a legal career. MAPLA members advise students in twelve states throughout the Midwest region, including Ohio. MAPLA provides an annual conference; organizes a caravan each year that brings law school admission representatives, including ours, to campuses throughout the region; and provides support to Midwestern pre-law advisors.
- **Regional and national undergraduate universities:** A large number of undergraduate universities, both regionally and nationally, host law school caravans, law fairs, panels, and pre-law days throughout the academic year. These events provide Akron Law Admissions with the opportunity to foster relationships with the host university, the host organizing department, and prospective students.
- **3+3 partnership schools:** Akron Law Admissions enjoys 3+3 partnerships with The University of Akron, Robert Morris University, Walsh University, Mount Union, and Youngstown State University. These 3+3 partnership agreements allow eligible undergraduate students to transition from undergraduate programs to Akron Law after three years of undergraduate study. These relationships offer pipeline opportunities for recruitment and eventual matriculation.
- **The University of Akron Department of Political Science:** As Akron Law Admissions facilitates the 3+3 Partnership with the University of Akron (see above), UA's

Department of Political Science is invaluable in facilitating the undergraduate pipeline from this program here on campus. Currently, all 3+3 students at the University of Akron must be Political Science majors; as a result, the Department of Political Science assists in advising and dialoguing with these students about the 3+3 Program, eventually transitioning them to Akron Law Admissions.

- **The faculty, staff, and departments at The University of Akron School of Law:** The faculty, staff, and administration at Akron Law are invaluable partners with Akron Law Admissions. Faculty, staff, and departments are present throughout the recruitment and yield process; this includes personal recruitment initiatives and outreach, attendance at prospective and yield events, membership on the Admissions Committee, and assistance with transitioning students from admitted to current/matriculated students.
- **The University of Akron Honors College:** The University of Akron Honors College collaborates with Akron Law Admissions to facilitate the “Honors to Law Program,” allowing a path to Akron Law for high-achieving Honors students.
- **The University of Akron Office of Financial Aid:** The University’s Office of Financial Aid supports incoming and admitted students with detailed questions surrounding their financial aid status and plans, including: FAFSA, loan amounts and distributions, scholarship processing, and general financing of a legal education.
- **The University of Akron’s Student and Scholar Immigration Services:** UA’s Student and Scholar Immigration Services offers guidance and support to both Akron Law Admissions and Akron Law’s International student population through guidance in visa, immigration, and status issues and processing.
- **Local legal community:** The local legal community, which includes law firms, attorneys, and court personnel, assists in recruitment efforts and supports the mission of Akron Law Admissions. This support is manifested via sponsorships of admissions/PLUS Program events, assisting with recruitment efforts, and fostering prospective students.

b. Customers or end-users of Akron Law Admissions

The end-users of the services generated by Akron Law Admissions include the following:

- **Admitted and/or matriculated students of Akron Law:** The admitted and matriculated students at Akron Law can be classified as both customers and end-users of Akron Law Admissions. A tremendous amount of resources are directed to attracting and yielding the incoming classes of Akron Law, and those students are, in essence, our direct customers. These students receive our marketing materials, our direct and personal attention, and our individualized support.

- **The University of Akron School of Law, including administration and faculty:** The Akron Law community as a whole – both administration and faculty – are also end-users of Admissions services, as they will serve and teach students once admitted.
- **The University of Akron:** While Akron Law Admissions recruits and matriculates members of the Akron Law family, we are simultaneously recruiting and matriculating classes of new Zips. This benefits the University of Akron as whole: it aligns with the University’s function of attracting and welcoming new students; it contributes to the campus environment; it creates existing students and future alumni support; it enhances the reputation of the University; and it generates revenue in the form of tuition and state support.

c. Key performance analysis

Akron Law’s Office of Admissions has performed admirably in recent years despite a very challenging market and increasingly lean staffing. Details of Akron Law’s enrollments in recent years are provided in the Dean’s APR Evaluation document submitted on January 12, 2018, pages 4-6. In sum, Akron Law’s first-year JD enrollment increased 36% from 2014 to 2016, second only to the University of Cincinnati’s law school within Ohio. (All other Ohio law schools experienced either flat enrollment or enrollment declines during this period.) Between 2010 and 2016 – a period of steep application and enrollment declines among U.S. law schools – Akron Law’s first-year JD enrollment declined by only 11%, the smallest decline among all Ohio law schools. (The average decline among Ohio law schools during this period was 38%.) In 2017, Akron Law’s entering JD class was about the same size as our 2016 class. In 2018, we anticipate an entering class of roughly the same size but with significantly improved performance-predicting credentials (including substantially higher LSAT scores at the 25th, 50th, and 75th percentiles).

d. Brief assessment

Akron Law’s comparative enrollment success during challenging times is attributable to many factors, but an efficient and hard-working Admissions staff is chief among them. Demands on Admissions staff, however, are increasing year-to-year, due to factors such as: an enhanced focus on out-of-state recruitment (to compensate for flat or declining demographics within Ohio); the increasing need to negotiate with admitted students over Board of Trustees Scholarship amounts; prospective students’ rising expectations of one-on-one contact with Admissions staff; and a growing population of nontraditional students, including MSL students, 3+3 students, and Spring and Summer Starters. If the School of Law is to succeed in its primary enrollment objectives of maintaining JD class size, increasing JD student credentials, and expanding the population of MSL and other nontraditional students, more personnel in the Office of Admissions likely will be required.

9. Office of Career Services

The Career Services Office (“CSO”) provides career counseling services to all current law students (full and part-time), two year JD students, LLM students, and MSL students. The

CSO also assists School of Law graduates with professional development, career resources, and job placement for entry-level and lateral positions. The CSO offers résumé and cover letter reviews; mock interviews and interview preparation; professionalism training; practice area and career path guidance; advising on alternative careers judicial clerkships, and public interest careers; out-of-state job search tools; and general legal career counseling. The CSO offers approximately 12-15 programs per semester covering these topics. The CSO also assists legal employers with their hiring needs through job postings, résumé collections, job fairs, and on-campus interviews.

