

## VII. DIRECTORS

44. Does your program have a director (*a person with direct responsibility for the design, implementation, and supervision of your law school's writing program*)?

**1999    2000**

|           |            |
|-----------|------------|
| <u>95</u> | <u>115</u> |
| <u>20</u> | <u>19</u>  |
| <u>2</u>  | <u>1</u>   |

a. Yes.  
b. No. (If your program does not have a director, go to Part VIII.)  
c. N/A.

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**NOTE ON DEFINITIONS:**

"Tenure track" means that the director is on a scheduled time-table for being considered for tenure--not that the director has been promised conversion to tenure track at some unidentified time in the future.

"Faculty member" means a full-time teacher at the law school and includes a person who is paid on an administrative line but directs a writing program.

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45. If your program has a director, which of these choices best describes the director?

**1999    2000**

|            |           |
|------------|-----------|
| <u>21</u>  | <u>24</u> |
| <u>13</u>  | <u>10</u> |
| <u>51</u>  | <u>48</u> |
| <u>7</u>   | <u>11</u> |
| <u>N/A</u> | <u>9</u>  |

a. A tenured faculty member whose primary responsibility is directing the legal writing program.  
b. An untenured faculty member on a tenure track whose primary responsibility is directing the legal writing program.  
c. A faculty member not on a tenure track whose primary responsibility is directing the legal writing program.  
d. A faculty member or administrator whose primary responsibility is not the first-year legal writing program.  
e. An administrator whose primary responsibility is directing the legal writing

program.

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7

16

f. Other.

46. Does your program have an associate or assistant director?

1999 2000

23 25

76      92

- a. Yes. Annual salary of (average) \$51,965 (min \$31,300; max \$95,000)  
b. No.

47. If the director is not tenure track, how long is the term of the contract for the 1999-00 academic year?

1999 2000

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18 27

5      1

— 17 — 16

- a. Number of years:  1 year  
 2 years  
 3 years  
 > 3 years

1999 Survey: (average) 3 (min 1; max 5) years

5 2

10    18

- b. The contractual terms have never been specifically set out.
  - c. N/A.

48. What faculty title does the director have in official law school materials (publications, catalogues, signs, etc.)? Please circle all that apply.

1999 2000

53      55

7      6

2      4

- a. Professor, associate professor, or assistant professor.
  - b. Professor, associate professor, or assistant professor of legal writing.
  - c. Visiting professor or visiting professor of legal writing.
  - d. Professor, associate professor, assistant professor, or visiting clinical professor.
  - e. Lecturer or senior lecturer.
  - f. Instructor.
  - g. Director
  - h. Assistant or Associate Dean.
  - i. Other.

49. What is the current annual base salary of the director (if any)? (Base salary is the salary for academic year 1999-00, including any additional stipend for the administrative workload but excluding payments for other work. *Please note: This is a revised definition of base salary.*)

**1999      2000**

44    50

- a. If the salary is based on a 12-month period (*Note: Salary for a 12-month calendar contract period, not for a 12-month payment period.*):

**(average) \$77,053 (min \$20,000; max \$130,000)**

1999 Survey: **(average) \$76,947 (min \$50,000; max \$135,000)**

46    56

- b. If the salary is based on a 9- or 10-month period:

