GW Law
Strategic Plan
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The Purpose of GW Law Strategic Planning
These goals were communicated by Dean Matthew and provide direction for the project.

**TO MOVE FORWARD CONFIDENTLY**
Having developed a strategic plan, our future decisions and actions can be well-considered, intentional, and informed.

**TO INSPIRE**
By developing a strategic plan, we will clarify the shared purpose that will be a source of inspiration to our organization.

**TO IMPACT**
Writing a strategic plan will allow us to prioritize and focus our attention on the most important goals to have the greatest impact for students and society.

**TO INVEST**
We will look to our strategic plan in the years to come to guide how we invest our precious and scarce human and financial resources so that we gain and grow our competitive strengths and advantages in a fast-changing market for legal education and services.

**Strategic Planning Committee**
- Michael Abramowicz, Sr. Associate Dean for Academic Affairs
- Charlie Berardesco, Advisory Board Member, ‘83
- Karen Brown, Theodore Rinehart Professor of Business Law
- Matthew Dillard, Director of Admissions
- Miriam Galston, Associate Professor of Law
- Laurie Kohn, Associate Dean for Clinical Affairs; Director of the Family Justice Litigation Clinic
- Jordan Michel, President, Student Bar Association
- Richard Pierce, Lyle T. Alverson Professor of Law
- Stephen Saltzburg, Professor of Law; Co-director of the Litigation and Dispute Resolution Program (Chair of the Committee)
- Tammy Tideswell, Sr. Associate Dean for Administrative Affairs
- Kate Weisburd, Associate Professor of Law
Defining the Future Vision & Differentiating GW Law

GW Law Vision Statement
The George Washington University Law School is a global law school that exists to make an impact on the law through the leadership of our diverse faculty and staff, the extraordinary influence of our extensive alumni network, and our location in the heart of downtown Washington, D.C. We strive to embrace our national and international student body within an inclusive community that supports their professional development and their journey into careers of meaning and influence. Our students emerge from a D.C.-infused education that is guided by an engaged faculty, where renowned scholarship and classroom teaching are intertwined with outstanding experiential opportunities to prepare students to shape solutions to the pressing challenges of our times.

Design Team Members (working group in bold):
- Professor Brad Clark
- Charlie Berardesco, Alumni
- Assoc. Dean Laurie Kohn
- Director Liz Field
- Assoc. Dean Sophia Sim
- Assoc. Dean Shehernaz Joshi
- Professor Steve Saltzburg
- Professor Tom Colby
- Professor Kate Weisburd
- Yun-Da Tsai, Student

Note: Stakeholders in bold represent working group members.
Review of the Process to Arrive at Strategic Plan

Over the past five months, GW Law faculty, staff, alumni, and students have evaluated various data regarding each strategic priority to provide guidance and recommendations on strategies and next steps.

Current State Assessment
Deloitte interviewed a wide variety of stakeholders and completed both internal and external data analysis to assess and contextualize the current state of GW Law.

Strategic Foci
The Planning Committee identified six strategic foci to prioritize during the design sessions.

Design Sessions & Working Groups
Design Sessions with wide cross sections of stakeholders convened for four hours to shape the priorities and opportunities for each strategic foci. Working Groups comprised of smaller subsets of the participants from the design sessions refined priorities and operationalized strategies that were incorporated into the subsequent Planning Committee strategic choice workshops.

Planning Committee Strategic Choice Workshops
The Planning Committee participated in two strategic choice workshops to evaluate the Working Groups' reports and guide the strategic plan.

Formation of Final Strategic Plan & Socialization with Key Stakeholder Groups
Review sessions are being held with faculty, students, alumni, staff, deans and programs directors in order to solicit feedback and refine the strategic plan.
Overview of Stakeholder Engagement

1. The Planning Committee participated in two strategic choice workshops to evaluate the Working Groups' reports and guide the strategic plan.

2. Design Sessions convened to shape the priorities and opportunities for each strategy foci. Working Groups refined priorities and operationalized strategies.

3. The Planning Committee participated in two strategic choice workshops to evaluate the Working Groups' reports and guide the strategic plan.

4. Review and feedback sessions were held with faculty, staff, deans and program directors, students, and alumni.

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**CURRENT STATE ASSESSMENT**

Deloitte conducted interviews and facilitated focus groups with faculty, administrators, staff, alumni, and students to gain additional perspectives on the state of GW Law.

- Faculty: 49
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- Staff: 18
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Design Sessions convened to shape the priorities and opportunities for each strategy foci. Working Groups refined priorities and operationalized strategies.

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- Workshops: 2
- Participants: 11

**STRATEGIC PLAN REVIEW PROCESS**

Review and feedback sessions were held with faculty, staff, deans and program directors, students, and alumni.

- Review Sessions: 5
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- Survey Responses: 15

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1. President, Provost, Dean and Associate Dean positions were counted in our administration totals.
Key Strengths to Build Upon

GW Law’s strengths are unique in the marketplace and difficult for peers to replicate. These strengths should not only be a source of pride for the community, but also serve as the foundation for the future.

Location in DC
- Location has enabled an evergreen pipeline of student demand for attending law school in DC as a center of influence.
- Full-time faculty are attracted to DC due to networks, opportunities, and a vibrant city not offered in higher ranked schools.
- Adjunct faculty talent is immense, with high-ranking government officials, judges and luminaries teaching in GW programs.

Faculty & Programs
- Faculty are accomplished and highly-ranked scholars, committed to teaching and dedicated to the Law School’s long-term success.
- 4 Top-10 Programs, more than any other Law School in the peer group with a similar rank.
- A diverse and robust curriculum that leverages the DC location and is enhanced by recent innovations in first year programming.

Financial Position
- Revenues have been steadily increasing over the past few years with strong enrollment and judicious scholarship outlay.
- An improved net position shows inherent financial strength in GW Law’s business model.
- A robust reserve has been built with cash ready for investment if it can be accessed by GW Law.

Students
- The quality of students is strong with selectivity measures improving in the most recent class.
- Students emerge from programs with a strong reputation of being “scrappy” and practice-ready; making an impact on day one.
- There is a community and culture of caring among students, faculty, and staff that makes GW a great place to study law.

Staff
- The staff have considerable tenure of service with deep institutional knowledge and a commitment to the School and students.
- Staff and some administrators take on heroic efforts to keep the School operating amid layoffs and disruptions due to the pandemic.
- Working through deficits in technology, complex rules and procedures, the staff demonstrate grit and tenacity to get work done.

Alumni
- GW Law has alumni placed in positions of prominence within law firms, government and public service sectors.
- While a broader engagement strategy with alumni is an opportunity, the Law School enjoys a core group of highly dedicated alumni.
- Alumni have served on numerous governance boards and are a source of employment for graduates in addition to fundraising.
Consequences of Inaction

GW Law has experienced a slow and subtle decline in several areas, including staffing, infrastructure, diversity, alumni engagement and graduate enrollment, which have placed the School at risk for decline in rank and reputation.

**Erosion of Reputation, Instructional Quality, and Capacity to Serve Students**

While experienced faculty carry considerable weight in scholarly reputation, there is concern about the pipeline needed to continue that reputation in the future. Given that very few junior faculty have been hired in recent years.

**Inefficient Infrastructure**

Operational infrastructure has lacked innovation and investment, and students are feeling the pain. Subpar student experience leads to alumni not willing to invest and engage in the School.

**Continued Lack of Diversity**

The lack of diversity within the faculty and administration does not match the emerging student populations and will limit the ability for GW Law to attract and retain diverse students and faculty in the future.

**Decline in Alumni Engagement**

Alumni engagement and financial support have been suboptimal and largely untapped, thus limiting the School’s ability to make longer-term substantial investments.

**Difficulty Placing Students into Post-Grad Jobs**

The size of the Law School and local competition creates a challenge in terms placing students and a more aggressive/ coordinated strategy is needed to support higher levels of post-graduate placement, which is a direct contributor to rank.

**Decline in LLM Enrollment**

JD applications reached an historic pinnacle last year, but the demographic cliff of traditional college students looms, and GW Law graduate student enrollment has declined significantly. Without a strong graduate program strategy GW Law could be vulnerable to overall enrollment decline.

GW Law cannot continue its current trajectory without considerable consequences and the strategic planning process has helped to identify the opportunities, focus areas and strategic priorities to regain stability and help GW Law build a strong future.
Summary of Strategic Focus Areas (Foci)

The GW Law Community identified six strategic foci that were further developed through a series of design sessions, working groups, and conversations with the Planning Committee and key stakeholders.

**STRENGTHEN ACADEMIC OFFERINGS AND PROGRAMS**

The strength of our Law School is its core academic curriculum led by faculty with scholarly excellence. We will leverage this strength and build market prominence by enhancing our comprehensive legal education, and selectively prioritizing academic offerings that build on current strengths and respond to market needs.

**STUDENT EXPERIENCE: STREAMLINE THE STUDENT LIFECYCLE**

Create a streamlined and connected experience through students' GW Law lifecycle. We will implement process and technology improvements that support enhanced outcomes, superior customer service, and engender engaged alumni.

**BUILD A CULTURE IN WHICH A DIVERSE COMMUNITY THRIVES**

GW Law values and promotes diversity which we define broadly to include racial, ethnic, gender, age, sexuality, ability, geographic, political viewpoint, military service, and socioeconomic diversity and more. We will prioritize and create structures that support the expansion of diverse community of faculty, staff and students and enable them to thrive at GW Law. Elevate perspectives from diverse community members and build equity through empowerment.

**INCREASE ALUMNI OUTREACH AND ALUMNI INVOLVEMENT**

Connect with graduates as lifelong learners and meaningful contributors of GW Law's community and culture. Create more meaningful touchpoints, galvanizing alumni as mentors, speakers, advisors, and donors, by offering them lifelong services as they give back to GW Law.

**STUDENT EXPERIENCE: ESTABLISH HOLISTIC CAREER DEVELOPMENT ECOSYSTEM**

Support students' career and professional development from their first day at GW to their first day on the job. We will intentionally connect and enhance the multi-dimensional aspects of professional identity formation and successful career development during each year of study at GW Law.

**EXPAND THE PUBLIC INTEREST COMMUNITY**

Expand the identifiable Public Interest Community which integrates public interest and public service into the educational experience at GW Law. We will support and embrace students interested in careers in public interest through financial support, educational and scholarly opportunities, practical experiences, mentoring, networking and community-building. We will do this by fostering greater creativity and engagement in these areas to gain prominence in the national and local public service legal community, and by attracting funding to support these relevant activities.
Overview of Strategic Foci and Strategic Priorities

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**STRATEGIC PRIORITIES**

1. Prioritize faculty hiring and retention to achieve and sustain excellence in research, scholarly impact, and teaching

2. Invest in core courses and specialty academic programs that will enhance GW Law's reputation for delivering an excellent, all-around comprehensive legal education

3. Expand clinical opportunities for students and reposition the mission of the Clinics as a key element of the academic curriculum

4. Invest in online core and specialty academic programs that will attract graduate students globally and diversify our JD learning modalities

5. Develop a strong sense of community and cross-disciplinarity through scholarly and programmatic connections and collaborations among and within programs and University entities
Overview of Strategic Foci and Strategic Priorities

**STRATEGIC FOCI**

**Streamline the Student Lifecycle**

Create a streamlined and connected experience through students’ GW Law lifecycle. We will implement process and technology improvements that support enhanced outcomes, superior customer service, and engender engaged alumni.

