Long Range Planning for Post Pandemic Hawaiʻi Meeting

Camille A. Nelson
Dean and Professor of Law
Budget Brainstorming Conversation

We met as a faculty to engage in meaningful discussion about the budgetary suggestions with the aim of producing consensus recommendations.

Our aim is to set ourselves in a stronger fiscal position.
Summary of Budget Committee Suggestions and Unit Responses

William S. Richardson School of Law Context:

- The [Law] School is positioned for a major re-shaping in the coming 2-3 years, and so it is a good time to discuss a strategic plan to guide future hiring. The recent low bar passing rate is a concern, as are the low enrollments in the LLM and SJD programs.

Summary Recommendations

- Stop-out admission to the LLM and SJD programs.
- Move the Professor/Grad Chair and Graduate Certificate in Conflict Resolution from the Matsunaga Institute for Peace (Social Sciences) to the Law School.
- Monitor preparation for the bar, and [bar] passage rates.
- Develop a strategic hiring plan.
Master of Laws (LLM) Program
Master of Laws (LL.M) Program

TUITION REVENUE
The LLM Program generates significant net tuition revenue.

- Since the inception of the Program, we have welcomed 169 LLM students from 57 countries;
- Over that time, total tuition revenue from the program is > $5 million;
- For the class of 2020, the expected tuition revenue is > $200,000.

- LLM students traditionally pay a higher tuition rate than resident JD students, and non-law graduate students.
- In addition to tuition, LLM students contribute to Hawaii’s economy by paying for goods, services, and taxes while living here.
- Several LLM graduates have continued their education for additional years at UH by transferring to the JD program.
Master of Laws (LL.M) Program …

PROGRAM EXPENSES
The LLM Program has relatively low expenses.

Administrative Cost
- Most of the administrative tasks are managed by the LLM Program Director, a Faculty Specialist who allocates approximately 35% of his time to managing the Program.

Instructional Cost
- One 3-credit course, Introduction to American Law is required for foreign LLM students. This is taught by a full-time faculty member.
- Another 3-credit course, U.S. Legal Research, Writing & Analysis, is optional, and is taught by the LLM Director.
- Otherwise, LLM students enroll in JD courses that are already being offered.

Marketing Cost
- Since 2018, the LLM marketing budget was increased from roughly $9000 to $19000.

LLM Special Events Cost
- ~ $1300/yr

Net Profit
The LLM Program has routinely generated a profit.
- The total net revenue for the last six years is > $665,000;
- On average the LLM program nets revenue > $110,000 per year.
Post COVID LL.M Plan

- Enhanced marketing efforts
  - Intentional outreach and marketing to domestic students with focus on HI
    - Particular outreach effort to support Veterans
  - Based on fact of 6 deferrals this year, we expect enrollment in the LLM Program to incrementally increase if the Covid-19 pandemic subsides
- Contingencies:
  - Lifting of restrictions on student visas
  - Return of in-person, or hybrid class option
For over 16 years, the Master of Laws (LLM) Program has helped to advance the mission of the William S. Richardson School of Law.

- There are strong cohorts of international alumni from these programs and an increasing local interest.
- The program is low cost.
- The LLM is revenue enhancing and generates a profit.
- More can be done to grow and re-energize the program and WSRSL is committed to continuous improvement.

Faculty Consensus Re: LLM
There is broad-based and strong internal support at the William S. Richardson School of Law for the continuation of the Masters of Law.
Doctor of Juridical Science (SJD)
The William S. Richardson School of Law seeks further provisional opportunity to continue the **SJD Program** in a modified form.

- There is consensus that the 20 student annual enrollment figure is unattainable in the near and intermediate term;
- We suggest a recalibration of the expected enrollment to be more closely attuned to market realities for international and domestic applicants, and to better align with faculty expertise, capacity, and WSRSL resources and support systems.

**Faculty Consensus Re: SJD**

There is internal consensus to maintain the SJD program with modest expectations for enrollment.

Even with lower enrollment, the SJD is low cost as JD faculty and staff support the program (meaning there are no personnel exclusively focused on the program), and existing resources are utilized in support of the program.

With every student, the program generates revenue and enhances our community.
Additional Suggestions from UHM

- Move the Professor/Graduate Chair and Graduate Certificate in Conflict Resolution from the Matsunaga Institute for Peace (Social Sciences) to the Law School.
  - Talks are underway in furtherance of this suggestion. Specifically, WSRSL looks forward to welcoming the professor to the Law School.
  - It is unlikely that the Certificate will be moved to the Law School.
- Monitor preparation for the bar, and passage rates.
  - This is a priority for the Law School.
- Develop a strategic hiring plan.
  - This is a priority for the Law School.
Long Range Planning for Post Pandemic Hawai‘i Meeting

Camille A. Nelson

Dean and Professor of Law