

# **SOUTHERN UNIVERSITY LAW CENTER**

## **STRATEGIC PLAN**

**ACT 1465 of 1997 Compliance Document  
FY 2011-12 through FY 2015-16**

**Submitted to  
The Louisiana Board of Regents  
and  
The Office of Planning and Budget**

**FY 2010-2011**

# SOUTHERN UNIVERSITY LAW CENTER

## ACT 1465 STRATEGIC PLAN

### FY 2011-20012 through FY 2015-2016

#### **Vision Statement**

The Southern University Law Center’s vision is to be a leading school of opportunity for a diverse group of students from underrepresented racial, ethnic, and socio-economic groups on the regional and national level; and be recognized as a regional and national leader in skills training for future attorneys.

#### **Mission Statement**

The mission and tradition of the Law Center is to provide access and opportunity to a diverse group of students from underrepresented racial, ethnic, and socio-economic groups to obtain a high quality legal education with special emphasis on the Louisiana civil law. Additionally, our mission is to train a cadre of lawyers equipped with the skills necessary for the practice of law and for positions of leadership in society.

#### **Philosophy Statement**

The Southern University Law Center, which offers a program of study leading to the Juris Doctor degree, is unique among American law schools in its original purpose and mission. The Law Center’s original purpose was driven by a belief in the “separate but equal” education of racial groups on public institutions of higher education. As a result of the United States Supreme Court decision in *Brown v. Board of Education* 349 U.S. 249(1955), which declared that “separate but equal” education of racial groups in public institutions was inherently unequal and constitutionally prohibited, the mission of the Law Center has been transformed. This transformed mission is to prepare students from racially and socioeconomically diverse backgrounds to practice law. The Law Center admits students on a broader basis than undergraduate grade point average and performance on standardized law school admissions test. The Law Center does not hesitate to accept students who would otherwise be denied the opportunity to pursue a legal education if their admission was predicated solely upon these commonly relied upon predictors. The Law Center vigorously and passionately pursues its mission to provide educational opportunities to a diverse and racially balanced student body to maintain its tradition of providing a legal education to under-represented racial, ethnic, and economic groups.

The Law Center has attained a unique status because of its mission and purpose. It is:

- one of the nation’s five remaining historically Black law schools, accredited by the American Bar Association along with Howard University School of Law, North Carolina Central University School of Law, the Thurgood Marshall School of Law at Texas Southern University, and the Florida A&M University College of Law.
- responsible for graduating approximately 80 percent of the African-American attorneys admitted to practice law in Louisiana.
- providing professional legal education to a racially diverse and gender-balanced student body.

The Law Center aims to educate attorneys who will meet the need for legal services in communities which might otherwise go unserved. Those communities include underprivileged urban and rural communities that need leaders who have acquired knowledge and skills, which are imparted by the legal education provided by the Law Center. The Law Center also aims to train its students to assume important positions of responsibility and leadership in our society.

The Law Center is fully accredited by the American Bar Association, the Supreme Court of Louisiana, and the Commission of Colleges of the Southern Association of Colleges and Schools. It is also approved by the Veterans Administration for the training of eligible veterans.

### **Goals and Objectives:**

#### **Goal I: Increase Opportunities for Student Access and Success.**

**Objective 1.1:** Maintain the fall 14<sup>th</sup> class day enrollment at Southern University Law Center at a baseline level of 520 from fall 2009 through fall 2015. (Baseline year FY 2009-10)

Louisiana Vision 2020 Link: Objective 1.1 – To involve every citizen in the process of lifelong learning.

**Strategy I.1.1:** Assure access to programs and services to disadvantaged and other hard to reach citizens.

**Strategy I.1.2:** Promote/expand the pre law summer program.

**Strategy I.1.3:** Develop/Expand Home Web Page to include applications for admissions.

**Strategy I.1.4:** Expand/promote annual pre law day program.

**Strategy I.1.5:** Increase alumni and faculty participation in recruitment efforts.

#### **Performance Indicators:**

Output: Number of students enrolled (as of the 14<sup>th</sup> class day) at Southern University Law Center.

Outcome: Percent change in the number of students enrolled (as of the 14<sup>th</sup> class day) at Southern University Law Center.

Source: Board of Regents SSPSLOAD

**Objective 1.2:** Maintain the minority fall 14<sup>th</sup> class day enrollment at Southern University Law Center at a baseline of 312 from fall 2009 through fall 2015/16. (Baseline year FY 2009-10)

Louisiana Vision 2020 Link: Objective 1.1 – To involve every citizen in the process of lifelong learning.

**Strategy 1.2.1:** Expand outreach programs to recruit minority students.

**Strategy 1.2.2:** Expand on-campus summer enrichment/pre-law program.

**Strategy 1.2.3:** Provide academic counseling to students in selecting elective courses and exploring career opportunities.