**(average) \$74,697 (min \$36,470; max \$130,000)**

1999 Survey: **(average) \$65,472 (min \$30,000; max \$123,000)**

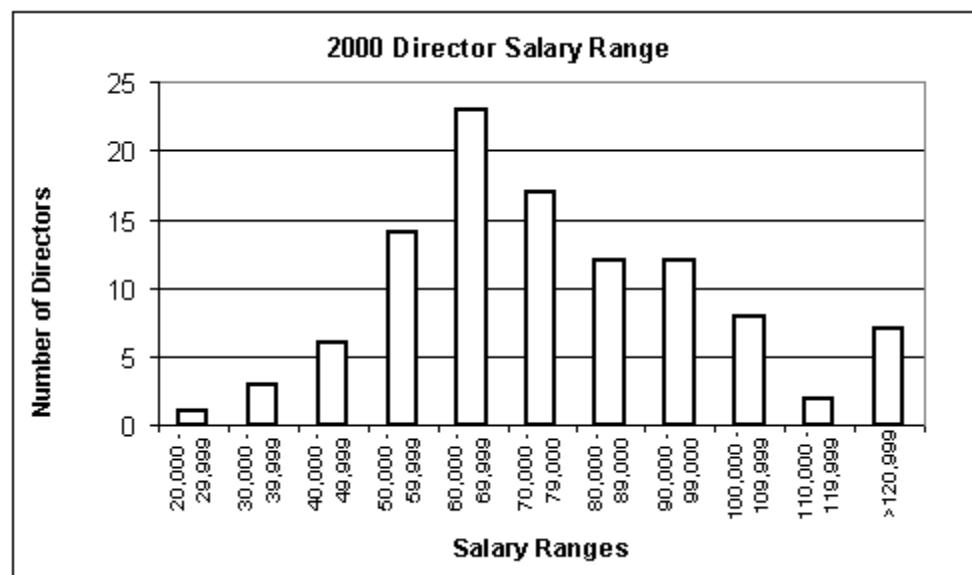
**2000 Survey Combined 12-month & <12 month salaries: (average) \$75,806 (min \$20,000; max \$130,000)**

1999 Survey Combined 12 months & <12 months: (average) \$71,016 (min \$30,000; max \$135,000)

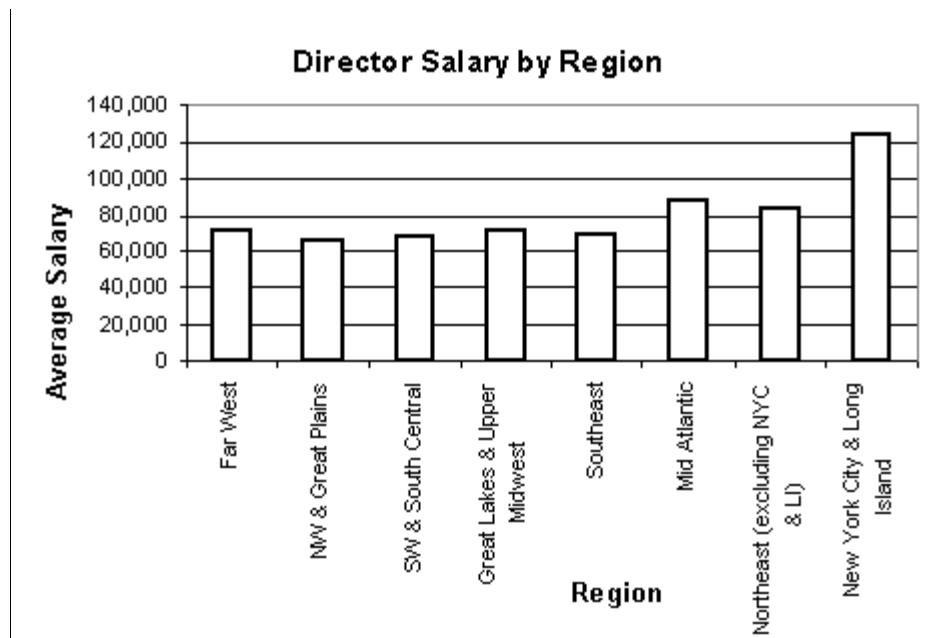
5    4

- c. N/A.