**STRATEGIC PRIORITIES**

1. Redesign academic administrative processes to be student-centered

2. Evaluate current staffing and reporting structures to better serve students

3. Streamline and enhance student communications bidirectionally with students and administrators, including part-time and non-JD students
Overview of Strategic Foci and Strategic Priorities

**Build a Culture in which a Diverse Community Thrives**

*GW Law values and promotes diversity which we define broadly to include racial, ethnic, gender, age, sexuality, ability, geographic, political viewpoint, military service, and socioeconomic diversity and more. We will prioritize and create structures that support the expansion of diverse community of faculty, staff and students and enable them to thrive at GW Law. Elevate perspectives from diverse community members and build equity through empowerment.*

**STRATEGIC FOCI**

1. Cultivate equity, inclusion, and belonging among and within staff, students and faculty
2. Hire and retain diverse faculty and staff
3. Create an inclusive academic experience for students with diverse backgrounds with both culturally sensitive teaching practices as well as culturally relevant curricula
4. Attract more students with diverse backgrounds, including students of color and international students
5. Value and promote a broad definition of diversity
Overview of Strategic Foci and Strategic Priorities

Increase Alumni Outreach & Alumni Involvement

Connect with graduates as lifelong learners and meaningful contributors of GW Law’s community and culture. Create more meaningful touchpoints, galvanizing alumni as mentors, speakers, advisors, and donors, by offering them lifelong services as they give back to GW Law.

STRATEGIC PRIORITIES

1. Creating an interconnected system of alumni engagement with a whole-of-school perspective

2. Cultivate lifelong engagement through creating, growing, and nurturing small communities of regional, international, and professional alumni groups

3. Lifetime progression: develop alumni community into future leaders & donors, devoted to the School
Establish Holistic Career Development Ecosystem

Support students’ career and professional development from their first day at GW to their first day on the job. We will intentionally connect and enhance the multi-dimensional aspects of professional identity formation and successful career development during each year of study at GW Law.

STRATEGIC PRIORITIES

1. Establish an alumni engagement strategy for career development

2. Identify the tools and technology needed to scale programming, accurately track data, and facilitate cooperative work among constituents

3. Identify roles and points of collaboration for the departments within the Law School ecosystem that enhance career and professional development

4. Create a professional development mentoring program focused on providing opportunities for students to interact with practicing attorneys, potential employers, and GW Law alumni
Overview of Strategic Foci and Strategic Priorities

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**Expand the Public Interest Community**

Expand the identifiable Public Interest Community which integrates public interest and public service into the educational experience at GW Law. We will support and embrace students interested in careers in public interest through financial support, educational and scholarly opportunities, practical experiences, mentoring, networking and community-building. We will do this by fostering greater creativity and engagement in these areas to gain prominence in the national and local public service legal community, and by attracting funding to support these relevant activities.

**STRATEGIC PRIORITIES**

1. Establish a Center for Public Interest that will focus the activities of all aspects of the Public Interest Community, drive investment, coordinate and stimulate related endeavors, and guide students and alumni into public interest and public service careers and engagements

2. Pursue funding opportunities for public interest / public service internships, tuition reimbursements, and fellowships for the Public Interest Center
Overarching Implementation Timeline: Strategic Foci

Across the 5-year plan, each strategic foci will be thoughtfully implemented in a time series according to the availability of resources, staffing capabilities and overall priorities set by the Dean. Both financial and human resources are critical to the success of each strategy. The timeline illustration below will be solidified by project leadership in the implementation phase of the work.

Note that this timeline is for illustration purposes only and needs further discussion with the Dean’s office.
Case for Investment

This strategic plan lays the groundwork for a brighter future for GW Law and has emerged as a result of community-wide participation and engagement. The primary reasons to collectively invest and support the strategic plan are to:

- **Stabilize and Continue an Improving Trend in Rank**
  GW Law has the ability to leverage strengths and a strong market position with targeted investments to regain a stronger rank. Recent news was announced of a two-point advancement in US News and World Report rankings, and the Law School must capitalize on that momentum.

- **Create a Virtuous Cycle of Potential Growth and Opportunity**
  Investments in faculty, staff, academic offerings and programs, infrastructure that supports a seamless student experience, increased alumni engagement, and diversity can fuel the next generation of GW Law’s success.

- **Repair Strained Morale**
  GW Law has a need for cultural enhancements including increased collaboration, equity and inclusion among faculty and staff that were impacted by COVID-19. These enhancements can lift the experience of the GW Law community and get everyone working together toward a shared future.

- **Increase Alumni Engagement**
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- **Reflect Your Collective Voices and Wishes for the Future**
  Developing the strategic plan was a holistic process that represents a very broad array of the GW Law community’s voices and wishes. It is the result of thousands of hours of collective effort from over 150 stakeholders.
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Formation of Final Strategic Plan & Socialization with Key Stakeholder Groups
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Summary of Data Inputs: Incorporating Key Insights

Design Sessions used the momentum, insights and data from previous work to accelerate GW Law into the direction of the specific strategic foci that the Planning Committee decided upon.

1. **STRENGTHS: FOUNDATION FOR THE FUTURE**
   - GW Law's strengths are unique in the marketplace and difficult for peers to replicate.
   - These strengths should not only be a source of pride for the community, but also serve as the foundation for the future.

2. **RECENT CHALLENGES**
   - GW Law has experienced recent challenges from within the larger University and from inside its own operation that have served as obstacles to stability and success.

3. **HIGH LEVEL OPPORTUNITY AREAS**
   - These themes emerged as Deloitte considered all sources of data gathering through the current state assessment, representing areas where GW Law may grow through its future strategy.

**OUTPUT FROM PREVIOUS WORK:**

GW Law Strategic Plan: Current State Assessment
GW Law Career Center Assessment
GW Law Program Visioning Overview
Overview of Stakeholder Engagement

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Review and feedback sessions are being held with faculty, staff, deans and program directors, students, and alumni.

Review Sessions: 5
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Detailed Strategic Foci | Methodology and Approach

This section contains the following information for each strategic foci including definition, context setting and background information, strategic priorities, Return on Investment matrix, measurable outcomes, capabilities, metrics of success, action steps, and resource estimates.

• During the Strategic Choice Workshops, the Planning Committee visualized GW Law’s key strategies for advancing the institution over the next five years.
• The Planning Committee reviewed the strategic foci to develop and refine strategic actions that will drive the success in each strategic area.

• The Planning Committee evaluated the investment required and potential impact of each strategic priority and determined the measurable outcomes for each strategic foci area.

• In order to support the implementation of the strategic plan, the Planning Committee identified capabilities, metrics of success, and action steps.
EXECUTIVE SUMMARY
OVERVIEW OF THE PROCESS
THE CASE FOR INVESTMENT
DETAILED STRATEGIC FOCI PLANNING
ROADMAP
EVALUATION PLANNING
Key Strengths to Build Upon

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- Location has enabled an **evergreen pipeline of student demand** for attending law school in DC as a **center of influence**.
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- The staff have considerable tenure of service with **deep institutional knowledge and a commitment to the School and students**.
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- GW Law has alumni placed in **positions of prominence** within law firms, government and public service sectors.
- While a broader engagement strategy with alumni is an opportunity, the Law School enjoys a **core group of highly dedicated alumni**.
- Alumni have served on numerous **governance boards** and are a **source of employment** for graduates in addition to **fundraising**.

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Critical Challenges Faced by GW Law

GW Law has experienced recent challenges from within the larger University and from inside its own operation that have served as obstacles to stability and success.

**COVID-19 PANDEMIC**
GW Law was not immune to the impacts of the pandemic. The need to rapidly shift to - and sustain - online academic delivery while financially bolstering the University adversely impacted the Law School.

**LEADERSHIP TRANSITIONS**
Instability of senior leadership at GW Law has stymied momentum and recent transitions at the University level have made long-term visioning difficult. However, confidence in Dean Matthew is high and hope in the future is growing among stakeholders.

**FACULTY EROSION**
Attrition among the traditional faculty has been a pain point with top scholars and diverse faculty elevating their careers to higher ranked schools, leaving for dean positions and retirements. Backfilling these positions has proven difficult.

**STAFF LAYOFFS & MANDATES**
The University mandated a reduction in salary expenses and the staff bore the burden of those layoffs. Staff were also mandated to work on-site during the pandemic, further highlighting inequities between staff and faculty and harming morale.

**STUDENT DISSATISFACTION**
Students were hard to please during the pandemic as online learning was an equally difficult burden on them to bear. Finding jobs for graduating students was increasingly difficult as traditional means were not available.

**FINANCIAL RESTRICTIONS**
Cost savings, hard-earned through layoffs and other reductions, were mandated and absorbed by the University, rendering the Law School unable to access funds and invest in future operations. A notable exception to this was the approval of 5 new faculty hires for the 2021-22 academic year.
Consequences of Inaction

GW Law has experienced a slow and subtle decline in several areas, including staffing, infrastructure, diversity, alumni engagement and graduate enrollment which have placed the School at risk for decline in rank and reputation.

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Support students' career and professional development from their first day at GW to their first day on the job. We will intentionally connect and enhance the multi-dimensional aspects of professional identity formation and successful career development during each year of study at GW Law.

EXPAND THE PUBLIC INTEREST COMMUNITY
Expand the identifiable Public Interest Community which integrates public interest and public service into the educational experience at GW Law. We will support and embrace students interested in careers in public interest through financial support, educational and scholarly opportunities, practical experiences, mentoring, networking and community-building. We will do this by fostering greater creativity and engagement in these areas to gain prominence in the national and local public service legal community, and by attracting funding to support these relevant activities.
**Strategic Foci Definition:** The strength of our Law School is its core academic curriculum led by faculty with scholarly excellence. We will leverage this strength and build market prominence by enhancing our comprehensive legal education, and selectively prioritizing academic offerings that build on current strengths and respond to market needs.

**Key Takeaway**

GW Law is the only school in its peer group with a rank lower than #15 to have 4 top-10 programs. These academic programs are the foundation on which a top 20 Law School bid will be made, yet some are in a fragile position due to key faculty attrition and a lack of backfilling positions.

**Opportunity Areas**

Invest in top programs and expand second tier programs.

**Pain Points**

Lack of innovative culture has prevented innovation, and restricted access to funds from GWU to invest in academic programs.