**Strategy 1.2.4:** Expand mentoring, tutoring, and related programs.

**Strategy 1.2.5:** Provide scholarships.

**Strategy 1.2.6:** Continue access to LSAT preparation to increase eligibility.

**Performance Indicators:**

Output: Number of minority students enrolled (as of the 14<sup>th</sup> class day) at Southern University Law Center.

Outcome: Percent change in the number of minority students enrolled (as of the 14<sup>th</sup> class day) at Southern University Law Center.

Source: Board of Regents SSPSRACEL

**Goal II: Ensure Quality and Accountability.**

**Objective 2.1:** Ensure that the cumulative/aggregate number of graduates who pass the Louisiana State Bar Examination is at 80 percent through FY 2015-16.

**Strategy 2.1.1:** Provide academic counseling.

**Strategy 2.1.2:** Continue academic assessment of students through Academic Support Services.

**Strategy 2.1.3:** Expand academic and training support.

**Strategy 2.1.4:** Continue bar review assistance and preparation sessions.

**Strategy 2.1.5:** Expand mentoring, tutoring, and related programs.

**Strategy 2.1.6:** Track cumulative bar performance as a measure of student success.

**Performance Indicators:**

Input: Cumulative total number of graduates who have taken the Louisiana State Bar Examination.

Output: Cumulative total number of graduates who pass the Louisiana State Bar Examination.

Outcome: Cumulative percent of total number of graduates who pass the Louisiana State Bar Examination.

Source: Southern University Law Center enrollment records and the Louisiana State Bar Association Passage Records

**Objective 2.2:** Maintain a placement rate for the Law Center’s graduates, as reported annually to the National Association of Law Placement of at least 70% through FY 2015-16.

**Strategy 2.2.1:** Increase student internships and summer clerkships.

**Strategy 2.2.2:** Expand professional skills training through the Clinical Education Program

**Strategy 2.2.3:** Increase the number of employers that participate in on campus interviews.

**Strategy 2.2.4:** Provide training, information, and educational resources to law students involved in legal career planning and development.

**Strategy 2.2.5:** Increase student participation with job placement seminars and fairs.

**Performance Indicators:**

Input: Number of recent graduates reported as employed to the National Association of Law Placement in February of each year.

Outcome: Percent of graduates reported as employed to the National Association of Law Placement in February of each year.

Source: Southern University Law Center Office of Career Counseling reports the “Employment Report and Salaries Survey” to National Association of Law Placement

**Objective 2.3:** Ensure that the percentage of first-year entering students retained to the second year equal or exceed 80% through 2015-2016.

**Strategy 2.3.1:** Maintain the summer pre-law program

**Strategy 2.3.2:** Provide academic support to all first-time entering students through the school-year academic assistance program.

**Performance Indicators:**

Input: Number of entering first-year students.

Output: Percentage of first-year students retained to the second year.

Outcome: Cumulative percent of total number of graduates who pass the Louisiana State Bar Examination.

Source: Office of Enrollment Management/Records at Southern University Law Center

**Objective 2.4:** Ensure that the Law Center graduates at least 125 students annually through FY 2015-16.

**Strategy 2.4.1:** Provide comprehensive academic counseling to students until graduation.

**Strategy 2.4.2:** Monitor retention statistics for students from their initial matriculation until graduation.

**Strategy 2.4.3:** Provide academic support services to students beyond their first year of matriculation.

**Goal III: Enhance Service to the Community and State.**

**Objective 3.1:** Maintain live-client pro bono clinics and pro bono outreach programs that provide free legal services or free outreach services to 500 citizens per year through fiscal year 2015-16.

**Strategy III.1.1:** Increase student involvement in pro bono clinics and pro bono outreach services.

**Strategy III.1.2:** Expand professional skills training through the Clinical Education Program.

**Strategy III.1.3:** Increase the number of citizens that become aware of pro bono services offered at the Southern University Law Center.

**Strategy III.1.4:** Provide training and education resources to law students involved in pro bono clinical and outreach services.

**Strategy III.1.5:** Increase student participation in clinical programs.

**Performance Indicators:**

Input: Number of citizens reported as receiving services by the live client clinics at the Law Center and number of citizens receiving services through the volunteer Income Tax Assistance (VITA) program and the Louisiana Ag Mediation program (LAMP).

Outcome: Number of citizens receiving pro bono services.

Source: Southern University Law Center Clinical Program annual statistics, Louisiana Ag Mediation Program reported to the United States Department of Agriculture and Volunteer Income Tax Assistance program statistics reported to the Internal Revenue Services.