The Career Services Office currently consists of the **Assistant Dean**, a **Career Services Counselor**, and a part-time **Assistant Director**. In addition, there is a currently vacant position for a **Coordinator of Career Services**.

The **Assistant Dean of Career Services and Strategic Initiatives** has primary responsibility for individually counseling second- and third-year law students, LLM students, and law graduates in person, via phone, and email. The Assistant Dean organizes guest speakers, networking events, on-campus interviews and job fairs for law students and frequently presents on legal career-related topics. The Assistant Dean also conducts all of the employer outreach for the School of Law, including hosting employers at the school and traveling to meet with employers. The Assistant Dean tracks and reports all graduate employment outcomes for the American Bar Association (ABA) and National Association for Law Placement (NALP). The Assistant Dean coordinates and administers the externship program (student internships for course credit), including identifying and securing student placements during the fall, spring, and summer semesters. The Assistant Dean arranges for student placements with approved supervisors, monitors the placements, tracks evaluations, teaches the mandatory course component, and evaluates assignments. The Assistant Dean co-coordinates the School of Law mandatory pro bono graduation requirement for all current law students, including tracking student pro bono hours and publishing volunteer opportunities to the students. The Assistant Dean also collaborates with the School of Law Centers on strategic initiatives including organizing and promoting continuing legal education (CLE) programs, seminars, and events, and supervises the Program Coordinator for the Law School Centers.

The **Assistant Director of Career Services and Student Advising** spends approximately 50% of her time working with the CSO and the other 50% of her time working with the Admissions Office (see section I.B.8 above). For the CSO, the Assistant Director individually counsels all first-year and Spring Start law students in person, via phone, and email. The Assistant Director assists with student mandatory advising sessions and organizing and presenting CSO programming, and plans events, including coordinating the mock interview programs and the annual Government and Public Interest Fair. The Assistant Director is responsible for marketing all CSO events and for office social media and the daily e-mail digest to law students. The Assistant Director assists with other career services functions as needed throughout the school year.

The **Student Services Counselor** (a grade 117 non-exempt bargaining unit staff member) is the CSO office manager. The Student Services Counselor schedules appointments for law students, graduates, and employers; coordinates on-campus interviews; posts open positions for

employers; identifies potential job opportunities for students and graduates; pays all CSO invoices and subscriptions; updates office databases; assists with collection of employment data for graduates; creates the CSO weekly newsletter and monthly alumni newsletter; assists student walk-ins with various questions; and assists with other career services functions as needed throughout the school year.

The CSO also has a recently vacated **Coordinator of Career Services** position (grade 119, exempt staff). The School of Law intends to consolidate all non-professional CSO staff work in the Student Services Counselor (office manager) position and convert the Assistant Director position to a full-time position in the CSO. The Coordinator position would then be converted to a second Assistant Director of Admissions position, as discussed in section I.B.8 above. This would give both the Office of Law Admissions and the CSO an additional full-time professional at very little additional cost. (The most recent occupant of the Coordinator position earned \$44,000 per year; a new Assistant Director of Admissions could be hired at \$50,000 per year.) We currently are awaiting approval of this plan from the office of the Senior Vice President and Chief Administrative Officer.

a. Critical partners

Critical partners of the CSO include:

- **Law firms:** Law firms of all sizes and from various geographic regions, both in and outside of Northeast Ohio, work with the CSO to hire law clerks and attorneys.
- **Corporations:** Corporations work with the CSO to hire law clerks, externs, and graduates as in-house counsel.
- **Government offices (local, state, and federal):** Local government offices, including but not limited to prosecutors, public defenders, city law departments, and county executives, work with the CSO to hire law clerks, externs, and attorneys.
- **Courts/judges (local, state, and federal):** Courts work with the CSO to recruit and hire law student interns and post-graduate clerks for chambers.
- **Nonprofit organizations, including legal service providers:** Nonprofits, including local legal aid organizations, work with the CSO to hire externs and staff attorneys. They also utilize the CSO to publicize and staff pro bono opportunities.
- **Bar associations (local, state, and national):** The CSO works with the Akron, Cleveland, Ohio State, and American Bar Associations to offer memberships to law students and graduates, as well as to host informational and networking programs both at the School of Law and at the respective bar associations. The Akron Bar Association runs a mentor program for second- and third-year Akron Law students and a joint Minority Clerkship Program for first-year students with the Cleveland Metropolitan Bar Association.
- **Akron Law alumni:** School of Law alumni have access to the CSO for career services and resources, but also utilize the CSO to hire law students, to serve as panelists or speakers for CSO programming, and to serve as mentors for law students.

- **NALP:** The trade organization for law school career services professionals provides resources, current market information, and graduate employment data.

The CSO does not have partnerships with other units on campus. Occasionally, the CSO staff shares information about employers and job opportunities as appropriate with the Career Center, but there is no other overlap or duplication in services.

b. End-users of our services

The CSO's primary end-users are **current law students, alumni, and employers**. From August 2017 through June 2018, the CSO staff conducted the following meetings:

Student appointments:	632
Alumni appointments:	36
Employer outreach meetings/visits:	50

c. Key performance analysis

Each year, every ABA accredited law school is required to track employment information of graduates 10 months after graduation through detailed reports submitted to the American Bar Association (ABA) and National Association of Law Placement (NALP). All Akron Law reports dating back to 2011 are provided online at the link below:

<https://www.uakron.edu/law/admissions/employment-statistics.dot>

Employment highlights from Akron Law's Class of 2017, which includes the most recent data, are detailed in the tables on the next few pages.

Comparison of NALP* Employment Report for Class of 2016 vs. Class of 2017

	Total Employed at 10 Months after Graduation	Employed in Bar Passage Required	Employed in JD Advantage	Total Employed in Bar Passage Req. and JD Advantage
Class of 2017	106/116 = 91.4%	76/116 = 65.5%	18/116 = 15.5%	81%
Class of 2016	105/116 = 90.5%	70/116 = 60.3%	26/116 = 22.4%	82.7%

Comparison of ABA Employment Report for Class of 2016 vs. Class of 2017

	Total Employed at 10 Months after Graduation	Employed in Bar Passage Required	Employed in JD Advantage	Total Employed in Bar Passage Req. and JD Advantage
Class of 2017	106/120 = 88.3%	76/120 = 63.3%	18/120 = 15%	78.3%
Class of 2016	105/124 = 84.7%	70/124 = 56.5%	26/124 = 21%	77.5%

* NALP report information is calculated based on the number of graduates who report their employment status to the School of Law. ABA report information is calculated including graduates for whom employment status is unknown by the School of Law.