**ACADEMIC STRATEGIC PRIORITIES**

1. **Prioritize faculty hiring and retention to achieve and sustain excellence in research, scholarly impact, and teaching.**

2. **Invest in core courses and specialty academic programs that will enhance GW Law's reputation for delivering an excellent, all-around comprehensive legal education.**

3. **Expand clinical opportunities for students and reposition the mission of the Clinics as a key element of the academic curriculum.**

4. **Invest in online core and specialty academic programs that will attract graduate students globally and diversify our JD learning modalities.**

5. **Develop a strong sense of community and cross-disciplinarity through scholarly and programmatic connections and collaborations among and within programs and University entities.**

**DESIGN TEAM**

- Professor Iselin Gambert
- Professor Jessica Steinberg
- Professor Jessica Tillipman
- Professor Larry Cunningham
- Dean Michael Abramowicz
- Professor Ralph Steinhardt
- Professor Rob Glickman
- Dean Scott Pagel
- Dean Lisa Schenck
- Director Donna Attanasio
- Professor Emeritus Arthur E. Wilmarth, Jr.
- Miranda Hernandez, Student

**WORKING GROUP**

- Dean Scott Pagel
- Professor Iselin Gambert
- Professor Donna Attanasio
- Professor Ralph Steinhardt
- Professor Jessica Steinberg
- Professor Jessica Tillipman
- Professor Larry Cunningham
- Dean Michael Abramowicz
- Professor Ralph Steinhardt
- Director Donna Attanasio
- Professor Emeritus Arthur E. Wilmarth, Jr.
- Miranda Hernandez, Student

**Interview Quote:** “We should prioritize the programs that already come with a natural advantage due to location.”
Strengthen Academic Programs | Capacity Assessment & Measurable Outcomes

**Opportunity ROI Matrix**

1. Prioritize faculty hiring and retention to achieve and sustain excellence in research, scholarly impact, and teaching
2. Invest in core courses and specialty academic programs that will enhance GW Law’s reputation for delivering an excellent, all-around comprehensive legal education
3. Expand clinical opportunities for students and reposition the mission of the Clinics as a key element of the academic curriculum
4. Invest in online core and specialty academic programs that will attract graduate students globally and diversify our JD learning modalities
5. Develop a strong sense of community and cross-disciplinarity through scholarly and programmatic connections and collaborations among and within programs and University entities

**Key**
- **Green** = High Impact / Low Investment
- **Blue** = Either High Impact / High Investment or Low Impact / Low Investment
- **Red** = Low Impact / High Investment

**Measurable Outcomes**
- Annual success in faculty publishing in legal journals, peer-reviewed journals, and other venues
- Funding for chairs / endowed professorships for priority programs
- Rank of GW Law in U.S. News and World Report and individual programs when applicable
- Student/faculty ratio
- Aggregated annual feedback from student surveys and course evaluations
- Number of students denied a clinic seat

**Accountability: Key Contact Responsible for Gathering Metrics**
[Planning Committee to provide]
Prioritize faculty hiring and retention to achieve and sustain excellence in research, scholarly impact and teaching

**Program Questionnaire Context:** In each of the 1-pagers submitted by GW Law program directors, faculty were listed as a key pressing need.

**Current State Context:** Faculty were the second most frequently mentioned strength at GW Law, even among non-faculty groups. However, considerable cultural barriers exist among faculty and the need to back-fill the faculty pipeline is urgent with a record of misalignment resulting failed searches. We heard that “law schools are built on their faculty.” Current lack of collaboration and connectedness among different classes of faculty and the inability to align on hiring is a risk and opportunity for GW Law as it looks to rebuild its faculty for a new generation of GW Law.

### Relevant Capabilities
- Better leverage D.C. location by regularly convening conferences and events and engaging area experts as adjunct and Professor of Practice faculty
- Structure Program Leadership with Program Director as subject matter dean, to partner with Faculty Directors to provide substance oversight

### Relevant Metrics of Success
- Funding for endowed positions and research professorships
- Faculty retention (especially non-tenured)
- Percentage of core and high demand courses taught by full-time faculty
- Ratio of full-time faculty in an academic specialty relative to number of students enrolled in specialty courses

### Action Steps

1. Assure that the Dean's office provides guidance to the Appointments Committee regarding hiring priorities based on the need to achieve international prominence in research while filling core course and specialty program needs

2. Prioritize fundraising to create faculty endowed and research professorships

3. Raise sufficient resources to enable GW Law to make competitive offers to potential faculty, adjust existing salaries to retain current faculty, and fully support faculty scholarly endeavors

4. Develop and finance a professor of practice category to leverage the abundance of preeminent alumni and local experts to contribute to our reputation, teaching and networking strengths

### Accountability: Key Contact Responsible for Gathering Metrics

*Associate Dean for Academic Affairs*
Strengthen Academic Offerings and Programs | Strategic Priority AP2

Invest in core curriculum and specialty academic programs that will enhance GW Law's reputation for delivering an excellent, all-around comprehensive legal education

**Current State Context:** GW Law offers a rigorous and comprehensive legal education that provides foundational training in all of the core disciplines of law. Academic programs are the foundation on which a top 20 Law School bid will be made. Calls for strategic investments and marketing in this area were frequent.

**Program Questionnaire Context:** Most academic programs expressed a need to develop signature initiatives (conferences, symposia, institutes, practical learning, etc.) to enhance the programs’ impact and attract external interest and funding.

**RELEVANT CAPABILITIES**
- Leverage online education
- Identify the creation of program-specific clinics (for programs currently without clinics)

**RELEVANT METRICS OF SUCCESS**
- Clinics offered for all priority programs when applicable
- Conferences coordinated for all priority programs
- Number of students taking specific courses in the discipline
- Percentage of core courses taught by full-time faculty

**ACTION STEPS**

1. Develop a strong marketing and communications strategy that regularly disseminates news of faculty, student, alumni and programmatic achievements

2. **Invest in expansion of events and conferences** to help build prominence in the legal marketplace

3. **Assess staffing and technology needs, including educational technology**, in order to respond to existing resource gaps and support investment in academic programs with relevant training opportunities for new technology utilization

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

*Senior Associate Dean of Administration*

Note: Programmatic investment categories detailed on slide XX.
Strengthen Academic Offerings and Programs | Strategic Priority AP2 (continued)

Invest in core courses and specialty academic programs that will enhance GW Law's reputation for delivering an excellent, all-around comprehensive legal education

<table>
<thead>
<tr>
<th>Programmatic and Core Investment Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Student Demand / Low-Capacity Programs</td>
</tr>
<tr>
<td>Invest to expand capacity in programs where student demand consistently and substantially exceeds course capacity</td>
</tr>
<tr>
<td>Consistently Top Ranked Programs</td>
</tr>
<tr>
<td>Invest to maintain existing strength, protect reputation, and stabilize ranking in areas for which GW Law is known to be strong</td>
</tr>
<tr>
<td>Category Lift Programs</td>
</tr>
<tr>
<td>Invest to strengthen programs for which GW Law has market and/or faculty advantages that are under-realized. There is great potential to excel with minimal investment could raise reputational strength</td>
</tr>
<tr>
<td>Growth Area Programs</td>
</tr>
<tr>
<td>Areas of demonstrated student interest and significant peer competition but in which we have under-invested</td>
</tr>
<tr>
<td>Core Courses</td>
</tr>
<tr>
<td>Core curriculum areas that need continued investment, mostly from a faculty / staffing perspective</td>
</tr>
</tbody>
</table>

- Jacob Burns Community Legal Clinics
- Environmental & Energy
- Government Contracts
- Intellectual Property
- International & Comparative
- Business & Finance Law
- National Security, Cybersecurity, & Foreign Relations Law
- The Equity Institute
- Health Law
- Litigation/Dispute Resolution
- First Year Courses
- Professional Responsibility
- Evidence
- Trusts and Estates
- Family Law
- Others to be determined
Strengthen Academic Offerings and Programs | Strategic Priority AP3

Expand clinical opportunities for students and reposition the mission of the Clinics as a key element of the academic curriculum

**Current State Context:** Clinical education at GW Law is in high demand and low supply with between 180 – 200 students per year being turned away that would like to engage in a clinic but staffing resource shortages cause the acceptance rate to be approximately 45% for the program. There are no evening clinics offered.

**RELEVANT CAPABILITIES**

✓ Faculty hiring is critical to expanding capacity in this area

**RELEVANT METRICS OF SUCCESS**

✓ Acceptance rates to Clinics and number of 3Ls turned away without a clinical opportunity

✓ Faculty hiring and retention

✓ The breadth and depth of collaborations between the Clinics and other Law School and university faculty and programs

**ACTION STEPS**

1. **Hire new tenure-track clinical faculty** to maintain and expand clinic seats

2. **Explore pathways to achieve more substantive and pedagogical integration** between the doctrinal curriculum, Inns of Court, Fundamentals of Lawyering and Clinics

3. **Hire more teaching fellows** and **adjunct faculty** to further support expansion of clinic seats

4. **Develop an Advisory Council** to help address development goals and engage alums in support of students and clinic mission

5. **Encourage non-clinical faculty and clinical faculty to collaborate on teaching and case work**

6. **Support and invest in clinical faculty scholarship**

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

Associate Dean of the Clinics
Strengthen Academic Offerings and Programs | Strategic Priority AP4

Invest in online core and specialty academic programs that will attract graduate students globally and diversify our JD learning modalities

Current State Context: While GW Law experienced an above average increase in 2021 applicants and a related decrease in acceptance rate. This surge is highly related to the COVID-19 pandemic and the U.S. election cycle and may not persist into the future. GW Law has not moved into the online space deliberately; yet this could create strong cash flow and build reputation. Release of restricted funds from GWU will be required to make investments in additional marketing and communications staff, online course development and a new LMS, and added faculty and conferences.

**RELEVANT CAPABILITIES**
- Invest in a Learning Management System (LMS) that is capable of scaling to a larger online audience
- Support online course development with either internal or external expertise

**RELEVANT METRICS OF SUCCESS**
- During Pilot AY 23, track the following metrics: Number of enrolled students, course evaluations, instructor satisfaction, profitability, and faculty satisfaction

**ACTION STEPS**

1. Evaluate market demand for specialty programs that will attract LLM and MSL students, including international students
2. Work with program directors and curriculum committee to identify pilot degree programs. Work with the Academic Dean to identify sections of core JD courses to pilot
3. Develop a core set of JD, LLM, and MSL courses to pilot for one year
4. Negotiate service agreement with third party vendor
5. Obtain university approval for pilot contract and evaluate feasibility to launch full online degree programs by AY 24

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**
The Law School Dean
Develop a strong sense of community and cross-disciplinarity through scholarly and programmatic connections and collaborations among and within programs and University entities.

**Current State Context:**
- **Culture of Collaboration:** Doctrinal, clinical, and Fundamentals of Lawyering faculty could increase collaboration and research for improved student experience and improved curriculum.
- **From Cordial to Connected:** Faculty culture is cordial and collegial; yet work needs to be done to make all feel included and valued.
- **Class System & Morale:** Voting practices such as certain faculty being dismissed from meetings for voting and feelings of inferiority were often mentioned as a pain points.