Question #49



Question #6 by Question #49



Question #6 by Question #49

**Director Salary by Region**

| Geography                      | 2000    |         |         | 1999    |
|--------------------------------|---------|---------|---------|---------|
|                                | Average | Minimum | Maximum | Average |
| Far West                       | 71,609  | 20,000  | 105,000 | 74,000  |
| NW & Great Plains              | 65,917  | 52,750  | 90,000  | 51,400  |
| SW & South Central             | 68,746  | 46,000  | 95,000  | 69,608  |
| Great Lakes & Upper Midwest    | 71,552  | 33,900  | 130,000 | 62,621  |
| Southeast                      | 69,615  | 46,000  | 108,000 | 64,208  |
| Mid Atlantic                   | 87,036  | 58,000  | 130,000 | 77,375  |
| Northeast (excluding NYC & LI) | 83,179  | 39,500  | 114,000 | 68,996  |
| New York City & Long Island    | 124,333 | 120,000 | 128,000 | 113,000 |

Question #7 by Question #49

**Director Salary by Geographical Setting**

| Geography | 2000    |         |         | 1999    |
|-----------|---------|---------|---------|---------|
|           | Average | Minimum | Maximum | Average |
| Urban     | 76,387  | 20,000  | 130,000 | 70,549  |
| Suburban  | 82,161  | 52,750  | 130,000 | 74,894  |
| Rural     | 48,354  | 36,470  | 69,800  | 52,772  |

Question #8 by Question #49

**Director Salary by Institutional Type**

| Geography | 2000    |         |         | 1999    |
|-----------|---------|---------|---------|---------|
|           | Average | Minimum | Maximum | Average |
| Public    | 69,841  | 33,900  | 122,000 | 63,855  |
| Private   | 79,539  | 20,000  | 130,000 | 75,739  |

Question #9 by Question #49

**Director Salary by School Size**

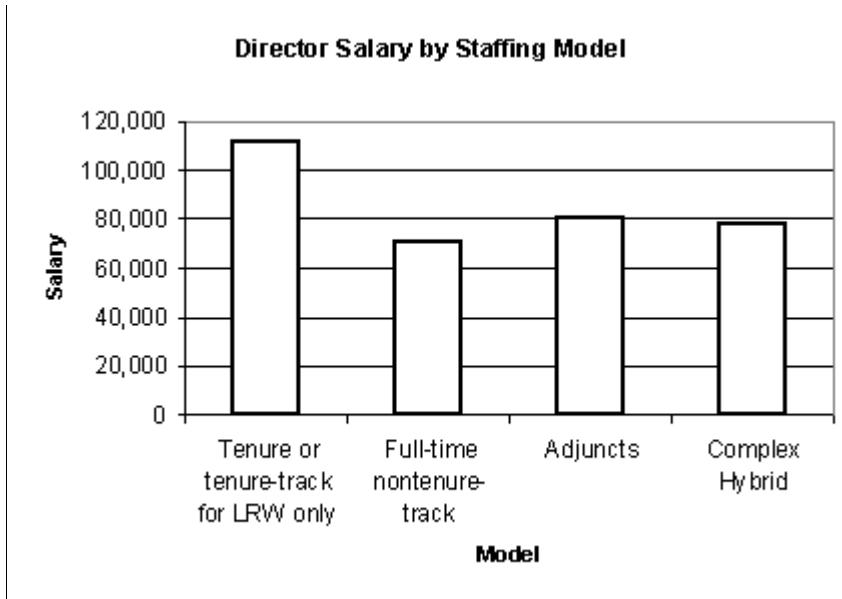
| 2000                |         |         |         |
|---------------------|---------|---------|---------|
| Size of School      | Average | Minimum | Maximum |
| <100 Students       | 51,083  | 48,500  | 52,750  |
| 101 to 105 Students | 143,702 | 36,470  | 105,000 |
| 151 to 200 Students | 159,533 | 46,000  | 120,000 |
| 201 to 250 Students | 146,864 | 40,000  | 130,000 |
| 251 to 300 Students | 169,056 | 20,000  | 122,000 |
| >300 Students       | 171,659 | 33,900  | 128,000 |

Question #3 by Q49

**2000 Directors' Years Since J.D.**

| # of Responses | Range of Time | Average | Minimum | Maximum |
|----------------|---------------|---------|---------|---------|
| 3              | 5 years       | 73,000  | 60,000  | 98,000  |
| 16             | 10 years      | 60,123  | 36,470  | 80,000  |
| 25             | 15 years      | 69,587  | 39,500  | 108,000 |
| 26             | 20 years      | 69,021  | 20,000  | 110,000 |
| 24             | 25 years      | 88,819  | 33,900  | 128,000 |
| 9              | > 25 years    | 103,375 | 69,800  | 130,000 |