*In compliance with Act 1465 of 1997, each strategic plan must include the following process.*

**I. A brief statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons or organizations:**

The Southern University Law Center is an autonomous campus of the Southern University System. The Law School, originally established for the training and preparation of African-Americans for the practice of law in the State of Louisiana, is one of the most diverse law centers in the nation. The Law Center's clients include all citizens in Louisiana who avail themselves of a sound legal education. Services are delivered to students enrolled in the juris doctor program. Additionally, the Law Center's clients extend beyond students to citizens who benefit from the clinical education program and to members of the bench and bar who participate in the continuing legal education program. Louisiana's citizens in underrepresented and underserved communities are primary clients and users of the legal program.

**II. An identification of potential external factors that are beyond the control of the entity and that could significantly affect the achievement of its goals or objectives:**

A list of external factors that are beyond the control of the Board of Regents which could significantly affect the achievement of its goals includes:

1. State Government Funding

While the current Board of Regents has been very supportive of the Southern University Law Center's goals and objectives, state support for postsecondary education in general has been greatly reduced. State financing for public postsecondary education is expected to decrease over the next two years because of the loss of American recovery and Reinvestment Act (ARRA) funds.

2. The Economy

At present, Louisiana's economy is recovering from the effects of Hurricanes Katrina and Rita, the national economic downturn and now the British Petroleum Gulf of Mexico oil spill. Because the state's economy is recovering from the effects of the aforementioned events, postsecondary education's financial position will always be precarious as long as its funding is not constitutionally protected. The economic recession has hit postsecondary education particularly hard, since its funding is not protected by either constitution or statute.

3. The Federal Government Funding

A significant amount of revenue flows from Washington D.C. into Louisiana public postsecondary education via "Stimulus Funds". The anticipated elimination of "Stimulus Funds" will have dramatic effects on postsecondary education, including student financial aid, research, and experimentation, telecommunications (distance learning), and related programs.

4. The American Bar Association Standards of Accreditation

The American Bar Association accredits law schools which demonstrate that its program of legal education is consistent with sound legal education principles. The American Bar Association is considering changes to its accreditation standards that may have a detrimental effect on law schools that have afforded legal education opportunities to traditionally underrepresented racial, ethnic, and economic groups.

**III. The statutory requirement or other authority for each goal of the plan.**

I. Goal: Increase Opportunities for Student Access and Success.

Constitution of 1974, Article VIII, Section 7; LA R.S. 17:1421,  
Act 83 of 1977, Act 313 of 1975, Act 52 of 1978, Act 971 of 1985, Act 3 of 1997

II. Goal: Ensure Quality and Accountability

Constitution Article of 1974, Article VIII, Section 7; LA R.S. 17:1421  
Act 83 of 1977, Act 313 of 1975, Act 52 of 1978, Act 971 of 1985, Act 3 of 1997

III. Goal: Enhance Service to the Community and State

Constitution Article of 1974, Article VIII, Section 7; LA R.S. 17:1421  
Act 83 of 1977, Act 313 of 1975, Act 52 of 1978, Act 971 of 1985, Act 3 of 1997

**IV. A description of any program evaluation used to develop objectives and strategies.**

The Southern University Law Center is required by Act 1465 of 1997 to develop and make timely revision of a strategic plan. The goals and objectives in this five-year strategic plan were derived from the Regents' revised Master Plan, which was adopted by the Board of Regents in March 2001. The Law Center is required by the American Bar Association to conduct a self-study. The development of this self-study included committees consisting of faculty, alumni, and members of the bench and bar.

**V. Identification of the primary persons who will benefit from or be significantly affected by each object within the plan.**

See Performance Indicator Documentation attached for each objective.

**VI. An explanation of how duplication of effort will be avoided when the operations of more than one program are directed at achieving a single goal, objective, or strategy.**

For the purposes of Act 1465 of 1997, the Southern University Law Center is a single program. Duplication of effort of more than one program is thus not applicable. The Law School was originally established for the training and preparation of African-American students for the practice of law in the State of Louisiana. Its transformed mission is to prepare students from racially and socioeconomically diverse backgrounds to practice law. Southern University Law Center is one of the most diverse law schools in the nation and the only state law school to provide legal services to the state's most needy citizens through its Clinical Education Program. Additionally, the Law Center is the only publicly-funded institution of higher education that offers legal education on a part-time evening and day basis.