Comparison of Ohio Law Schools 10 Month Employment Data – Class of 2017 ABA Reports

	Total Employed at 10 Months after Graduation	Employed in Bar Passage Required	Employed in JD Advantage	Total Employed in Bar Passage Required and JD Advantage
Akron Law	106/120 = 88.3%	76/120 = 63.3%	18/120 = 15%	78.3%
Capital University	99/117 = 84.6%	64/117 = 54.7%	23/117 = 19.7%	74.4%
Case Western	124/138 = 89.9%*	86/138 = 62.3%	20/138 = 14.5%	76.8%
Cincinnati	58/70 = 82.9%	54/70 = 77.1%	3/70 = 4.3%	81.4%
Cleveland State	96/117 = 82.1%	63/117 = 53.8%	24/117 = 20.5%	74.3%
Dayton	76/96 = 79.2%	50/96 = 52.1%	17/96 = 17.7%	69.8%
Ohio Northern	47/52 = 90.4%	37/52 = 71.2%	5/52 = 9.6%	80.8%
Ohio State	157/165 = 95.2%**	130/165 = 78.8%	8/165 = 4.8%	83.6%
Toledo	66/76 = 86.8%	47/76 = 61.8%	12/76 = 15.8%	77.6%

* Of the 124 Case graduates employed, 6 of those are law school funded positions.

** Of the 157 OSU graduates employed, 8 of those are law school funded positions.

In addition to ranking fourth in overall employment among Ohio’s nine law schools, Akron Law continues to trend above the national average for placement, despite challenges in the legal market, growth of the student body, and maintaining a very lean professional staff. Akron Law’s employment data from 2015 to 2017 is detailed below.

NALP Employment Outcomes of the Class of 2015, 2016 and 2017*

	Class of 2015	Class of 2016	Class of 2017
Total Number of Graduates	142	124	120
Employment Status Known	138	116	116
Total Percentage Reported Employed for Akron	90.6%	90.5%	91.4%
Total Percentage Reported Employed Nationally	86.7%	87.5%	Not yet released.
Bar Passage Required	61.6%	60.3%	65.5%
JD Advantage	16.7%	22.4%	15.5%
Other Professional	8.7%	4.3%	6.0%
Non-Professional	3.6%	3.4%	2.6%
Job Type Unknown	0%	0%	1.7%
Pursuing Full-Time Degree	2.9%	.9%	.9%
Total Reported Unemployed	6.5%	8.7%	7.8%
Unemployed/Seeking	5.1%	7.8%	6.0%
Unemployed/Not Seeking	1.4%	.9%	.9%
Unemployed start date deferred	0%	0%	.9%
Average Salary	\$59,442	\$65,511	Not yet released.

* Data provided by NALP. Class of 2017 NALP data is preliminary as office report will be released in early August 2018.

d. Brief assessment

The CSO is a high-volume and high-traffic office. The CSO operates an open-door policy to maximize availability to law students and alumni, and the Assistant Dean and Assistant Director offer day and evening appointments. The CSO is quite lean and understaffed based on Akron Law’s student population and in comparison to other Ohio law school Career Services offices.²

The size of the CSO staff has been a challenge as Akron Law’s enrollment has continued to grow, and as Akron Law has added more flexible program options for students, including the MSL and Spring Start programs. The CSO strives to provide accessibility and relevant career services to all students and graduates while balancing administrative responsibilities, primary oversight of the School of Law’s externship program, co-coordinating the Pro Bono Program, and collaborating with School of Law Centers and marketing.

Despite these challenges, the CSO continues to provide consistent and exceptional service to law students and graduates while building and maintaining a robust network of employers, both locally and nationally. The CSO has endured a challenging legal job market since 2009, with fewer legal jobs and more competition in the marketplace. Although the CSO has seen slight improvements in the legal market, the office must continue to be proactive, diligent, strategic, and innovative in its approach to placement of graduates as market conditions remain challenging and competition for legal jobs remains healthy.

10. Office of Finance and Personnel

The Office of Finance and Personnel currently consists of one professional administrator, the **Assistant Dean for Finance and Personnel**. This staffing is typical of five other Ohio law

²

Law School	Approx. No. of Students	CSO Professional Staff	CSO Support Staff
Akron Law	450	1.5	1
Capital University	450 JD 50 Paralegal	2.5	1
Case Western	412	3	1
Cleveland Marshall	400	2	1
Ohio Northern	150	1	0
Ohio State	558	6	2
Cincinnati	300	4	1
Dayton	300	3	1
Toledo	241	3	1

schools (Dayton, Cincinnati, Cleveland State, Toledo and Capital), while two law schools (Case Western and Ohio State) are staffed with two fiscal/administrative positions.

The Assistant Dean is charged with fiscal, personnel and building management within the law school. The workload is prioritized daily based on the needs and deadlines provided by different units on campus and directives set by the Dean.

This section discusses the three primary functions of the Office of Finance and Personnel (fiscal management, personnel management, and building management) in separate subsections.

10.1 Fiscal management

Fiscal management includes monitoring of accounts (general fund, endowed and restricted) within the School of Law to remain compliant with the University's deficit account policy. Other priorities include assisting with the development of an annual budget plan, budget requests, and analysis and overall monitoring of School of Law accounts. In addition, student upper-division scholarships are assigned annually. There are also numerous requests for fiscal information throughout the year and an annual ABA accreditation questionnaire to complete and file at the end of the fiscal year. Workload priorities are reviewed daily and are often set by internal partners (e.g., Purchasing, Accounts Payable, and Payroll deadlines) or by the priorities established by the Dean.

a. Critical partners

Critical partners include the University offices of the VP of Business and Finance, Payroll, Financial Aid, Registrar, Controller, Purchasing, Accounts Payable, Budget & Analysis, and Student Employment.