Question #10 by Question #49

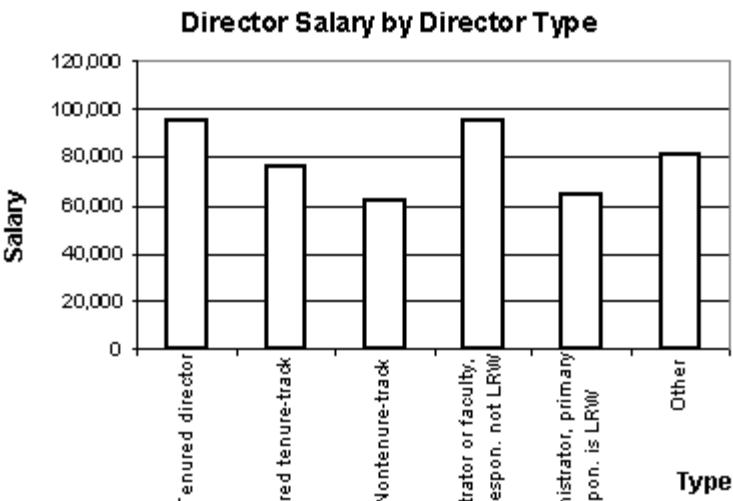


Question #10 by Question #49

**Director Salary by Staffing Model**

| Model                               | 2000    |         |         | 1999<br>Average |
|-------------------------------------|---------|---------|---------|-----------------|
|                                     | Average | Minimum | Maximum |                 |
| Tenure or tenure-track for LRW only | 111,500 | 93,000  | 130,000 | N/A             |
| Full-time nontenure-track           | 70,601  | 20,000  | 130,000 | 67,872          |
| Adjuncts                            | 79,916  | 33,900  | 128,000 | 75,607          |
| Complex Hybrid                      | 78,164  | 45,000  | 62,000  | 71,593          |

Question #45 by Question #49



Question #45 by Question #49

**Director Salary by Director Type**

|  | 2000          | Minimum | Maximum | 1999           |
|--|---------------|---------|---------|----------------|
|  | Average       |         |         | Average        |
| Tenured primary respon. is LRW:                    | <b>95,476</b> | 20,000  | 130,000 | <b>87,747</b>  |
| Untenured tenure-track primary respon. is LRW:     | <b>75,640</b> | 60,000  | 99,600  | <b>74,962</b>  |
| Nontenure-track:                                   | <b>62,255</b> | 33,900  | 100,000 | <b>59,919</b>  |
| Administrator or faculty, primary respon. not LRW: | <b>94,688</b> | 67,000  | 130,000 | <b>100,700</b> |
| Administrator, primary respon. is LRW:             | <b>64,188</b> | 39,500  | 92,000  | <b>N/A</b>     |
| Other:   | <b>80,923</b> | 57,000  | 108,000 | <b>76,401</b>  |

50. What personnel benefits does the director receive?

**1999** **2000**

100

8

11

6

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1

2

- a. The same benefits as tenure-track faculty.

- b. The same benefits as non-tenure-track faculty.

*If the answer is not a or b, please circle all of the benefits below that apply.*

- c. Health insurance and related benefits.

- d. Life insurance.

- e. Contributions to retirement.

- f. Other

- g. None.

51. Past surveys have found a discrepancy between salaries paid entry-level tenure-track faculty and LRW directors. You may wish to inquire to determine the situation at your law school. Please provide us with your best estimate of the difference between the current annual base salary of the director and the annual base salary of an entry-level tenure-track faculty member at your law school?

**1999** **2000**

23 32

- a. The director earns (average) \$25,207 (min \$4,000; max \$65,000) more than the new tenure-track faculty member.