- VII. Documentation as to the validity, reliability, and appropriateness of each performance indicator, as well as the method used to verify and validate the performance indicators as relevant measures of each program's performance.**  
See Performance Indicator Documentation attached for each performance indicator.
- I. A description of how each program indicator is used in management decision making and other agency processes.**  
See Performance Indicator Document attached for each performance indicator.
- II. A statement regarding the Human Resource policies benefiting women and families.**  
Currently, the Southern University System does not have a specific policy benefiting women and families other than the Equal Opportunity Policy. However, the Southern University System through its campuses offers programs and services that are beneficial to the success and prosperity of women and families.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Maintain the fall 14<sup>th</sup> class enrollment at Southern University Law Center at baseline level of 520 from fall 2009 through fall FY 2015/16. (Baseline year FY 2009-10)

**Indicator Name:** Number of students enrolled (as of the 14<sup>th</sup> class day) at Southern University Law Center

**Indicator LaPAS PI Code:** 13858

1. **Type and Level:** Output, Key
2. **Rationale:** Recognition of importance of Louisiana having an educated citizenry.
3. **Use:** Enrollment drives many management decisions. The size of an institution's enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.
4. **Clarity:** Headcount enrollment refers to the actual number of students enrolled (as opposed to fulltime equivalent enrollment FTE) which is calculated from the number of students credit hours enrolled divided by a fixed number
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Board of Regents' Statewide student Profile System (SSPS). This system has been existence for approximately 30 years.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Board of Regents' Statewide student Profile System (SSPS). This system has been existence for approximately 30 years. The data is gathered twice annually, in the Fall and Spring. For data (the national standard) will be used. The indicator will be reported at the end of the second quarter. This will allow time for collection, aggregation, and editing of the data.
7. **Calculation Methodology:** The standard method practiced nationwide for reporting headcount enrollment is as of the 14<sup>th</sup> class day of the semester (9<sup>th</sup> class day for quarter system). The Regents SSPS is a unit record system where each enrolled student, regardless of course load, is counted.
8. **Scope:** The indicator is the aggregate of all enrolled students at Southern University Law Center.

9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations.
10. **Responsible Person:** The Southern University Law Center, through the system office submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSP.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Maintain fall 14<sup>th</sup> class day enrollment at Southern University Law Center at baseline level of 520 from fall 2009 through fall FY 2015/16 (Baseline year FY 2009-10).

**Indicator Name:** Percent change in the number of students enrolled (as of the 14<sup>th</sup> class day) at Southern University Law Center.

**Indicator LaPAS PI Code:** 13857

1. **Type and Level:** Outcome, Key
2. **Rationale:** Recognition of importance of Louisiana having an educated citizenry.
3. **Use:** Enrollment drivers may management decisions. The size of an institution's enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc. Any significant changes in enrollment can impact all the areas listed above.
4. **Clarity:** Head count enrollment refers to the actual number of students enrolled (as opposed to fulltime equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number)
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Board of Regents' Statewide student Profile System (SSPS). The system has been in existence for approximately 30 years. The change will be calculated using Fall, 2006 enrollment figures as the baseline year and measuring the change to the year being examined.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Board of Regents' Statewide student Profile System (SSPS). The system has been in existence for approximately 30 years. The change will be calculated using Fall, 2006 enrollment figures as the baseline year and measuring the change to the year being examined.
7. **Calculation Methodology:** The standard method practiced nationwide for reporting headcount enrollment is as of the 14<sup>th</sup> class day of the semester. The Regents' SSPS is a unit record system where each enrolled student, regardless of course load, is counted. The change will be calculated using a standard mathematical approach, subtracting the baseline year from the year being examined and reporting the difference (whether increase or decrease). The difference will be divided by the baseline year enrolled to calculate the percentage change.

8. **Scope:** This indicator is the aggregate of all enrolled law students at Southern University Law Center. The change will be measured in the aggregate.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and changes in headcount enrollment, and are not the enrollment calculations used for funding or reimbursement calculations.
10. **Responsible Person:** The Southern University Law Center through the system office submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.

## PERFORMANCE INDICATOR DOCUMENTATION

- Program:** Southern University Law Center
- Objective:** Maintain the minority fall 14<sup>th</sup> class day enrollment at Southern University Law Center at baseline of 312 for Fall 2009 through Fall FY 2015/16 (Baseline year FY 2009-10).
- Indicator Name:** Number of minority students enrolled (as of the 14<sup>th</sup> class day) at Southern University Law Center.
- Indicator LaPAS PI Code:** 13860
1. **Type and Level:** Output, Key
  2. **Rationale:** Recognition that Louisiana’s minority participation remains under-represented in postsecondary education and that for Louisiana to move forward, all citizens must be prepared to participate in the state’s economy.
  3. **Use:** Postsecondary education remains committed to the premise that a diverse student body is advantageous for the students, the institution, the system, and the state. The objective of increasing minority enrollment in postsecondary education can cause many decisions to change on campus, from recruitment strategies to student services, from hiring strategies to course offerings.
  4. **Clarity:** For purposes of this document, minority is defined as non-white.
  5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Board of Regents’ Statewide Student Profile System (SSPS). This system has been in existence for approximately 30 years. The indicator will be calculated using Fall 2006
  6. **Data Source, Collection and Reporting:** The data is gathered twice annually, in the Fall and Spring. For this indicator, Fall data (the national standard) will be used. The indicator will be reported at the end of the second quarter. This will allow time for collection, aggregation, and editing of the data.
  7. **Calculation Methodology:** For purposes of the Board of Regents’ Master Plan and this strategic plan, minority is defined as non-white. Any student who is reported as having any other ethnicity code than white will be included in the calculation of minority. As is the case in any enrollment calculation, headcount enrolled is as of the 14<sup>th</sup> class day of the semester. The Regents’ SSPS is a unit record system where each enrolled student, regardless of course load, is counted.