**RELEVANT CAPABILITIES**
- Better leverage D.C. location by regularly convening conferences and events and engaging area experts as adjunct and Professor of Practice faculty
- Identify opportunities to leverage technology and administrative support to foster engagement

**RELEVANT METRICS OF SUCCESS**
- Faculty satisfaction metrics measured by annual survey
- Faculty retention (especially non-tenured)
- Number of cross-disciplinary initiatives or programs
- Percent of faculty attending workshops and presentations
- Percent of faculty making scholarly presentations to colleagues per year

**ACTION STEPS**

1. Create opportunities for faculty, staff, and students to collaborate towards institutional mission and scholarly works
2. Breakdown silos by seeking collaborative opportunities across programs and among faculty
3. Consider practical ways to create a culture where all faculty and support staff feel valued
4. Encourage faculty participation in workshops and scholarly presentations
5. Explore academic and scholarly collaboration between GW Law faculty and faculty at global institutions
6. Establish a cross-disciplinary institute dedicated to the study of racial, ethnic and socioeconomic inequity in the U.S. and world-wide to develop collaborative pilot projects involving law faculty and faculty from other GWU schools and colleges to work together to conduct and disseminate publications related to community engaged research on socioeconomic and racial inequality; engage graduate and post-graduate students in original empirical research, preparation of articles, white papers, and policy briefs; present an annual program showcasing the Equity Institute work

**ACCOUNTABILITY:** KEY CONTACT RESPONSIBLE FOR GATHERING METRICS

The Law School Dean
Strengthen Academic Offerings and Programs | Strategic Priorities

It is important to note that, while there are five strategic priorities, many of these strategies and their associated action items will act in tandem to strengthen academic programs at GW Law.

- **Prioritize faculty hiring and retention to achieve and sustain excellence in research, scholarly impact, and teaching.**
- **Invest in core courses and specialty academic programs that will enhance GW Law’s reputation for delivering an excellent, all-around comprehensive legal education.**
- **Expand clinical opportunities for students and reposition the mission of the clinics as a key element of the academic curriculum.**
- **Invest in online core and specialty academic programs that will attract graduate students globally and diversify our JD learning modalities.**
- **Develop a strong sense of community and cross-disciplinarity through scholarly and programmatic connections and collaborations among and within programs and University entities.**

Collectively, these strategic priorities will work in coordination with each other to advance the academic portfolio and support an improved financial and rank position for the Law School.
Streamline the Student Lifecycle | Context & Strategic Priorities

Strategic Foci Definition: Create a streamlined and connected experience through students’ GW Law lifecycle. We will implement process and technology improvements that support enhanced outcomes, superior customer service, and engender engaged alumni.

Opportunity Areas
From being recruited to navigating 1L to becoming an alum, GW Law can build lifelong relationships with an integrated student-centered experience.

Pain Points
Students shared that it is hard to get things done at GW Law, either due to staffing shortages or lack of data-sharing between departments.

Key Takeaway
Inefficiencies in the students’ lifecycle can be solved with process and technology improvements and most stakeholders are aligned that student outcomes are important. The absence of data related to student experience in the form of surveys is a gap in visibility and makes data-informed programming a challenge.

Interview Quote: “The best student experiences at GW have been self-directed, there are no institutional resources to get connected with alumni or other resources.”

STUDENT LIFECYCLE STRATEGIC PRIORITIES

Redesign academic administrative processes to be student-centered

Evaluate current staffing and reporting structures to better serve students

Streamline and enhance student communications bidirectionally with students and administrators, including part-time and non-JD students
Streamline the Student Lifecycle | Capacity Assessment & Measurable Outcomes

**OPPORTUNITY ROI MATRIX**

<table>
<thead>
<tr>
<th>Impact</th>
<th>Financial Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Green = High Impact / Low Investment</td>
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<td>High</td>
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</tr>
<tr>
<td>Low</td>
<td>Red = Low Impact / High Investment</td>
</tr>
</tbody>
</table>

**KEY CONCEPTS**

1. Redesign academic administrative processes to be student-centered
2. Evaluate current staffing and reporting structures
3. Streamline and enhance student communications bidirectionally with students and administrators, including part-time and non-JD students

**MEASURABLE OUTCOMES**

- Support Dean of Students Office with growing number of accommodated exams.
- Feedback collected from students and staff
- Track student attendance at events and use of services offered by Dean of Students and Records offices
- Bar exam passage rates
- Track quality of academic services to students such as registration, examination administration, and grade distribution
- Track interdepartmental communication and sharing of information such as concentration, grades, and alumni contacts.

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

Senior Associate Dean for Administrative Affairs & Dean of Students
# Streamline the Student Lifecycle | Strategic Priority SSL1

## Redesign academic administrative processes to be student-centered

**Current State Context:** Student experience is impacted by inability of systems to transfer data to one another creating a complex network of bureaucratic processes for students to navigate. Students experience challenging iterative registration process due to lack of automation, and the absence of student satisfaction data at any point in the student lifecycle prevents data-informed prioritization of issues.

### Relevant Capabilities
- Invest in technologies that support greater efficiency, improved data management and collaboration across the Law School
- Improve specific processes related to the following: degree and concentration requirement tracking, management of student records for character & fitness, course registration process, and exam administration processes

### Relevant Metrics of Success
- Time to service metrics for all key student-facing functions
- Students' qualitative reports of effective service levels in annual survey

### Action Steps

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Identify key priorities</strong> for the student lifecycle in relation to specific functions detailed on the following slide <em>(please see slide 43 for reference)</em></td>
</tr>
<tr>
<td>2</td>
<td>Identify <strong>appropriate stakeholders</strong> in alignment with specific functions both within the Law School and at the University</td>
</tr>
<tr>
<td>3</td>
<td>Assess <strong>current state</strong> of targeted student functions</td>
</tr>
<tr>
<td>4</td>
<td>Determine <strong>ideal future state</strong> through strategic and technological capabilities</td>
</tr>
<tr>
<td>5</td>
<td>Develop implementation plan for new student lifecycle policies, practices, and systems in relation to the specific functions</td>
</tr>
</tbody>
</table>

**Accountability: Key Contact Responsible for Gathering Metrics**

*Dean of Students and Records Office*
# Streamline the Student Lifecycle | Key Processes to Evaluate

<table>
<thead>
<tr>
<th>Process</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracking Degree Requirements</td>
<td>Evaluate the current process to track degree requirements. Explore course tracking mechanisms within DegreeMAP to ensure courses are coded correctly and the system is being utilized to full capacity for ease of degree audit.</td>
</tr>
<tr>
<td>Tracking Concentration Requirements</td>
<td>Evaluate the current process to track concentration requirements (tracked manually by directors and students opting into specific concentrations). Assessing the DegreeMAP system for course concentration alignment visibility will help alleviate the manual nature of “counting courses” by the directors each graduation cycle.</td>
</tr>
<tr>
<td>Course Registration</td>
<td>Evaluate the current course registration system and consider what changes to implement to better meet students’ needs. GW Law’s use of the GWU registration system should be assessed for full system capabilities to meet the needs of the law student registration process.</td>
</tr>
<tr>
<td>Student Records for Character &amp; Fitness</td>
<td>Assess student records for character and fitness. GW Law will need to explore technological solutions to streamline the process by which students complete forms as well as how staff access information.</td>
</tr>
<tr>
<td>Exam Administration</td>
<td>Explore opportunities to consolidate exam administration process to the Records Office and invest in scheduling mechanism to better facilitate automate exam scheduling.</td>
</tr>
<tr>
<td>Update Course Learning Management System</td>
<td>Upgrade the course learning management system to provide user-friendly interface for students, higher quality services, and reduce technology disruptions.</td>
</tr>
<tr>
<td>Course Scheduling &amp; Room Assignments</td>
<td>Upgrade processes related to the development of the course schedule and course room assignments</td>
</tr>
<tr>
<td>Student Records for Character &amp; Fitness</td>
<td>Assess student records for character and fitness. GW Law will need to explore technological solutions to streamline the process by which students complete forms as well as how staff access information.</td>
</tr>
<tr>
<td>Upgrade Student Communications &amp; Make the Bulletin Searchable</td>
<td>Upgrade student communications and consider more effective forms of communication. Evaluate the use of an app, texting updates, and Google calendar as ways to improve communication with students. Evaluate the effectiveness of Bulletin and consider placing information in a web format and making it searchable.</td>
</tr>
</tbody>
</table>

Reimagine these critical processes that intersect with students given a student-centered and common-sense framework.
Streamline the Student Lifecycle | Strategic Priority SSL2

Evaluate current staffing and reporting structures to better serve students

Working Group Context: The Working Group identified silos as the biggest obstacle to efficient delivery of information to students.

Current State Context: GW Law students shared that it was hard to get things done at GW Law. Whether the source was being short-staffed, or lack of data-sharing between departments, what it feels like from a student point of view is that this place isn't well-run, and they are paying for better.

RELEVANT CAPABILITIES
✓ Support Dean of Students Office with growing number of accommodated exams

RELEVANT METRICS OF SUCCESS
✓ Staff to student ratio in student-facing administrative offices optimized for available technology and processes in place, to compete favorably with our peer law schools

ACTION STEPS

1. Assess the functions, staffing, and leadership structure of key student-facing administrative offices

2. Assess opportunities for collaboration and information sharing between key student-facing offices including identification of primarily inter-office points of contact

3. Provide cross-training opportunities for staff to foster a holistic view of the student lifecycle, critical processes, procedures, and points of contact for student referrals, while recognizing that each office contains the subject matter experts for its area of student concern

4. Provide ongoing professional development that supports a high level of customer service to students

ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS
Dean of Students and Records Office
Streamline and enhance student communications bidirectionally with students and administrators, including part-time and non-JD students

Current State Context: Obtaining student survey data would provide valuable insight for continuous change as well as a strong signal to the students that their voices are valued.

<table>
<thead>
<tr>
<th>RELEVANT CAPABILITIES</th>
<th>RELEVANT METRICS OF SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Annually survey students and staff to gather regular feedback</td>
<td>✓ Students’ qualitative reports of effective service levels in annual survey</td>
</tr>
<tr>
<td>✓ Make “The Bulletin” searchable and interactive</td>
<td></td>
</tr>
<tr>
<td>✓ Technology to enable efficient communication</td>
<td></td>
</tr>
</tbody>
</table>

**ACTION STEPS**

1. Evaluate effectiveness of **Bulletin** and consider placing information in a web format

2. Consider other, more effective forms of communication such as a **branded newsletter** (website or email)

3. **Redesign information on student services webpages** with a focus on clarity and user-friendliness

4. Evaluate the use of an **apps, texting updates**, and **Google calendar** as ways to improve communication with students

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

*Sr. Associate Dean of Administrative Affairs*
**Strategic Foci Definition:** GW Law values and promotes diversity which we define broadly to include racial, ethnic, gender, age, sexuality, ability, geographic, political viewpoint, military service, and socioeconomic diversity and more. We will prioritize and create structures that support the expansion of diverse community of faculty, staff and students and enable them to thrive at GW Law. Elevate perspectives from diverse community members and build equity through empowerment.

**Design Team**
- Director Alesha Garvin
- Associate Dean Carmia Caesar
- Professor Dawn Nunziato
- Professor Donald Braman
- Professor Erika Pont
- Professor Jeremy Bearer-Friend
- Professor Joan Schaffner
- Professor Karen Brown
- Professor Renee Lerner
- Leopoldo Melo, Student

**Working Group**
- Professor Dawn Nunziato
- Associate Dean Carmia Caesar
- Professor Erika Pont
- Professor Donald Braman
- Professor Renée Lerner

**Opportunity Areas**
GW Law has room to improve in its faculty diversity both in terms of the number of female and faculty of color.