Outside the University, critical partners include vendors, alumni, and students.

b. End-users of our services

The primary end-users of the services of the Office of Finance and Personnel are the School of Law administration, faculty, staff, and students. University administration, including the Controller's Office, the Budget Office, the Vice President of Business and Finance, and the Human Resources Office, also use our services.

c. Key performance analysis

The fiscal management performance of the Finance & Personnel Office is assessed monthly and annually by the Controller's Office and the University Budget Office.

d. Brief assessment

Strengths of fiscal management include the ability to identify funding sources for new projects and to critically monitor accounts to assure compliance with the University Budget policy. The major challenge is budget cuts. The School of Law's adjusted budget numbers show a total budget decrease of \$3,786,020 from 2013 to 2018. Although budget reductions originally

represented a welcome opportunity to reevaluate fiscal responsibility and the effectiveness of our events and programs, they now are creating serious challenges to finding funding for new initiatives. Indeed, it has become difficult to cover required expenses, such as annual dues and building maintenance. For example, the ABA and AALS dues paid by the School of Law continue to increase by three to four percent annually, but the budget dollars remain the same or are reduced. And while the School of Law is fortunate enough to have a newly renovated building, we have spent over \$10,000 this past year on building maintenance; expenses that were not budgeted. As maintenance cost continue to increase, it will become increasingly difficult to budget these expenses.

10.2 Personnel management

Personnel management priorities include coordinating position searches and other related personnel matters, including salary administration and updating employee personnel files. Workload priorities are generally set by internal offices and by the Dean's priorities (e.g., part-time faculty PAF deadlines, payroll deadlines, student employment).

a. Critical partners

Critical partners include the University offices of Student Affairs, Budget & Analysis, Human Resources, IT, Payroll, Telecommunications, EEO, Locking Systems, and Parking Services.

b. End-users of our services

Critical customers include all new employees, adjunct faculty and student assistants.

c. Key performance analysis

The personnel management performance of the Finance & Personnel Office is assessed by the Dean of the School of Law and the Talent Development & Human Resources Office.

d. Brief assessment

Key strengths include strong communication between the offices across campus and the School of Law. Challenges include working with a difficult system (PeopleSoft) where efforts are duplicated numerous times across different departments (e.g., the approval process for Position Requests).

10.3 Building management

Building management is a daily priority that changes as exigent circumstances occur. Building needs are met by working closely with other campus units. Workload is prioritized by the severity of the circumstance or event.

a. Critical partners

Critical partners include the University's offices of Physical Facilities, Student Affairs, Human Resources, and IT.

b. End-users of our services

Critical customers include faculty, staff, students, other campus departments, alumni, prospective students, outside constituents and the public.

c. Key performance analysis

The building maintenance performance of the Finance & Personnel Office is assessed by the Dean of the School of Law, faculty, law students and staff.

d. Brief assessment

Strengths include working with the various units across campus who respond to resolve issues or concerns. A major challenge is that PFOC custodial services is very short-staffed and it is difficult for them to respond to issues or emergencies or maintain the cleanliness of the building consistently. While they are more than willing to come and discuss or address an issue, it is clear they do not have the resources to adequately maintain the Law Center building and others across campus.

The Law Center is newly renovated and many constituents have requested to use the building for meetings or events. We uniquely have the opportunity to turn those requests into a revenue stream to address the maintenance issues mentioned above. This would help us maintain the wear and tear on the building and the increasing cost of maintenance.

11. Office of Alumni and Development

The School of Law's Office of Alumni and Development oversees the establishment and cultivation of relationships with Akron Law alumni and friends for purposes of alumni outreach and fundraising. Akron Law has a loyal and accomplished body of alumni, most of whom attended other universities for their undergraduate education. Their support for UA, therefore, typically is focused on the School of Law, underscoring the importance of an in-house Alumni and Development operation distinct from (though closely cooperative with) UA Development.

Like all the School of Law's administrative units, the Office of Alumni and Development is leanly staffed, with just one professional staff member (a **Director of Alumni and Development**) and one support staff member (a **Program Coordinator**). By way of contrast, Cleveland State's and Ohio State's law schools employ, respectively, two and five full-time professional alumni and development officers. Most law schools employ separate professionals to manage alumni relations and development.

Akron Law's sole Alumni and Development officer is the **Director of Alumni and Development**. The Director reports directly to the Dean of the School of Law, with a dotted-line

report to the University's Vice President of Development. She spends about 75% of her time on development-related tasks. The Director oversees all fundraising initiatives and solicits gifts for the School of Law. She manages a donor prospect portfolio provided by the Department of Development, including regular cultivation, solicitation, and stewardship of assigned individuals and organizations. The Director serves as the primary point of contact for the School of Law's Advancement Council. In conjunction with Akron Law's Assistant Dean for Finance, she oversees the distribution of donor funded scholarships to Akron Law students. The Director also works as a part of the UA Department of Development's fundraising team.

The Director spends roughly the remaining 25% of her time on alumni relations. She develops and maintains relationships with Akron Law alumni and serves as Akron Law's primary alumni contact. The Director manages the Law Alumni Association Board of Directors and plans and implements programs and events designed to foster alumni engagement. She oversees the publication of the School of Law's monthly electronic newsletter and regularly attends events in the local legal community.

In spring 2018, the School of Law's Director of Alumni and Development, Lia Evans Jones, left Akron Law to take a job as Director of the Center for Estate and Gift Planning in UA's Department of Development. We are excited to welcome Andreas Ellis as the new Director. Ms. Ellis began her duties at the School of Law in the beginning of August.