8. **Scope:** The indicator is the aggregate of all enrolled law students at Southern University Law Center. The change will be measured in the aggregate.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations. The reader must also understand that minority is defined as non-white.
10. **Responsible Person:** Enrollment drivers many management decisions. The size of an institution's enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc. Any significant changes in enrollment can impact all the areas listed above.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Maintain minority fall 14<sup>th</sup> class day enrollment at Southern University Law Center at baseline of 312 for Fall 2009 through Fall FY2015/16 (Baseline year FY 2009-10).

**Indicator Name:** Percent change in the number of minority students enrolled (as of the 14<sup>th</sup> class day) at Southern University Law Center

**Indicator LaPAS PI Code:** 13859

1. **Type and Level:** Outcome, Key
2. **Rationale:** Recognition that Louisiana's minority participation remains under-represented in postsecondary education and that for Louisiana to move forward, all citizens must be prepared to participate in the state's economy.
3. **Use:** Postsecondary education remains committed to the premise that a diverse student body is advantageous of the students, the institution, the system, and the state. The objective of increasing minority enrollment in postsecondary education can cause many decisions to change on campus, from recruitment strategies to student services, from hiring strategies to course offerings.
4. **Clarity:** For purposes of this document, minority is defined as non-white.
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 30 years. The indicator will be calculated using Fall 2006.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 30 years. The indicator will be calculated using Fall 2006. Also, the data gathered twice annually, in the Fall and Spring. For this indicator, Fall data (the national standard) will be used. The indicator will be reported at the end of the second quarter. This will allow time for collection, aggregation, and editing of the data.
7. **Calculation Methodology:** For the purposes of the Board of Regents' Master Plan and this strategic plan, minority is defined as non-white. Any student who is reported as having any other ethnicity code than white will be included in the calculation of minority. As is the case in any enrollment calculation, headcount enrolled is as of the 14<sup>th</sup> class day of the semester (9<sup>th</sup> class day for quarter system). The Regents' SSPS is a unit record system where each enrolled student, regardless of course load, is counted. The change will be calculated using a standard mathematical approach, subtracting the baseline year from the year being examined and reporting the difference (whether increase or decrease). The difference will be divided by the baseline year enrollment to calculate the percent change.

8. **Scope:** The indicator is the aggregate of all enrolled law students at Southern University Law Center
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations. The reader must also understand that minority is defined as non-white.
10. **Responsible Person:** The Southern University Law Center, through the system office, submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are completed, the Regents' staff builds a master file for SSPS.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Maintain the cumulative number of graduates who pass the Louisiana State Bar Examination at 80 percent cumulative passage rate through FY 2015-16.

**Indicator Name:** Number of graduates who pass the Louisiana State Bar Examination

**Indicator LaPAS PI Code:** No Code

1. **Type and Level:** Input, Key
2. **Rationale:** Recognition that Louisiana's minority participation remains under-represented in postsecondary education and that for Louisiana to move forward, all citizens must be prepared to participate in the state's economy.
3. **Use:** A sound legal education program remains committed to the premise that a diverse legal representation is advantageous for the students, the institution, the system, and the state. The objective of increasing the number of minorities in legal education can cause many decisions to change on campus, from recruitment strategies to student services, from hiring strategies to course offerings.
4. **Clarity:** Cumulative bar passage refers to total cumulative number of graduates who pass the Louisiana State Bar examination divided by total cumulative number of graduates since 1963.
5. **Validity, Reliability and Accuracy:** Data will be gathered twice annually, in the Fall and Spring. The indicator will be reported at the end of the fourth quarter. This will allow time for collection, aggregation, and editing of the data. The change will be measured from the baseline year to the year being examined.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Board of Regents' Statewide student Profile System (SSPS). This system has been in existence for approximately 30 years. The indicator will be calculated using the cumulative 2006 bar performance figures as the baseline year and measuring the change to the year being examined.
7. **Calculation Methodology:** The number of graduates who have taken the Louisiana State bar examination since 1963 divided into the number of graduates who have been admitted to practice in Louisiana by successfully passing the Louisiana State Bar Examinations in July and February.