**Pain Points**
Traditional faculty have lower rates of gender and race/ethnicity diversity compared to other classes of faculty. Combined with the lower-levels of voting rights for Clinical & Contract faculty, this creates a power-race-gender dynamic that is not optimal.

**Rationale**

**Key Takeaway**
Rebuilding the faculty pipeline with junior and diverse faculty members will be critical to GW Law's long-term success.

**Interview Quote:**
“...I have noticed a lack of diversity among the 1L faculty. It’s helpful to have representation, and the majority of faculty can't relate or provide diverse perspectives.” (GWL Student)

---

**Diversity Strategic Priorities**

1. **Cultivate equity, inclusion, and belonging among and within staff, students and faculty**

2. **Hire and retain diverse faculty and staff**

3. **Create an inclusive academic experience for students with diverse backgrounds with both culturally sensitive teaching practices as well as culturally relevant curricula**

4. **Attract more students with diverse backgrounds, including students of color and international students**

5. **Value and promote a broad definition of diversity**
Build a Culture in which a Diverse Community Thrives | Capacity Assessment & Measurable Outcomes

OPPORTUNITY ROI MATRIX

Strategies

1. Cultivate equity, inclusion, and belonging among and within staff, students, and faculty
2. Hire and retain diverse faculty and staff
3. Create an inclusive academic experience for students with diverse backgrounds with both culturally sensitive teaching practices as well as culturally relevant curricula
4. Attract more students with diverse backgrounds, including students of color and international students
5. Value and promote a broad definition of diversity

Impact vs. Financial Investment

- Green = High Impact / Low Investment
- Blue = Either High Impact / High Investment or Low Impact / Low Investment
- Red = Low Impact / High Investment

KEY

MEASURABLE OUTCOMES(1)

- Demographic profile of faculty members for various ranks/classes of faculty (i.e., full-time vs. part-time, tenure-track vs. clinical, etc.).
- Demographic profile of students and staff.

ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS

Associate Dean for Justice, Equity, Diversity, and Inclusion

In assessing outcomes and metrics of success regarding Strategic Focus Areas #3 and related priorities, no quotas or other forms of numerical thresholds will be set.
Cultivate equity, inclusion, and belonging among and within staff, students and faculty

**Current State Context:** The GW Law community have noted the operational implications of leadership inconsistency, hierarchical class system within faculty, and the lasting COVID-19 impacts on staff which have reduced morale and ability to operate efficiently.

**RELEVANT CAPABILITIES**
- Build community across diverse student organizations
- Eliminate silos among staff and faculty
- Mentoring, mock interviewing, and other supportive programming for students of color
- Seek technological solutions to expand the capacity of the Dean of Students

**RELEVANT METRICS OF SUCCESS**
- Student survey responses suggest qualitative improvement of culture surround diversity, equity and inclusion
- Percentage of staff members with diverse backgrounds in management positions with equitable pay across gender and racial groups
- Percentage of staff members with diverse backgrounds overall with equitable pay across gender and racial groups

**ACTION STEPS**

1. Conduct **Climate Survey** of the Law School community
2. **Implement a GW Law system** to review reports of incidents of bias, discrimination, accommodations, and grievances
3. Research, offer, and encourage **bias training** for faculty, staff, and students consistent with ABA Standards and best practices
4. Explicitly explore issues of diversity at **Orientation**, and throughout the curriculum
5. Enlist the Teaching Committee to explore new ways for faculty to create more inclusive and equitable **classroom experiences**, including revisiting course material

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**
Associate Dean of Justice, Equity, Diversity and Inclusion
Hire and retain diverse faculty and staff

**Current State Context:** Current lack of collaboration and connectedness across different classes of faculty and the inability to align on hiring is a profound risk and opportunity for GW Law as it looks to rebuild its faculty for a new generation of GW Law. While 86% of full-time faculty are white and 89% of adjunct faculty are white, the GW Law student body is only 77% white. Given the high number of recent and announced retirements full-time faculty additional focus on junior faculty is warranted.

**Moving Diversity Forward:** “Although it is difficult to draw an overarching conclusion, the five-year data indicate that, despite efforts undertaken by dedicated faculty and university administrators to improve faculty diversity, more can be done to enhance the diversity of our faculty overall.”

**RELEVANT CAPABILITIES**

- Reconsider hiring practices from types of candidates and their scholarship, to involvement of the new Dean of Justice, Diversity, Equity and Inclusion to more active recruitment strategies
- Actively recruit adjunct faculty who will increase the diversity of part-time faculty

**RELEVANT METRICS OF SUCCESS**

- Percentage of faculty members with diverse backgrounds for various ranks/classes of faculty (i.e., full-time vs. part-time, tenure-track vs. clinical, etc.)

**ACTION STEPS**

1. Create a postgraduate teaching (doctrinal) **fellowship** specific to disciplines that explore issues related to equity and inclusion
2. Include Dean of Justice, Equity, Diversity, and Inclusion and a diverse group of **student representatives in meetings** with faculty candidates
3. Work with the Academic Dean regarding **hiring diverse visiting faculty**
4. Work with program leaders regarding **diversity** of Inns of Court advisors and Fundamentals of Lawyering faculty
5. Dedicate faculty workshops, seminars, and training on **creating inclusive teaching**, curricula, and course materials

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**
The Law School Dean, Senior Associate Dean of Academic Affairs, Senior Associate Dean of Administrative Affairs, and Associate Dean of Justice, Equity, Diversity and Inclusion
# Build a Culture in which a Diverse Community Thrives | Strategic Priority BC3

Create an inclusive academic experience for students with diverse backgrounds with both culturally sensitive teaching practices as well as culturally relevant curricula

<table>
<thead>
<tr>
<th>Current State Context: A demographic assessment was completed using ABA data to assess male vs. female as well as students of color representation within the students of GW Law’s peer schools. On average, GW Law students are more equally balanced in sex and more racially diverse than their faculty across the peer set.</th>
</tr>
</thead>
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<table>
<thead>
<tr>
<th>RELEVANT CAPABILITIES</th>
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</thead>
<tbody>
<tr>
<td>✓ Build community across diverse student organizations</td>
</tr>
<tr>
<td>✓ Mentoring, mock interviewing, and other supportive programming for students of color</td>
</tr>
<tr>
<td>✓ Adequate support staff in the Dean of Students’ office</td>
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<table>
<thead>
<tr>
<th>RELEVANT METRICS OF SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Student survey responses suggest qualitative improvement of culture surround diversity, equity and inclusion.</td>
</tr>
<tr>
<td>✓ Number of diversity focused offerings including trainings, seminars, etc.</td>
</tr>
<tr>
<td>✓ First-generation program participation</td>
</tr>
<tr>
<td>✓ Students with diverse backgrounds co-curricular engagement numbers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTION STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide an additional, voluntary program to supplement Fundamentals of Lawyering and Inns of Court for students who are first-generation law students or who self-identify as wanting additional support (mentoring, mock interviewing, targeted clerkship programming)</td>
</tr>
<tr>
<td>2. Dedicate faculty workshops, seminars, and training on diversity sensitive teaching, curricula, and course materials</td>
</tr>
<tr>
<td>3. Develop strategies for encouraging students with diverse backgrounds to participate in co-curricular activities (journals, Moot Court)</td>
</tr>
<tr>
<td>4. Evaluate and improve classroom teaching and culture to eliminate racial, cultural, and other biases consistent with University guidelines and academic freedom</td>
</tr>
</tbody>
</table>

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

Dean, Sr. Associate Dean of Academic Affairs
Build a Culture in which a Diverse Community Thrives | Strategic Priority BC4

Attract more students with diverse backgrounds, including students of color and international students

Current State Context: In the 2021 J.D. class, Students identified as 56.3% female and 31.3% students of color. The median age is 23 with a range in ages of 20 to 50. A demographic assessment was completed using ABA data to assess male vs. female as well as students of color representation within the students of GW Law’s peer schools. GW had slightly below the average mark for students of color representation when compared to their peers.

RELEVANT CAPABILITIES
- Increase Need-based Scholarships for 1st Gen, Immigrants, & URMs
- Reexamine the admissions process
- Build community across diverse student organizations
- Mentoring, mock interviewing, and other supportive programming for students of color

RELEVANT METRICS OF SUCCESS
- Percentage of students with diverse backgrounds, including students of color
- Student survey responses suggest qualitative improvement of culture surround diversity, equity and inclusion.

ACTION STEPS

1. Engage HBCU Pipelines (BA/JD; BS/JD) with faculty to create a sense of welcome and opportunity for students to feel valued through connection
2. Create and host a pre-law scholars summer enrichment programs for undergraduate students with diverse backgrounds, including socio-economic status.
3. Establish additional outreach efforts like the Diversity Matters Program at Cornell

ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS
Associate Dean of Admissions
Build a Culture in which a Diverse Community Thrives | Strategic Priority BC5

Value and promote a broad definition of diversity

Current State Context: Diversity is a top priority for the University. “We have at times fallen short of our DEI goals; now is the time to address these issues as we continue to move forward and build a community that understands, embraces, and celebrates all people and all ideas… At GW Law, we value all forms of diversity including socioeconomic, gender, racial, ethnicity, age, ability, political viewpoint, and geographic diversity and other forms as well, among our faculty. Therefore, we hope to improve the quality of the preparation that we give to our students by intentionally pursuing the educational benefits for all students that a diverse faculty provides.”

RELEVANT CAPABILITIES

 ✓ Actively invite and include presentations by faculty with diverse viewpoints
 ✓ Prioritize clerkship opportunities for students
 ✓ Create an environment where all ideas and thoughts are valued and welcome, regardless of political ideology or background
 ✓ Expanded financial capacity to support first-generation, low-income, and under-represented students accessing at GW Law education in ways consistent with applicable law is another critical resource in this area

RELEVANT METRICS OF SUCCESS

 ✓ Survey responses suggest qualitative improvement of culture surrounding diversity of viewpoint
 ✓ Faculty, staff and student survey responses suggest (a) qualitative improvement of feeling of belonging, (b) the Law School is responsive to all regardless of race and gender, and (c) the Law School is committed to protecting free speech rights of faculty, staff and students

ACTION STEPS

1. Survey faculty, staff, and students to determine whether they feel welcome and valued regardless of who they are
2. Work to ensure that presentations to the faculty by GW Law faculty and scholars from other schools represent a range of intellectual viewpoints
3. Continue to use the diversity of GW Law faculty to promote clerkship opportunities for students with state and federal judges
4. Continue to implement the unanimously adopted Juneteenth Anti-Racism Resolution

ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS

Associate Dean of Justice, Equity, Diversity and Inclusion
Increase Alumni Outreach & Alumni Involvement | Context & Strategic Priorities

**Strategic Foci Definition:** Connect with graduates as lifelong learners and meaningful contributors of GW Law’s community and culture. Create more meaningful touchpoints, galvanizing alumni as mentors, speakers, advisors, and donors, by offering them lifelong services as they give back to GW Law.

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**Key Takeaway**
The alumni network is large (31,500+) and represents a powerful connection to key industries for GW Law students and graduates, yet this group has not been optimally leveraged and cultivated to be the resource that it could represent for the Law School.