The Office of Alumni and Development also employs a staff administrator with the somewhat misleading title of **Program Coordinator, Law School Centers**. This position is a grade 118 non-exempt, non-bargaining unit staff position. We are fortunate to have an experienced administrator, Michele Novachek, in this position. The Program Coordinator monitors and manages gift processing, donor acknowledgment, and related activities, manages our donor database, maintains relevant donor and prospect information, and provides administrative support to the Director. The Program Coordinator also coordinates many CLE events at the School of Law.

a. Critical partners

Within the University, the Office of Law Alumni and Development partners with the UA Office of Development, the UA Foundation, and the UA Research Foundation. At the School of Law, the Office partners closely with the Office of Career Services, the Center Directors, the Assistant Dean of Finance and Personnel (in administering endowed scholarships), and of course the Dean. Outside the University, key partners include the **Akron Bar Association and Foundation**, the **Akron Law Alumni Association**, the **Akron Law Advancement Council**, the **Akron Law Intellectual Property Advisory Council (IPAC)**, other **alumni, nonprofit organizations**, and **local, state, and federal government** entities.

b. End-users of our services

End-users of the services provided by the Office of Alumni and Development include the Akron Law **administration, faculty, staff, and students**; Akron Law **alumni**; and current and prospective **donors** to the School of Law.

c. Key performance analysis

Unquantifiable indicators of the performance of the Office of Alumni and Development include alumni and donor satisfaction and continuing alumni connection to the School of Law. The primary quantifiable performance metric is fundraising success. The Office assisted in raising more than \$7 million in donations to support the \$21 million Law Center renovation project. During FY 2018, the Office helped raise a total of \$894,666 in gifts and pledges due for the School of Law, including \$271,837 in scholarship gifts. (This total does not include \$1,154,382 in bequest pledges made during FY 2018.) Of this amount, \$801,191 constituted cash gifts; the Office has assisted in raising more than \$2.1 million in cash gifts since FY 2016. The total amount of new gifts (cash gifts, gifts-in-kind, and bequest pledges) attained during FY 2018 was just under \$2 million.

Again, these amounts were achieved through the efforts of a single professional fundraising officer at the School of Law.

d. Brief assessment

Due in large part to skilled, hard-working personnel, the Office of Law Alumni and Development has achieved notable recent success despite being very thinly staffed. This lean staffing, however, poses a challenge going forward. The combination of development and alumni responsibilities in a single professional officer spreads that person thin on both fronts. The need for the Director to attend to day-to-day alumni affairs, and to the details of the annual fund, detracts from her ability to identify and pursue opportunities for major gifts. Fortunately the University's Development Office has been able to provide some additional personnel support to the School of Law on an *ad hoc* basis; without that support our success to date would not have been possible.

Enthusiasm for the newly renovated Law Center; stability in School of Law leadership; admissions momentum; and other successes have opened the door to the opportunity for significantly enhanced fundraising in years to come. The notable development success of FY 2018, achieved primarily with gifts for scholarships and other uses rather than bricks and mortar, suggests untapped fundraising capacity among School of Law alumni and others. With Akron Law's upcoming 2021 centennial as a focal point, it seems realistic that Akron Law can raise more than \$1 million in annual cash and in-kind gifts, and more than \$2 million in combined annual gifts and bequest pledges, beginning in FY 2019.

12. Office of Information Technology

The Office of Information Technology is responsible for the management of, and is the first point of contact for support of, all law-specific systems, including desktops, printers, scanners, servers, software, digital signage, non-promotional video production, and audio-visual systems. Occasionally, this support is provided offsite for Akron Law events. The newly renovated Law Center building has three large distance-learning-capable classrooms, five technology-enhanced classrooms, three technology-enhanced seminar rooms, seven technology-enhanced conference rooms, and 13 technology-enhanced group study rooms. As the building is

becoming more technology-enabled, the IT Office also serves as a backup for facilities operation to the Assistant Dean of Finance and Personnel on an as-needed basis.

While the Law IT Office works closely with partners at the University level (as discussed below), an autonomous IT unit within the School of Law is critical to fulfilling the School's educational mission. The newly renovated Law Center has unique systems that require substantial expertise and experience to maintain and troubleshoot. Experience supporting special aspects of legal education pedagogy, such as the Clinics, Trial Advocacy and other simulation courses, and mock trial and moot court competitions, also is essential. The School of Law uses law-specific software such as ExamSoft, Clio, ACES2, Adaptibar, Lexis/Nexis, and Westlaw. And as the School of Law expands its online offerings – a priority going forward – dedicated on-site IT support will be even more crucial.

The Office of Information Technology consists of two full time employees: a **Director of Technology** and a **Computer Support Assistant**.

The **Director of Technology** is a contract professional position that oversees the Office of Information Technology. His time is spent between providing leadership to both full-time staff and part-time student assistants and hands-on support to all School of Law stakeholders. He oversees all technology projects within the School of Law and helps to facilitate solutions to problems using technology. He also acts as the primary liaison for departments and external vendors outside of the unit.

The **Computer Support Assistant** is a grade 117 non-exempt staff member. The majority of this person's time is spent providing frontline technology support to all students, faculty, staff, and visitors of the School of Law. His remaining time is spent supervising stationary labs, mobile labs, and researching new equipment. He also provides functional guidance and assists in the monitoring of student employees.

a. Critical partners

Internally to UA, our critical partners consist of Central Information Technology Services, Audio Visual Services, Design and Development Services, and Auxiliary Services. We use these partners in conjunction with the localized and personal technology support services that we provide. These partners often act as second- or third-tier support on the rare occasion when technology issues cannot be handled internally to our unit.

Externally to UA, we work with certain software vendors to meet the localized needs of our end-users. The vendors include:

- **ExamSoft** – ExamSoft is software that gives us the ability to administer secure exams via student-owned computers. The software will temporarily lock students out of everything on their computers while in an exam and allow for secure, unbiased, and accurate examinations. This software is used to distribute approximately 1,000 examinations per semester. The software is used in more than 40 state bar exams including Ohio's own examination.

- **Clio** – Clio software is the cloud-based case management system used by our Clinics. The software is offered free to law schools in the hopes that the students will use the system in their firms upon graduation.
- **Insteo** – Insteo is the company that ultimately delivered our custom digital signage solution. The system creates a digital archive of all the photos that were hanging around our building along with specialized digital wayfinding software.