8. **Scope:** The indicator is the aggregate of all Southern University Law Center graduates who have taken and passed the Louisiana State Bar Examination.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects the cumulative passage rate for Law Center graduates. The reader must also understand that the total number of graduates may not take the Louisiana Bar Examination or any other State Bar Examination.
10. **Responsible Person:** The Southern University Law Center, through the system office submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Maintain the total number of graduates who pass the Louisiana State Bar Examination at 80 percent cumulative passage rate through FY 2015-16.

**Indicator Name:** Number of graduates who took the Louisiana State Bar Examination

**Indicator LaPAS PI Code:** No Code

1. **Type and Level:** Output, Supporting
2. **Rationale:** Recognition that Louisiana’s minority participation remains under-represented in postsecondary education and that for Louisiana to move forward, all citizens must be prepared to participate in the state’s economy.
3. **Use:** A sound legal education program remains committed to the premise that a diverse legal representation is advantageous for the students, the institution, the system, and the state. The objective of increasing the number of minorities in legal education can cause many decisions to change on campus, from recruitment strategies to student services, from hiring strategies to course offerings.
4. **Clarity:** Cumulative bar passage refers to total cumulative number of graduates who pass the Louisiana State Bar Examination divided by total cumulative number of graduates since 1963.
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Southern University Law Center enrollment records and the Louisiana Bar Association Passage Records. The system has been in existence for approximately 30 years. The indicator will be calculated using the cumulative 2006 bar performance figures as the baseline year and measuring the change to the year being examined.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Southern University Law Center enrollment records and the Louisiana Bar Association Passage Records. The system has been in existence for approximately 30 years. The indicator will be calculated using the cumulative 2006 bar performance figures as the baseline year and measuring the change to the year being examined. Also, Data will be gathered twice annually, in the Fall and Spring. The indicator will be reported at the end of the fourth quarter. This will allow time for collection, aggregation, and editing of the data. The change will be measured from the baseline year to the year being examined.

7. **Calculation Methodology:** The number of graduates who have taken the Louisiana State Bar examination since 1963 divided into the number of graduates who have been admitted to practice in Louisiana by successfully passing the Louisiana State Bar Examination in July and February.
8. **Scope:** The indicator is the aggregate of all Southern University Law Center graduates who have taken the Louisiana State Bar Examination.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects the cumulative passage rate for Law Center graduates. The reader must also understand that the total number of graduates may not take the Louisiana Bar Examination or any other State Bar Examination.
10. **Responsible Person:** The Southern University Law Center submits graduation data to the Board of Regents. The Board of Regents performs numerous edits and works with the system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file. The State Bar Association is responsible for passage records.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Maintain the total number of graduates who pass the Louisiana State Bar Examination at 80 percent cumulative passage rate through FY 2015-16.

**Indicator Name:** Percent of total number of graduates who pass the Louisiana State Bar Examination

**Indicator LaPAS PI Code:** No Code

1. **Type and Level:** Outcome, key
2. **Rationale:** Recognition that Louisiana’s minority participation remains under-represented in postsecondary education and that for Louisiana to move forward, all citizens must be prepared to participate in the state’s economy.
3. **Use:** A sound legal education program remains committed to the premise that a diverse legal representation is advantageous for the students, the institution, the system, and the state. The objective of increasing the number of minorities in legal education can cause many decisions to change on campus, from recruitment strategies to student services, from hiring strategies to course offerings.
4. **Clarity:** Cumulative bar passage refers to total cumulative number of graduates who pass the Louisiana State Bar Examination divided by total cumulative number of graduates since 1963.
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Southern University Law Center enrollment records and the Louisiana Bar Association Passage Records. The system has been in existence for approximately 30 years. The indicator will be calculated using the cumulative 2006 bar performance figures as the baseline year and measuring the change to the year being examined.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Southern University Law Center enrollment records and the Louisiana Bar Association Passage Records. The system has been in existence for approximately 30 years. The indicator will be calculated using the cumulative 2006 bar performance figures as the baseline year and measuring the change to the year being examined. Also, Data will be gathered twice annually, in the Fall and Spring. The indicator will be reported at the end of the fourth quarter. This will allow time for collection, aggregation, and editing of the data. The change will be measured from the baseline year to the year being examined.

7. **Calculation Methodology:** The number of graduates who have taken the Louisiana State Bar examination since 1963 divided into the number of graduates who have been admitted to practice in Louisiana by successfully passing the Louisiana State Bar Examination in July and February.
8. **Scope:** The indicator is the aggregate of all Southern University Law Center graduates who have taken and passed the Louisiana State Bar Examination.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects the cumulative passage rate for Law Center graduates. The reader must also understand that the total number of graduates may not take the Louisiana Bar Examination or any other State Bar Examination.
10. **Responsible Person:** The Southern University Law Center submits graduation data to the Board of Regents. The Board of Regents performs numerous edits and works with the system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file. The State Bar Association is responsible for passage records.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Maintain a placement rate for the Law Center’s graduates, as reported annually to the National Association of Law Placement, of at least 70% through FY 2015-16.