**Opportunity Areas**
The alumni network is the most under-leveraged asset at GW Law and must be mobilized to advance GW Law’s strategic goals. Fundraising has had record recent success, which points to expanding opportunity.

**Pain Points**
Alumni report that they have been largely ignored and thus engaged in other institutions. Re-engaging them will be a heavy lift and require consistent effort as well improved data systems.

**RATIONALE**
The alumni network is large (31,500+) and represents a powerful connection to key industries for GW Law students and graduates, yet this group has not been optimally leveraged and cultivated to be the resource that it could represent for the Law School.

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**ALUMNI OUTREACH STRATEGIC PRIORITIES**

**Creating an interconnected system of alumni engagement with a whole-school perspective**

Cultivate lifelong engagement through creating, growing, and nurturing small communities of regional, international, and professional alumni groups

**Interview Quote:**
“As alumni, we need to make sure there is a coherent and thought-out approach on how to contact alumni, engage them in process, and use them later down the road.”

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**Lifetime progression:** develop alumni community into future leaders & donors, devoted to the school

---

**DESIGN TEAM**
- Associate Dean Alfreda Robinson
- Assistant Director Bryant Ingram
- Corinne Ball, Alumna
- Francisco Montero, Alumni
- Professor John Whealan
- AVP Nancy Hullihen
- Michelle Blackwell, President, GW Law Alumni Association
- Melissa Schlosberg, Student
- Professor Roger Transgrud
- Professor Steve Schooner

**WORKING GROUP**
- Corinne Ball, Alumna
- Assistant Director Bryant Ingram
- Michelle Blackwell, President, GW Law Alumni Association
- Professor Steve Schooner
Increase Alumni Outreach & Alumni Involvement | Capacity Assessment & Measurable Outcomes

**OPPORTUNITY ROI MATRIX**

**Strategies**

1. Creating an interconnected system of alumni engagement with a whole-of-school perspective

2. Cultivate lifelong engagement through creating, growing, and nurturing small communities of regional, international, and professional alumni groups

3. Lifetime progression: develop alumni community into future leaders & donors, devoted to the school

**Financial Investment**

- High
- Low

**Impact**

- High
- Low

**KEY**

- **Green** = High Impact / Low Investment
- **Blue** = Either High Impact / High Investment or Low Impact / Low Investment
- **Red** = Low Impact / High Investment

**MEASURABLE OUTCOMES**

- Attendance at alumni events
- Number of alumni engaged in academic courses, mentoring program, conferences and related academic events at the Law School
- Number of alumni funded endowments
- Annual giving to Law School by alumni
- Percent of known alumni as active donors

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

Associate Vice President, Office of Development and Alumni Relations & Manager of Alumni Career Services
Creating an interconnected system of alumni engagement with a whole-of-school perspective

Current State Context: While GW Law has a substantial and prominent alumni network, a broader alumni engagement strategy is needed to better support students, employ graduates, and provide funding for the Law School. Reports from alumni suggest that they want to be engaged intellectually and socially as well as financially with the Law School.

**RELEVANT CAPABILITIES**
- DAR must obtain and deploy the human and technological capacities to coordinate a diverse community
- Integrate data and communications systems
- Generate, upgrade, and improve alumni database
- Deploy technology and seek donor and alumni feedback on communications
- Enhance marketing through bi-annual magazine, monthly newsletter, and targeted social media campaign that focuses on communicating alumni accomplishments

**RELEVANT METRICS OF SUCCESS**
- Number of alumni attendees at key events
- Number of alumni engaged in mentoring, guest lectures, panel discussions and committees
- Number of alumni added to the alumni database
- Number of alumni interviewing GW Law students for jobs and scholarships

**ACTION STEPS**

1. **Invest in upgraded technology** to enhance multiple phases of mentoring programs across all Law School classes
2. **Empower DAR** with the capacity to lead and coordinate a more intentional eco-system of alumni engagement across various elements of the Law School
3. Improve and seek **active engagement with alumni**: actively include alumni throughout the student journey
4. Create a **culture of faculty engagement** with alumni and development: establish norms such as faculty attendance at alumni events and encourage faculty to leverage alumni within their courses
5. **Expand alumni participation** in the GW Law placement program with the goal of turning outside placement into job opportunities for students

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**
Dean, Associate Dean of Career Development, AVP Development, Alumni Relations
Increase Alumni Outreach & Alumni Involvement | Strategic Priority AO2

Cultivate lifelong engagement through creating, growing, and nurturing small communities of regional, international, and professional alumni groups

Current State Context: While the Law School has a core group of highly dedicated alumni, many alumni report that they have been largely ignored and thus engaged in other institutions.

Working Group Context: We are committed to building continuous intellectual, social, and career engagement with our alumni and connecting them with students and faculty. Making 31,500+ alumni feel connected is about constructing, enlivening, and maintaining affinity groups and personal connections in smaller pods – whether through events or communications.

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<tr>
<td>✓ Empower DAR with the capacity to lead and coordinate these efforts</td>
<td>✓ Number of alumni engaged in mentoring, talks and committees</td>
</tr>
<tr>
<td>✓ Number of affinity groups active throughout the alumni</td>
<td></td>
</tr>
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</table>

ACTION STEPS

1. Invest in both virtual and in person alumni events using regional, international, and subject matter models, in addition to conventional D.C.-centric events
2. Rebuilding the graduation class gift program, ensuring that endowments are created in the name of each graduating class, giving them a shared common goal
3. Establish greater coordination between the class gift, annual gift giving, and the general alumni board
4. Plan annual signature events committed to various affinity groups
5. Systematically collect and communicate news related to alumni, faculty, and student successes through newsletters, magazines, and social media
6. Create demographic-specific lists to identify alumni from diverse backgrounds, including global alumni, to recruit new advisory council members from backgrounds that include geographic, gender, race, ethnicity, professional affiliation, socioeconomic, and military affiliation diversity

ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS
Dean, AVP Development, Alumni Relations
### Increase Alumni Outreach & Alumni Involvement | Strategic Priority AO3

**Lifetime progression:** develop alumni community into future leaders & donors, devoted to the School

**Current State Context:** The rate of alumni giving has declined by 2% over the past five years, however, there has been recent fundraising success in FY21 indicating future capacity in the alumni base.

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<tr>
<td>✓ Invest in technology to create an accurate, accessible, and searchable database of all alumni, accessible to students, faculty, and other alumni</td>
<td>✓ Number of alumni funded endowments</td>
</tr>
<tr>
<td>✓ Communications that enable DAR (or other relevant dept) to recognize successful alumni, faculty, and students</td>
<td>✓ Annual funding to Law School by alumni</td>
</tr>
<tr>
<td>✓ Deploy technology and seek donor and alumni feedback on communications</td>
<td>✓ Percent of known alumni as active donors</td>
</tr>
</tbody>
</table>

**ACTION STEPS**

1. Create a **substantive web of communication**, shared information, and coordination between DAR personnel, faculty, and the Dean’s suite related to donors

2. Use data to **enhance cooperation** between alumni, development, faculty, etc. by compiling and sharing information among stakeholder communities

3. Enhance endowments for faculty in order to free GW Law from Tuition Dependency

4. DAR should **define a core group** of alumni and faculty who are committed to achieving these goals and action steps

5. Obtain new technology and staffing that will allow DAR to create and manage new database and communications strategies

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

Dean, AVP Development, Alumni Relations
Establish Holistic Career Development Ecosystem | Context & Strategic Priorities

**Strategic Foci Definition:** Support students’ career and professional development from their first day at GW to their first day on the job. We will intentionally connect and enhance the multi-dimensional aspects of professional identity formation and successful career development during each year of study at GW Law.

**Opportunity Areas**
In 2020, only 3% of students report sourcing their job from a GW referral in 2020, suggesting an opportunity to further leverage GW’s network, connections and influence.

**Key Takeaway**
Several groups are concurrently working on professional and career development, including the Career Center, Inns of Court, Foundations of Practice programs and the Field Placement Center; however, these stakeholders do not function as a connected ecosystem, and other resources like alumni and adjunct faculty are under-utilized.

**Pain Points**
GW Law Career Center’s On-Campus Interview (OCI) program is the leading job source for students since 2018, however limited data on job sources makes it difficult for the Career Center to sufficiently assess program and event effectiveness.

**Rationale**

**Interview Quote:** “I don’t think the career center needs more staff; they need to shift their priorities to things that will actually be beneficial to the students.”

**Career Development Ecosystem Strategic Priorities**

1. **Establish an alumni engagement strategy for career development**

2. **Identify the tools and technology needed to scale programming, accurately track data, and facilitate cooperative work among constituents**

3. **Identify roles and points of collaboration for the departments within the Law School ecosystem that enhance career and professional development**

4. **Create a professional development mentoring program focused on providing opportunities for students to interact with practicing attorneys, potential employers, and GW Law alumni**
Establish Holistic Career Development Ecosystem | Capacity Assessment & Measurable Outcomes

**OCCUPORTUNITY ROI MATRIX**

<table>
<thead>
<tr>
<th>Strategies</th>
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<tbody>
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<td>1. Establish an alumni engagement strategy for career development</td>
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<td>3. Identify roles and points of collaboration for the departments within the Law School ecosystem that enhance career and professional development</td>
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<td>4. Create a professional development mentoring program focused on providing opportunities for students to interact with practicing attorneys, potential employers, and GW Law alumni</td>
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**MEASURABLE OUTCOMES**

- Increased employment outcomes relative to peer schools – specifically job placement at graduation and 10-months post graduation in a JD or JD preferred position
- Number of students employed in relevant sectors position at graduation and at 10-months post graduation (Big Law, Public Interest, Clerkships, etc.)
- Number of students who completed the annual student satisfaction survey
- Number of students who had initial interview or assessment with the Career Development Office during 1L year

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**
Associate Dean of the Center for Professional Development and Career Strategy
Establish Holistic Career Development Ecosystem | Strategic Priority CE1

### Establish an alumni engagement strategy for career development

**Current State Context:** In 2020, only 3% of students report sourcing their job from a GW referral in 2020, suggesting an opportunity to further leverage GW's network, connections and influence. Students were loud and clear that they don't value resume reviews and they need help with warm introductions, interview preparation and establishing connections with potential employers.

<table>
<thead>
<tr>
<th>RELEVANT CAPABILITIES</th>
<th>RELEVANT METRICS OF SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Data solutions to track employment pipelines with particular focus on enhancing alumni employer pipeline</td>
<td>✓ Number of alumni specifically contacted by GW Law personnel for student career development purposes</td>
</tr>
<tr>
<td>✓ Single point of contact for alumni employers to engage with the Career Center</td>
<td>✓ Number of students receiving referrals to alumni</td>
</tr>
<tr>
<td></td>
<td>✓ Number of students offered outside placement positions with alumni</td>
</tr>
<tr>
<td></td>
<td>✓ Number of students hired by alumni upon graduation</td>
</tr>
</tbody>
</table>

**ACTION STEPS**

1. **Establish communication channels** and points of contact for greater integration of alumni into the career development process.

2. **Enhance data sharing** between DAR and Career Development offices to facilitate increased student to alumni communication and career discovery.