As needed, we also work with external vendors to assist in adding hardware to our existing technology infrastructure

b. End-users of our services

The primary end users of our services are the entirety of the **law student body**, full-time and part-time **faculty**, **staff**, and **administrators**. Our technology support services also reach out to support **alumni**, **retired faculty**, **visitors**, and **public patrons** as needed.

c. Key performance analysis

Our primary key performance indicator is overall satisfaction with the technology and our department. We are currently exploring ways to acquire and track measurable information that would allow us to make better data-driven decisions.

d. Brief assessment

The Office of Information Technology, much like the School of Law as a whole, is leanly staffed and efficient. Within the department we have only two full time employees; the Director and one full-time staff member. One of our biggest strengths is our ability to find usable solutions to the challenges that our end-users face. We are able to do it well and in a very friendly manner. We constantly receive very positive feedback from our end-users.

Budget constraints continually present a major challenge. We were fortunate to have nearly our entire technology infrastructure upgraded as part of the building renovation. However with the added amount of technology, new challenges have risen in the form of staffing levels and maintenance costs of the equipment.

C. Resources

The resources available to the School of Law have steadily and substantially diminished in recent years. In spring 2013, the School had 38 full-time faculty members; in fall 2018, that number will be 23, a decline of 39%. The number of staff and non-faculty administrative employees in spring 2013 was 36; in fall 2018 that number will be 26, a decline of 28%. In FY 2013, the School of Law’s non-personnel general fund budget (not including student scholarships) totaled \$2,158,430; in FY 2018, that budget totaled \$990,177, a decline of 54%.

During this same five-year period, the School of Law’s student body actually has increased in size. In spring 2013, the FTEs at the School were 419 and the SCHs were 5,273; in spring 2018, our FTEs were 428 and our SCHs were 5,943, increases of 2.1% and 12.7%, respectively. The

School of Law also has begun several new initiatives and programs designed to increase enrollment since 2013, including a Master of Studies in Law (MSL) degree program, a two-year JD degree program for students with foreign law degrees, and initiatives allowing JD students to begin their studies in January or May instead of the traditional August. Each of these initiatives, while successful in increasing enrollments, has imposed new administrative costs on the School of Law. The MSL and two-year JD programs require additional orientation, advising, and academic support services to meet the special needs of students in these programs. The January and May start initiatives necessitate redundant orientation and academic support programming as well as additional course sections. On top of these initiatives, the School's enhanced focus on bar exam preparation has further increased our administrative costs.

Going forward, the School of Law will need to develop substantial online course content to compete in a market in which such content is rapidly becoming standard. It may even be beneficial for the School to replace its shrinking traditional part-time JD program with a "hybrid" program, in which up to 50% of the content is delivered online and the remainder is delivered during four intensive week-long in-person sessions per year. Developing and implementing such a program, or any substantial online content, will require significant administrative resources.

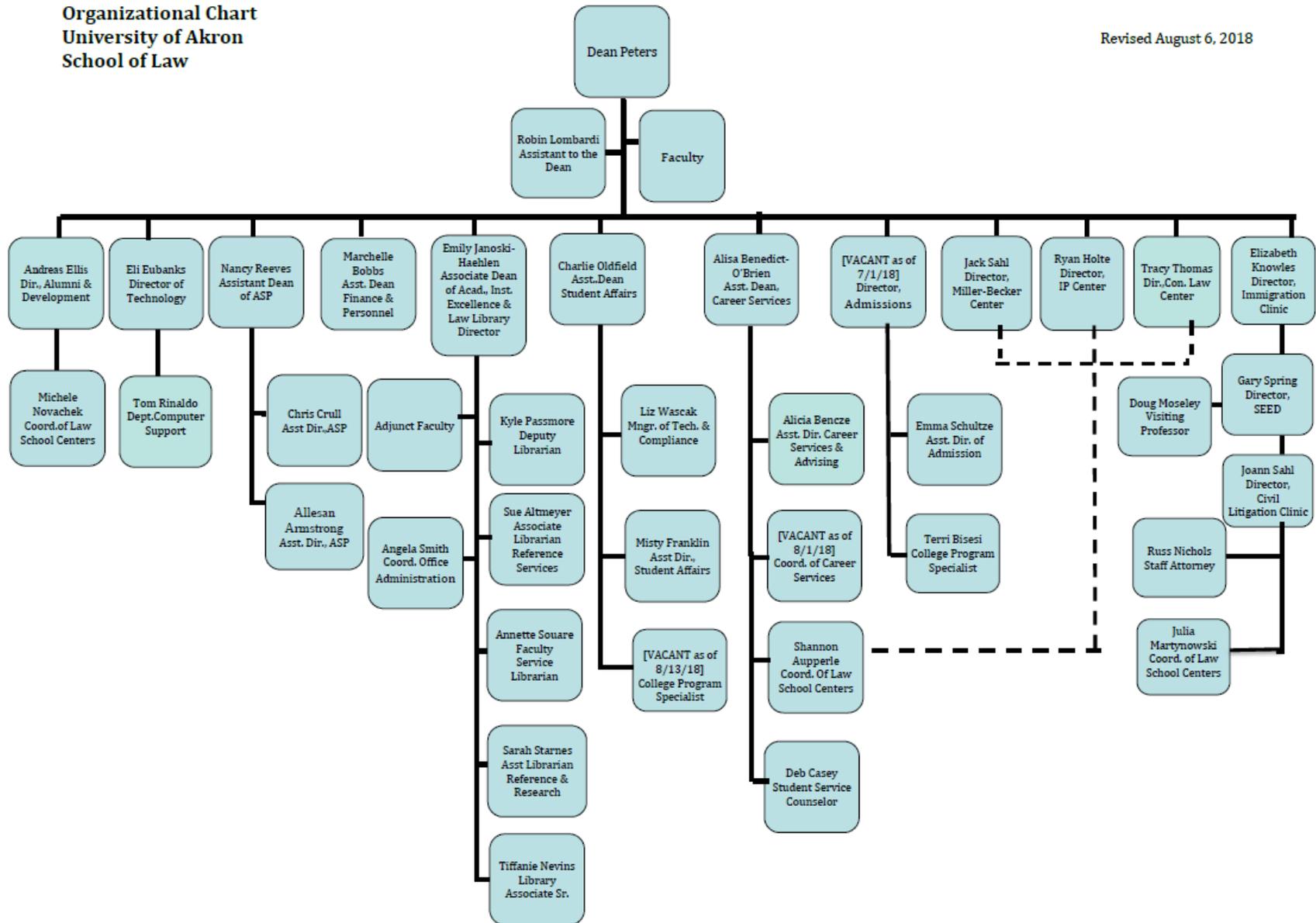
A notable strength of the School of Law is our ability to deliver a high-quality legal education with extreme efficiency in terms of personnel and budget, and thus at a low cost to our students. However, ongoing personnel and budget cuts are now on the verge of threatening the School's continued capacity to provide a first-rate legal education and adequately prepare our students to pass the bar and succeed in legal practice. This threat has been exacerbated by the increased expenditures necessary to support the School's recent enrollment enhancement initiatives. At current staffing and budget levels, it will be difficult for the School of Law to develop online programs and other strategic initiatives necessary to successfully compete in the changing legal education market over the next decade. If budget cuts continue at their recent pace, the School may soon lack sufficient resources even to maintain its current programs at the level of quality necessary to meet accreditation requirements, attract good students, and prepare those students for professional success.