**Indicator Name:** Number of recent graduates reported as employed to the National Association of Law Placement in February of each year.

**Indicator LaPAS PI Code:** 13864

1. **Type and Level:** Input, key
2. **Rationale:** This indicator is a good measure of the opportunity to obtain employment in fields in which a law degree is required or beneficial. The Law Center and all other accredited law schools in the United States report placement data to their accrediting organization, the American Bar Association, using the National Association of Law Placement (“NALP”) methodology.
3. **Use:** The indicator will be used to evaluate the efficiency of the Law Center’s placement efforts, and to make adjustments in the services provides more targeted advising and career counseling.
4. **Clarity:** None Needed.
5. **Validity, Reliability and Accuracy:** The Law Center collects the data, and is responsible for its analysis and quality.
6. **Data Source, Collection and Reporting:** The information is gathered continuously, as students obtained employment and respond to survey forms, but is reported once annually, in February.
7. **Calculation Methodology:** The indicator is calculated by dividing the number of recent graduates who report full-time employment by the total number of recent graduates, who report whether they are employed. This is a standard calculation for reporting placement data to the Nation Association of Law Placement and to the American Bar Association.
8. **Scope:** The indicator is an aggregate figure for all recent graduates.

9. **Caveats:** The indicator uses self-reported employment information.
10. **Responsible Person:** The Law Center collects the data, and is responsible for its analysis and quality. The information is gathered by the Law Center's Career Counseling and Service office by surveying recent graduates and, in some cases, employers. Some graduates do not return survey forms or otherwise report on their employment status, but employment data is gathered for recent graduates.

## PERFORMANCE INDICATOR DOCUMENTATION

- Program:** Southern University Law Center
- Objective:** Maintain a placement rate for the Law Center’s graduates, as reported annually to the National Association of Law Placement, of at least 70% through FY 2015-16.
- Indicator Name:** Percent of graduates reported as employed to the National Association of Law Placement in February of each year.
- Indicator LaPAS PI Code:** 13863
1. **Type and Level:** Output, Key
  2. **Rationale:** This indicator is a good measure of the opportunity to obtain employment in fields in which a law degree is required or beneficial. The Law Center and all other accredited law schools in the United States report placement data to their accrediting organization, the American Bar Association, using the National Association of Law Placement (“NALP”) methodology.
  3. **Use:** The indicator will be used to evaluate the efficiency of the Law Center’s placement efforts, and to make adjustments in the services provides more targeted advising and career counseling
  4. **Clarity:** None needed.
  5. **Validity, Reliability and Accuracy:** The information is gathered by the Law Center’s Career Counseling and Service office by surveying recent graduates and, in some cases, employers. Some graduates do not return survey forms or otherwise report on their employment status, but employment data is gathered for recent graduates.
  6. **Data Source, Collection and Reporting:** The information is gathered continuously, as students obtained employment and respond to survey forms, but is reported once annually, in February.
  7. **Calculation Methodology:** The indicator is calculated by dividing the number of recent graduates who report full-time employment by the total number of recent graduates, who report whether they are employed. This is a standard calculation for reporting placement data to the Nation Association of Law Placement and to the American Bar Association.

8. **Scope:** The indicator is an aggregate figure for all recent graduates.
9. **Caveats:** The indicator uses self-reported employment information.
10. **Responsible Person:** The Law Center collects the data, and is responsible for its analysis and quality.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Ensure that the percentage of first-year entering students retained to the second year equals 80% through 2015-16

**Indicator Name:** Retention from first year to second year

**Indicator LaPAS PI Code:**

1. **Type and Level:** Input, Key
2. **Rationale:** Recognition that retention of students and persistence rates is important in postsecondary education and that for Louisiana to move forward, all citizens must be prepared to participate in the state's economy.
3. **Use:** A sound legal education program remains committed to the premise that a retaining student is important for the institution, the system, and the state. The objective of measuring the number of students retained can cause many decisions to change on campus, such as admissions and recruitment strategies, student services, and course offerings.
4. **Clarity:** No
5. **Validity, Reliability and Accuracy:** Data will be gathered twice annually, in the Fall and Spring. The indicator will be reported at the end of the fourth quarter. This will allow time for collection, aggregation, and editing of the data.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Board of Regents' Statewide student Profile System (SSPS). This system has been in existence for approximately 30 years.
7. **Calculation Methodology:** The number of first year students who are retained as second-year students.
8. **Scope:** The indicator is an aggregate of all Southern University Law Center first-year students who are retained to second-year.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects the first to second year retention rates for Law Center students.
10. **Responsible Person:** The Southern University Law Center, through the system office submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Ensure that the total number of graduates equal or exceed 125 per year through FY 2015-16