3. **Enhance bidirectional communication** channel with alumni employers and get feedback from those employers on recruiting process and results.

4. **Create a searchable alumni database** for students to access in their career discovery process.

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

Dean, Associate Dean Career Development
Establish Holistic Career Development Ecosystem | Strategic Priority CE2

Identify the tools and technology needed to scale programming, accurately track data, and facilitate cooperative work among constituents

Current State Context: Students were clear that they do not value resume reviews, and they need help with warm introductions, interview preparation and establishing connections with potential employers and alumni. Technological capability gaps as well as process and collaboration gaps exist within the Law School that could help impact employment outcomes for students.

**RELEVANT CAPABILITIES**

✓ Invest in the tools as identified in order to facilitate cross-department collaborations and data sharing

**RELEVANT METRICS OF SUCCESS**

✓ Number of student appointments with the Career Center
✓ Number of students participating in field placement
✓ Number of students who completed the employment survey before graduation

**ACTION STEPS**

1. **Identify existing capabilities and tools** and how they can be better leveraged across departments
2. Research **new platform options** to improve communication and data sharing across the Law School
3. Evaluate processes that may **increase data sharing** and collaboration among related functions

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

Sr. Associate Dean Administrative Affairs, Associate Dean, Career Development
Establish Holistic Career Development Ecosystem | Strategic Priority CE3

Identify roles and points of collaboration for the departments within the Law School ecosystem that enhance career and professional development

**Current State Context:** GW Law Career Center’s On-Campus Interview (OCI) program is the leading job source for students since 2018, however limited data on job sources makes it difficult for the Career Center to sufficiently assess program and event effectiveness.

**RELEVANT CAPABILITIES**
- ✓ Technology tools to facilitate data sharing in communication among ecosystem components

**RELEVANT METRICS OF SUCCESS**
- ✓ Number of student appointments with the Career Center
- ✓ Number of students participating in field placement

**ACTION STEPS**

1. **Identify the components** and role of each component in the overall ecosystem

2. **Appoint a liaison** from each of these offices to create a continuous working group to establish how these offices will communicate and interact

3. Evaluate processes that may **increase data sharing** and collaboration among related functions

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**
Sr. Associate Dean, Administrative Affairs, Associate Dean, Career Development
Establish Holistic Career Development Ecosystem | Strategic Priority CE4

Create a professional development mentoring program focused on providing opportunities for students to interact with practicing attorneys, potential employers, and GW Law alumni

Current State Context:
- **Career Experiences Evolved:** Students were loud and clear that they do not value resume reviews and they need help with warm introductions, interview preparation and establishing connections with potential employers.
- **Student-Centered and Community Connected Experience:** From being recruited to navigating 1L, finding field placements and jobs and being an engaged alum, GW Law can build lifelong relationships with an integrated student-centered experience. A particular focus on connecting students with alumni is imperative and valuable for all involved.

**RELEVANT CAPABILITIES**
- Improved software to manage multi-cohort (1L, 2L, 3L, etc.,) mentorship program
- Training program for potential mentors
- Feedback mechanism for mentors and mentees

**RELEVANT METRICS OF SUCCESS**
- Number of students engaged in the mentor program
- Number of alumni engaged as mentors

**ACTION STEPS**

1. **Invest in software tools** that will facilitate a robust multi-year mentorship program
2. Design a program structure and associated **orientation and training materials for mentors and mentees**
3. Leverage an accurate, up to date, accessible database of GW Law alumni to allow GW Law students, faculty, staff, and alumni **identify and communicate under agreed upon conditions with potential mentors for the program**
4. **Track participation, satisfaction, and outcomes** to generate reports that demonstrate the efficacy of the program
5. **Communicate outcomes regularly** and integrate outcome data in marketing and fundraising efforts to further develop the mentoring program

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**

[Associate Dean, Center for Professional Development and Career Strategy]
**Expand the Public Interest Community** | **Context & Strategic Priorities**

**Strategic Foci Definition:** Expand the identifiable Public Interest Community which integrates public interest and public service into the educational experience at GW Law. We will support and embrace students interested in careers in public interest through financial support, educational and scholarly opportunities, practical experiences, mentoring, networking and community-building. We will do this by fostering greater creativity and engagement in these areas to gain prominence in the national and local public service legal community, and by attracting funding to support these relevant activities.

**Opportunity Areas**
Students were clear that they don't value resume reviews and need help with warm introductions and establishing connections with potential employers. They don't all want to go into Big Law and need help in Public Service / Government.

**Pain Points**
GW's median public sector starting salary is above the peer average; however, the profound variance between private and public sector starting salaries is notable as GW Law considers how to support students' pursuit of public service.

**Key Takeaway**
Public service is integrated broadly into the GW Law educational experience and students are guided toward careers of public service through financial support, developing connections, and gaining experiences. We should elevate faculty work in these areas to gain prominence in the public service legal community.

---

**Interview Quote:**
“We should prioritize the programs that already come with a natural advantage due to location”

---

**Rationale**

- Dean Dayna Matthew
- Professor Stephen Saltzburg
- Professor Karen Brown
- Associate Dean Alan Morrison
- Siobhan Madison
- Deborah Baker
- Associate Dean Laurie Kohn
- Associate Dean Keri McCoy
- Associate Dean Delisle Warden

---

**Public Interest Strategic Priorities**

Establish a Center for Public Interest that will focus the activities of all aspects of the Public Interest Community, drive investment, coordinate and stimulate related endeavors, and guide students and alumni into public interest and public service careers and engagements.

Pursue funding opportunities for public interest / public service internships, tuition reimbursements, and fellowships for the Public Interest Center.
Expand the Public Interest Community | Capacity Assessment & Measurable Outcomes

**OPPORTUNITY ROI MATRIX**

<table>
<thead>
<tr>
<th>Impact</th>
<th>Financial Investment</th>
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<tbody>
<tr>
<td>High</td>
<td>1</td>
</tr>
<tr>
<td>High</td>
<td>2</td>
</tr>
<tr>
<td>Low</td>
<td></td>
</tr>
</tbody>
</table>

**KEY**
- **Green** = High Impact / Low Investment
- **Blue** = Either High Impact / High Investment or Low Impact / Low Investment
- **Red** = Low Impact / High Investment

**MEASURABLE OUTCOMES**
- Amount of revenue generated each year for the Public Interest Community, including the Center
- Number of networking events for students, public interest employers, and alumni
- Number of Advisory Council gifts and amounts donated to the Center
- Percent of GW Law students engaging in public interest activities during law school, pursuing careers and engaging part-time in public interest activities following 1 to 5 years post-graduation
- Public interest and public service job placement for graduating 3L students at graduation and 10 months after graduation

**ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS**
Associate Dean for Public Interest & Public Service

**Strategies**
1. Establish a Center for Public Interest that will focus the activities of all aspects of the Public Interest Community, drive investment, coordinate and stimulate related endeavors, and guide students and alumni into public interest and public service careers and engagements
2. Pursue funding opportunities for public interest / public service internships, tuition reimbursements, and fellowships for the Public Interest Center
Establish a Center for Public Interest that will focus the activities of all aspects of the Public Interest Community, drive investment, coordinate and stimulate related endeavors, and guide students and alumni into public interest and public service careers and engagements.

Public Interest Visioning Context: The Public Interest Visioning Committee selected four universities as comparators in Public Interest: Georgetown University, Harvard University, New York University, and Yale University. All four Law Schools have an Office or a Center for Public Interest. At Georgetown Law and NYU Law, the Office or Center includes a public interest career advising function, whereas at Harvard Law, there is a separate Office of Public Interest Advising. Yale Law's Arthur Liman Center focuses primarily on research and scholarship while the School's central Career Development Office (CDO) offers career counseling for all careers including those in public interest.

RELEVANT CAPABILITIES

- Skilled administrative leadership to provide coordination of relevant programs, supervision of staff, mentors, assistance with fundraising, reporting, curricula and programming, and management of communications and social media
- Enhanced public interest career placement resources and programming to support students and alumni pursuing careers and fellowships in public interest
- Peer-mentors for serving students and providing guidance

RELEVANT METRICS OF SUCCESS

- Number of student and prospective student inquiries made of Center staff per year
- Number of Advisory Council gifts and amounts donated to the Center
- Percent of GW Law students engaging in public interest activities during law school, pursuing careers and engaging part-time in public interest activities following 1 to 5 years post-graduation
- Number of students engaging in internships related to public interest
- Number of faculty, students and alumni participating in Center communications and activities
- Number of student and prospective student inquiries made of Center staff per year
- Percent of GW Law students engaging in public interest activities during law school, pursuing careers and engaging part-time in public interest activities following 1 to 5 years post-graduation
- Number of students engaging in internships related to public interest
- Number of faculty, students and alumni participating in Center communications and activities
- Number of student and prospective student inquiries made of Center staff per year
- Percent of GW Law students engaging in public interest activities during law school, pursuing careers and engaging part-time in public interest activities following 1 to 5 years post-graduation
- Number of students engaging in internships related to public interest
- Number of faculty, students and alumni participating in Center communications and activities

ACTION STEPS

1. Develop roles, responsibilities / accountabilities for faculty and staff, provide the administrative support to implement the Center's plans
2. Draft a plan of operations for the Center that includes short and long-term goals, describes the essential functions of the Center, identifies points of collaboration across the Law School, and methods of assessment with related measures of success
3. Leverage the Public Interest Advisory Council and consider any additional faculty, alumni, key public interest members around D.C., and student groups that may be interested in supporting, guiding, or contributing to the newly developing Center
4. Work with the Law School Dean and Development Office to establish a fundraising plan for the Center and seek initial funding to support the hiring of the administrative lead (i.e., “Administrative Director”) for the Center
5. Highlight on the GW Law web site the public interest experience of faculty to demonstrate the faculty's broad public interest experience and to encourage students to approach faculty whose experience they might want to emulate

ACCOUNTABILITY: KEY CONTACT RESPONSIBLE FOR GATHERING METRICS

Associate Dean Public Interest and Service
Expand the Public Interest Community | Strategic Priority PI2

Pursue funding opportunities for public interest / public service internships, tuition reimbursements, and fellowships for the Public Interest Center

Public Interest Visioning Context: The Public Interest Visioning Committee selected four universities as comparators in Public Interest: Georgetown University, Harvard University, New York University, and Yale University.

- **All four schools offer Field Placement or externship opportunities:** at Georgetown and Harvard Law, hundreds of students participate in the programs every year. Moreover, NYU Law has many externship offerings coupled with substantive seminars and simulation exercises; these are considered part of their clinical programs.
- **All four schools offer various funding opportunities for students and alumni in public interest:** Two of the comparator schools, Georgetown and NYU, offer guaranteed summer funding to all JD students engaged in public service activities. Harvard and Yale offer guaranteed summer funding to 185 and 490 students, respectively.