1. Personnel

A School of Law organizational chart appears on the next page. Specific descriptions of the responsibilities of most of the positions on the chart appear in the relevant subsections under section I.B, above.

**Organizational Chart
University of Akron
School of Law**

Revised August 6, 2018



2. Financials

A line-item summary of the School of Law's budgeted and actual expenses and revenues from FY 2013 through FY 2018 appears on the next page. Note that actual revenue figures for FY 2018 have not yet been released and thus are not included in the spreadsheet. The spreadsheet is followed by a brief explanation of key takeaways from the summary.

	Budget FY 2013	Actual FY 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016	Actual FY 2016	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018
Stu Tuition		\$8,610,764		\$8,724,220		\$7,987,824		\$7,850,294		\$8,490,419		
General Fee - Law		\$160,314		\$160,090		\$142,258		\$143,453		\$159,858		
Non Res Surcharge		\$634,399		\$195,600		\$105,402		\$16,995		\$14,490		
Course Fees		\$509,330		\$524,859		\$408,694		\$375,034		\$395,087		
SSI-Law Est.		\$3,632,693		\$4,834,634		\$3,792,740		\$4,082,779		\$3,707,668		
Total Revenue		\$13,547,500		\$14,439,403		\$12,436,918		\$12,468,554		\$12,767,522		\$0
Expenses:												
Instructional salaries	\$4,926,923	\$4,936,994	\$4,307,550	\$4,220,990	\$4,351,740	\$4,093,288	\$3,806,888	\$3,807,479	\$4,023,715	\$4,023,987	\$3,725,850	\$3,726,051
Other Salaries	\$1,711,268	\$1,704,513	\$1,607,646	\$1,528,691	\$1,550,686	\$1,437,902	\$1,831,058	\$1,405,266	\$1,534,277	\$1,450,037	\$1,473,744	\$1,423,359
Fringes Benefits	\$1,849,002	\$1,848,727	\$1,683,394	\$1,683,457	\$1,685,841	\$1,685,841	\$1,717,293	\$1,717,316	\$1,966,620	\$1,966,620	\$1,856,749	\$1,856,749
Total Salaries & Benefits	\$8,487,193	\$8,490,234	\$7,598,590	\$7,433,138	\$7,588,267	\$7,217,032	\$7,355,239	\$6,930,061	\$7,524,612	\$7,440,644	\$7,056,343	\$7,006,159
Library Operation	\$503,131	\$498,020	\$336,887	\$322,546	\$506,034	\$222,148	\$329,191	\$329,183	\$326,766	\$282,087	\$310,510	\$300,148
Other Law School Expenses	\$2,019,543	\$1,525,467	\$1,905,855	\$1,108,315	\$2,216,479	\$1,175,729	\$1,270,137	\$1,119,745	\$1,218,610	\$1,031,289	\$1,130,819	\$985,104
Financial Aid	\$3,337,455	\$3,022,395	\$3,303,829	\$2,846,229	\$3,534,072	\$3,089,037	\$3,135,117	\$3,134,753	\$3,532,131	\$3,484,708	\$3,797,855	\$3,735,756
Total Expenditures	\$14,347,323	\$13,536,115	\$13,145,162	\$11,710,228	\$13,844,852	\$11,703,946	\$12,089,684	\$11,513,742	\$12,602,118	\$12,238,729	\$12,295,527	\$12,027,167

These data reveal several clear trends in the School of Law's revenues and expenditures:

- While the School's total general fund revenues were about 6% lower in FY 2017 as compared to FY 2013, most of this difference is accounted for by the dramatic reduction in non-resident tuition surcharge during that period (from \$634,399 in FY 2013 to \$14,490 in FY 2017). This reflects the School's deliberate shift to a near-parity model of non-resident tuition (resident tuition plus a \$100 surcharge) as a means of recruiting more out-of-state students.

As discussed above, the School's student body is now slightly larger than in 2013 as measured in both FTEs and SCHs. A substantial portion of this current student body – probably between 20% and 25%, depending on how it is measured – consists of non-residents. What we do not know is whether the reduction in tuition revenues would have been lower, or even higher, without the tuition parity policy. Given the steep decline in enrollments during this period at Ohio competitor schools that lack tuition parity (Cleveland-Marshall and Toledo), as well as the demographic trends within the state that this decline in part reflects, we suspect the parity policy has helped more than it has hurt. However, there is no way to prove or disprove this.

Note that the revenue figures for FY 2018 likely will be somewhat higher than those for FY 2017, due to the larger total enrollment in FY 2018.