**Indicator Name:** Number of graduates

**Indicator LaPAS PI Code:**

1. **Type and Level:** Input, Key
2. **Rationale:** Recognition that graduation of students in postsecondary education is important for Louisiana to move and that all citizens must be prepared to participate in the state's economy.
3. **Use:** A sound legal education program remains committed to the premise that students must successfully complete their program of study. The objective of increasing the number of graduates can cause many decisions to change on campus from recruitment strategies to student services, from bring strategies to course offerings.
4. **Clarity:** None needed.
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Southern University Law Center enrollment records and the Louisiana Board of Regents Statewide Student Profile System (SSPS). The system has been in existence for approximately 30 years.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Southern University Law Center enrollment records and the Louisiana Board of Regents Statewide Student Profile System (SSPS). The system has been in existence for approximately 30 years. This will allow time for collection, aggregation, and editing of the data.
7. **Calculation Methodology:** The number of graduates on an annual basis.
8. **Scope:** The indicator is the aggregate of all Southern University Law Center graduates annually.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects annual number of Law Center graduates.
10. **Responsible Person:** The Southern University Law Center submits graduation data to the Board of Regents. The Board of Regents performs numerous edits and works with the system to correct error. When all campus submissions are complete, the Regents' staff builds a master file.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Southern University Law Center

**Objective:** Ensure that the total number of citizens served by pro bono live client clinics and pro bono outreach programs equal or exceed 500 annually.

**Indicator Name:** Total number of citizens receiving pro bono services.

**Indicator LaPAS PI Code:** No Code

1. **Type and Level:** Outcome, Key
2. **Rationale:** Recognition that Louisiana’s citizens who are low-income should receive pro bono services.
3. **Use:** A sound legal education program remains committed to the premise that providing services to low-income citizens on a pro bono basis is important.
4. **Clarity:** None needed.
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Southern University Law Center Legal Clinics and Outreach Services. The clinics have been in existence for more than 35 years. The indicator will be calculated using the cumulative number of citizens served.
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Southern University Law Center Clinical and outreach programs. A record keeping system has been in existence for approximately 35 year. The indicator will be calculated using the cumulative. Also, Data will be gathered annually. The indicator will be reported at the end of the fourth quarter. This will allow time for collection, aggregation, and editing of the data.
7. **Calculation Methodology:** The number of citizens served by pro bono clinical and outreach services.
8. **Scope:** The indicator is the aggregate number of citizens who receive pro bono services.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects the cumulative number of citizens served annually by pro bono services.
10. **Responsible Person:** The Southern University Law Center submits data to the United States Department of Education, United States Department of Agriculture and the Internal Revenue Service.

## STRATEGIC PLANNING CHECKLIST

### **Planning Process**

- General description of process implementation included in plan process documentation
- Consultant used  
If so, identify: \_\_\_\_\_
- Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation
- Incorporated statewide strategic initiatives
- Incorporated organization internal workforce plans and information technology plans

### **Analysis Tools Used**

- SWOT analysis
- Cost/benefit analysis
- Financial audit(s)
- Performance audit(s)
- Program evaluation(s)
- Benchmarking for best management practices
- Benchmarking for best measurement practices
- Stakeholder or customer surveys
- Undersecretary management report (Act 160 Report) used
- Other analysis or evaluation tools used  
If so, identify: \_\_\_\_\_

### **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**

- Involved in planning process
- Discussion of stakeholders included in plan process documentation

### **Authorization for goals**

- Authorization exists
- Authorization needed
- Authorization included in plan process documentation

*Strategic Planning Checklist continued*

- External Operating Environment**  
 Factors identified and assessed  
 Description of how external factors may affect plan included in plan process documentation
- Formulation of Objectives**  
 Variables (target group; program & policy variables; and external variables) assessed  
 Objectives are SMART
- Building Strategies**  
 Organizational capacity analyzed  
 Needed organizational structural or procedural changes identified  
 Resource needs identified  
 Strategies developed to implement needed changes or address resource needs  
 Action plans developed; timelines confirmed; and responsibilities assigned
- Building in Accountability**  
 Balanced sets of performance indicators developed for each objective  
 Indicator Documentation Sheets completed  
 Internal accountability process or system implemented to measure progress
- Fiscal Impact of Plan**  
 Impact on operating budget  
 Impact on capital outlay budget  
 Means of finance identified for budget change  
 Return on investment determined to be favorable