### Relevant Capabilities

- Financial resources to fund public interest internships, summer research stipends, fellowships, and the tuition reimbursement program (LRAP)

### Relevant Metrics of Success

- Amount of revenue generated each year for the Public Interest Center

### Action Steps

1. Work with an augmented Advisory Council as a means to **articulate funding priorities** and increase alumni donations to the public interest program, including the Center

2. Conduct research at the Law School to determine the true extent of the need for summer funding for students working in positions that are uncompensated so that meaningful fundraising goals can be set and that every student who has a job eligible for summer funding can obtain it at a level that assures that at least their **living expenses are covered**

3. Conduct research to determine the reasonable needs for **loan repayment** assistance for graduates working in low paying jobs so that appropriate fundraising targets can be set that will replace the artificial $100,000 now capping the LRAP program

4. Define **financial expectations** for Advisory Council members and secure initial funds

5. Host conferences to obtain sponsorships and bolster Center notoriety

### Accountability: Key Contact Responsible for Gathering Metrics

*Dean, Associate Dean Public Interest and Service, AVP Development and Alumni Affairs*
Strategic Plan Implementation High Level Process

GW Law Strategic Plan

1. Ratification of Strategic Plan and Community Alignment
GW Law School approves Strategic Plan in April 2022

2. Establish a Project Management Function and Team
The Law School determines how to organize talent, resources and align accountabilities with adequate support to coordinate and execute on the plan

3. Create a Funding Plan for Priorities
GW Law School ensures that funding is aligned with priorities

4. Implementing and Managing Change
GW Law builds up relevant capacities and manages the change process while collecting and sharing metrics throughout the implementation period

5. Sustaining and Refining the Change Effort
The Law School continues to monitor and refine the strategic plan responsive to change in the environment and emerging opportunities

Ongoing Measurement and Sustained Innovation
While purposefully undertaking this commitment to the strategic direction of the Law School, GW Law School must also continuously evaluate its strategies and improve iteratively over time.
Overarching Implementation Timeline: Strategic Foci

Across the 5-year plan, each strategic foci will be thoughtfully implemented in a time series according to the availability of resources, staffing capabilities and overall priorities set by the Dean. Both financial and human resources are critical to the success of each strategy. The timeline illustration below will be solidified by project leadership in the implementation phase of the work.

- **Strengthen Academic Offerings and Programs**
- **Streamline the Student Lifecycle**
- **Increase Alumni Outreach and Alumni Involvement**
- **Establish a Holistic Career Development Ecosystem**
- **Public Interest**
- **Build a Culture in Which a Diverse Community Thrives**

Note that this timeline is for illustration purposes only and needs further discussion with the Dean's office.
Change Management Strategy: 7 Principles of Change (1/2)

Organizational change management is the process of organizations preparing, equipping, and supporting their stakeholders to successfully adopt new processes, procedures, and system changes in an organizational transformation. To ensure an all-in approach to the strategic plan, GW Law will need to center activities around communications, training, and stakeholder engagement to drive the implementation of the strategic plan.

1. Start with the end in mind
2. Understand the institution’s culture
3. Communicate, Communicate, Communicate
4. Walk a mile in the shoes of those whose roles will change
5. Create win-wins and align incentives
6. Embrace relentless incrementalism to achieve radical change
7. You only get what you measure

A holistic approach to Organizational Change Management is driven by aligning stakeholders, communicating meaningfully with them, and constantly aligning to the culture and principles of the institution to guide the change process.
GW Law will need to adopt the following Change Management strategies during the strategic plan implementation to:

1. **Increase community commitment** during the transformation from current to future state
2. **Build momentum** for the new approaches adopted for each of the strategic focus areas
3. **Gain alignment** from leadership to present a unified front to all stakeholders across the School
4. **Engage employees** to fully adopt new processes, systems, and culture

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**Enable**

Enable GW Law stakeholders to transition to the new approach through collective understanding of the strategic plan, rollout communications, and early training activities ahead of major changes

**Adopt**

Transition stakeholders from awareness and understanding of strategic plan to acceptance and adoption through communication, feedback systems, and rollout

**Sustain**

Sustain executional excellence through prescriptive sustainment plan post-implementation to equip GW Law for future success with an established structure

**Grow**

Grow the GW Law community base over time through training and sustained innovation
Organizational Structure for Implementation

To ensure continued accountability and project governance, GW Law will need to establish a structure for implementation with clear reporting lines and responsibilities. The diagram below shares a proposed structure in alignment with the strategic plan. Each strategic foci will have a key point of contact and will be responsible for ensuring the strategic priorities are being implemented through the established action items.

1. **Strengthen Academic Offerings and Programs**
   - Senior Associate Dean for Academic Affairs & Associate Dean of Academic Innovation
   - Senior Associate Dean for Administrative Affairs & Dean of Students
   - Associate Dean for Justice, Equity, Diversity, and Inclusion
   - Associate Vice President, Office of Development and Alumni Relations & Manager of Alumni Career Services
   - Associate Dean of the Center for Professional Development and Career Strategy
   - Associate Dean for Public Interest & Public Service
   - Associate Dean of Justice, Equity, Diversity, and Inclusion
   - Associate Dean of Admissions
   - Associate Dean of Justice Equity, Diversity, and Inclusion
   - Associate Dean of Academic Affairs
   - Associate Dean of Administrative Affairs

2. **Streamline the Student Lifecycle**
   - Redesign academic administrative processes to be student-centered: Dean of Students and Records Office
   - Evaluate current staffing and reporting structures to better serve students: Dean of Students and Records Office
   - Streamline and enhance student communications bidirectionally with students and administrators, including part-time and non-JD students: Sr. Associate Dean of Administrative Affairs
   - Cultivate equity, inclusion, and belonging among and within staff, students and faculty: Associate Dean of Justice Equity, Diversity, and Inclusion
   - Hire and retain diverse faculty: Dean, Sr. Associate Dean of Academic Affairs, Associate Dean of Academic Affairs
   - Create an inclusive academic experience for students of color with both culturally sensitive teaching practices as well as culturally relevant curricula: Dean, Sr. Associate Dean of Academic Affairs
   - Attract students of color and international students: Associate Dean of Administrative Affairs
   - Value and promote a broad definition of diversity: Associate Dean of Justice Equity, Diversity, and Inclusion

3. **Build a Culture in Which a Diverse Community Thrives**
   - Creating an interconnected system of alumni engagement with a whole-of-school perspective: Dean, Associate Dean of Career Development, AVP Development, Alumni Relations
   - Cultivate lifelong engagement through creating, growing, and nurturing small communities: Dean, AVP Development, Alumni Relations
   - Lifetime progression: develop alumni community into future leaders & donors, devoted to the school: Dean, AVP Development, Alumni Relations
   - Establish an alumni engagement strategy for career development: Dean, Associate Dean of Career Development
   - Identify the tools and technology needed to scale programming, accurately track data, and facilitate cooperative work among constituents: Sr. Associate Dean of Administrative Affairs, Associate Dean of Career Development
   - Identify roles and points of collaboration for the departments within the Law School ecosystem that enhance career development: Sr. Associate Dean of Administrative Affairs, Associate Dean of Career Development

4. **Increase Alumni Outreach and Alumni Involvement**
   - Establish alumni engagement strategy for career development: Dean, Associate Dean of Career Development
   - Pursue funding opportunities for public interest / public service internships, tuition reimbursements, and fellowships for the Public Interest Center: Dean, Associate Dean Public Interest and Service, AVP Development and Alumni Affairs
# Key Metrics to Track Overall Success

For GW Law to track the progress of the strategic plan, success indicators and metrics will be utilized throughout the implementation of the plan. The following, high level, measurable outcomes should be reviewed regularly by the Law School’s leadership and implementation teams.

## High Level Measurable Outcomes

<table>
<thead>
<tr>
<th>ACADEMIC PROGRAMS</th>
<th>STREAMLINE STUDENT LIFECYCLE</th>
<th>DIVERSITY</th>
<th>ALUMNI OUTREACH</th>
<th>CAREER DEVELOPMENT ECOSYSTEM</th>
<th>PUBLIC INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Annual success in faculty publishing in legal journals, peer-reviewed journals, and other venues</td>
<td>✓ Support Dean of Students Office with growing number of accommodated exams.</td>
<td>✓ Demographic profile of faculty members for various ranks/classes of faculty (i.e., full-time vs. part-time, tenure-track vs. clinical, etc.,)</td>
<td>✓ Attendance at alumni events</td>
<td>✓ Increased employment outcomes relative to peer schools – specifically job placement at graduation and 10-months post graduation in a JD or JD preferred position</td>
<td>✓ Amount of revenue generated each year for the Public Interest Community, including the Center</td>
</tr>
<tr>
<td>✓ Funding for chairs / endowed professorships for priority programs</td>
<td>✓ Feedback collected from students and staff</td>
<td>✓ Demographic profile of students and staff</td>
<td>✓ Number of alumni engaged in academic courses, mentoring program, conferences and related academic events at the Law School</td>
<td>✓ Number of students employed in relevant sectors position at graduation and at 10-months post graduation (Big Law, Public Interest, Clerkships, etc.)</td>
<td>✓ Number of networking events for students, public interest employers, and alumni</td>
</tr>
<tr>
<td>✓ Rank of GW Law in U.S. News and World Report and individual programs when applicable</td>
<td>✓ Track student attendance at events and use of services offered by Dean of Students and Records offices</td>
<td>✓ Percent of known alumni as active donors</td>
<td>✓ Annual giving to Law School by alumni</td>
<td>✓ Number of students who completed the annual student satisfaction survey</td>
<td>✓ Number of Advisory Council gifts and amounts donated to the Center</td>
</tr>
<tr>
<td>✓ Student/faculty ratio</td>
<td>✓ Bar exam passage rates</td>
<td>✓ Public interest and public service job placement for graduating 3L students at graduation and 10 months after graduation</td>
<td>✓ Percent of GW Law students engaging in public interest activities during law school, pursuing careers and engaging part-time in public interest activities following 1 to 5 years post-graduation</td>
<td>✓ Number of students denied a clinic seat</td>
<td>✓ Public interest and public service job placement for graduating 3L students at graduation and 10 months after graduation</td>
</tr>
</tbody>
</table>
Flow of Information and Evaluation Structure

Throughout the execution of the strategic plan, GW Law will need to create a structure by which information is shared among all constituents and regularly reported to leadership.

OVERVIEW OF EVALUATION PROCESS

REPORTING OF METRICS: SAMPLE

<table>
<thead>
<tr>
<th>Action Item</th>
<th>On Schedule</th>
<th>Current Stalled</th>
<th>At Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and confirm the top priorities for redesign</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gather the relevant stakeholders and document the current state of the existing processes</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Establish a future state for those processes and any relevant technology enhancements and begin implementation</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>

REVIEW CYCLE OF METRICS

- Determine Review Cadence
- Share Information with Key Stakeholders
- Schedule Review Meetings
- Collect Feedback and Escalate Risks

REVIEW CADENCE RECOMMENDATIONS

- In alignment with the Fall, Spring, and Summer periods, metrics should be reviewed by GW leadership at the end of each semester
- At the review meetings, the leader of the strategic focus area will report on the metrics relevant to their area and provide a summary of activities and updated
- Each strategic focus area would have a separate implementation team and meet on a more regular basis

Note: Some metrics are only published annually but recommend a minimum of three high-level leadership meetings to review any updated metrics and discuss overall updates to the implementation process.
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