- The School's total general fund expenditures have declined by \$2.3 million, or 16%, since FY 2013, more than compensating for the revenue decline. This includes expenditures on Board of Trustees Scholarships (tuition discounts) and on student scholarships funded with cash other than endowment income (e.g., Making a Difference/Moving Forward Scholarships). It does not include expenditures from endowed or restricted accounts.
- Most of this decline in expenditures derives from a reduction in payroll expenses of \$1.5 million, or 17.5%, during this five-year period. This reflects the School of Law's shrinking faculty and staff as described above.
- During this period, the School of Law's non-payroll budget, excluding library expenses and financial aid, was cut in half, declining by \$1 million, or 51%. The library budget declined by \$0.2 million, or 40%.
- The only significant increase in expenditures during this period was for student financial aid (including discounts and non-endowment cash scholarships). That line item increased by \$0.4 million between FY 2013 and FY 2018, or 12%, and it is expected to rise even further in FY 2019. This reflects the increasing competitiveness of the market for quality students and the growing sophistication of students themselves, who now frequently use multiple offers of admission (or the threat of transfer after the first year) to bargain for better scholarship terms. There is no realistic expectation that this trend will diminish in the near future.

3. Equipment and technology

The School of Law requires up-to-date office and instructional technology to fulfill its mission. Each full-time faculty and staff member has a dedicated laptop or desktop computer with appropriate peripherals and access to a printer. Computers also are provided for use by part-time faculty, student organizations, and individual students on an *ad hoc* basis. Users are given access to basic Microsoft Office software and instructional software. The Law Library maintains licenses for substantial digital content and for legal research services including Lexis and Westlaw, which are made available to School of Law students, faculty, and staff.

Classrooms in the newly renovated McDowell Law Center are equipped with updated instructional technology, including audio-visual recording capacity. Some classrooms, such as the Brennan Courtroom, also feature enhanced technology for court hearings, simulated trials, and other special events. Most student study rooms include a large-screen monitor with plug-in capacity. Students, faculty, staff, and visitors to the Law Center have access to the University's wireless network.

More detail about the equipment and technology required and used by the School of Law can be found in the narratives for the Law Library (section I.B.2) and the Office of Information Technology (section I.B.12) above.

4. Space

The School of Law occupies the C. Blake McDowell Law Center, a 107,000-square-foot facility that was completely renovated in 2017 at a debt-free cost of \$21 million. Most School of Law administrators and staff are housed in the first-floor administrative suite, which features 16 offices, a conference room, a reception area, a work area, a faculty/staff break room, and utility and storage areas. Information Technology staff occupy separate space on the first floor, which includes storage and a help desk for service to students, faculty, and staff. Career Services staff occupy the second-floor Career Services Suite, which includes an office, a reception area, and an interview room. Academic Success staff are housed in the second-floor Academic Success Suite, featuring three offices and a central resource and reception area. Law Library staff are housed in offices within the second floor of the Library space. The Centers Suite on the second floor includes five faculty offices and space for an administrative assistant or student fellows. The Clinic offices on the third floor include four faculty offices, two conference rooms, two interview rooms, a workroom, a copy room, and a reception area with space for the Clinic administrator.

II. Future Plans

Between 2010 and 2015, the annual number of applicants to ABA-approved JD programs in the United States declined by 38%. Nationwide, applications have since rebounded slightly (by about 3% between 2015 and 2017) and appear to be increasing again somewhat in 2018. Nonetheless, demand for a traditional legal education remains substantially lower than it was a decade ago, and because of trends in demographics, technology, outsourcing, and price competition among legal services suppliers, that demand is not likely to return soon to anything

like early-2000s levels. At the same time, the number of law schools has increased significantly over the past generation. The current list of 204 ABA-approved law schools is 15% larger than it was just two decades ago.

In Ohio alone, the School of Law competes for students with eight other law schools, plus a ninth school (at Northern Kentucky) that serves the Cincinnati market. Two of those schools, at the University of Toledo and Cleveland State University – both public – have student profiles similar to Akron Law’s and thus compete with us directly for many students. Cleveland State in particular is a frequent competitor thanks to its geographic proximity. The School of Law also regularly competes for students at the high end of our credentials spectrum with the law schools at Case Western Reserve University, the University of Cincinnati, and Ohio State University; at the low end with the law schools at Capital University and the University of Dayton; and with several law schools in Pennsylvania.

These trends mean that the School of Law must continue to find creative ways to succeed in an intensely competitive market. Sustainable strategies are likely to include instituting significant changes to the content of the basic service we provide – legal education – or to the method by which we provide that service. A promising example is the development of a “hybrid” part-time JD program to replace the existing part-time program. Akron Law’s current part-time program, like most in the country, requires students to attend in-person classes four evenings a week during the semester. Following national trends, enrollment in this program has been steadily shrinking over the past two decades, in part because the demands of in-person attendance four nights per week are increasingly unrealistic for people who travel frequently for work or whose partners or spouses also work.

A hybrid program would mitigate these challenges by delivering a significant percentage of the educational content (as much as 50%) online, with the remainder conveyed during periodic in-person sessions. Students could participate in the program from anywhere in the world and on a flexible schedule, traveling to the Law Center only a few times per semester. This could significantly expand the market for part-time legal education. A hybrid program also could save costs in the long run, by reducing the need for duplicative course offerings (the same online content could be used in both the part-time and the full-time program) and freeing up physical space to be used for other productive purposes.

At present, only eight U.S. law schools (of the 204 ABA-approved schools) operate hybrid programs, meaning Akron Law has an opportunity to be among the early movers in this field. Developing and implementing a new program like this, however, would require additional administrative resources. At least one administrator or staff member with expertise in online course development would be required in order to help faculty translate existing traditional courses to an online format and oversee the online component of the program. Additional resources in IT, Student Affairs, and Academic Affairs also would be necessary to support the program.

A successful medium-term future for the School of Law will require significant programmatic innovation, whatever its precise form. And it is likely that developing, implementing, and

supporting innovative programs will in turn require additional staffing, over and above the School of Law's current minimal levels. At those current levels, it is doubtful whether we can support significant innovation; further reductions would create grave challenges in providing essential support to our existing programs.

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