*1999 Survey: (average) \$21,145 (min \$1,200; max \$72,000)*

17 17

- b. The director earns roughly the same as the new tenure-track faculty member.

34 40

- c. The director earns (average) \$18,057 (min \$3,000; max \$60,000) less than the new tenure-track faculty member.

*1999 Survey: (average) \$16,682 (min \$3,000; max \$35,000)*

11 20

- d. Don't know.

N/A 3

- e. N/A.

52. What is your best estimate of the difference between the annual base salary of the director and the annual base salary of an entry-level clinician at your law school?

**1999** **2000**

26 34

- a. The director earns approximately (average) \$25,367 (min \$4,000; max \$45,000) more than the new clinician.

*1999 Survey: (average) \$23,609 (min \$5,000; max \$72,000)*

14 15

- b. The director earns roughly the same as the new clinician.

10 12

- c. The director earns approximately (average) \$16,000 (min \$7,000; max \$30,000) less than the new clinician.

*1999 Survey: (average) \$15,250 (min \$3,000; max \$25,000)*

N/A 8

- d. Clinicians are paid tenure-track salaries.

N/A 12

- e. No clinicians at my school.

33 32

- f. Don't know.

53. For the 1999-00 academic year, please indicate the percentage of time the director devoted to

the following activities: *NOTE: Averages do not include responses of zero. Thus, the total percentages exceed 100% (152%). The pie chart has converted these percentages to a base of 100.*

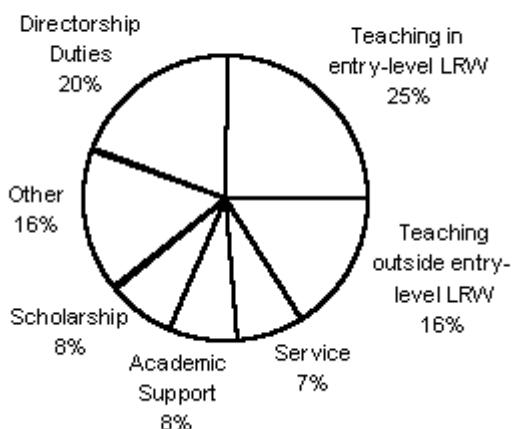
**1999    2000**

95    118

- a. Directorship duties, such as administering, training LRW faculty members, (but excluding teaching in the entry-level program): **(average) 30% (min 5%; max 100%).**  
1999 Survey: **(average) 34% (min 0; max 100)**
- b. Teaching students in the entry-level program: **(average) 37% (min 5%; max 90%).**  
1999 Survey: **(average) 40% (min 1; max 100)**
- c. Teaching outside the entry-level program: **(average) 25% (min 3%; max 75%).**  
1999 Survey: **(average) 27% (min 1; max 70)**
- d. Service to the law school (Such as committee work, coaching moot court teams, advising law review.): **(average) 11% (min 2%; max 50%).**  
1999 Survey: **(average) 11% (min 1; max 50)**
- e. Academic Support: **(average) 12% (min 2%; max 45%).**
- f. Scholarship: **(average) 12% (min 1%; max 50%).**
- g. Other activities: **(average) 25% (min 3%; max 95%).**  
1999 Survey: **(average) 24% (min 2; max 100)**

Question #53

**Director's Time**



54. During the 1999-00 academic year, please indicate the director's workload in the entry-level program by filling in the chart below. *Averages do not include zero responses.*

| FALL SEMESTER<br><u>2000</u>                | SPRING SEMESTER<br><u>2000</u>              |   |
|---|---|---|
| <u>(average) 34</u><br>(min 11; max 96)     | <u>(average) 33</u><br>(min 9; max 96)      | a. Number of entry-level students:<br>1999 Survey: <u>(average) 58</u> (min 12; max 310)  |
| <u>(average) 3</u><br>(min 1; max 9)        | <u>(average) 3</u><br>(min 1; max 9)        | b. In-class hours of teaching each week:<br>1999 Survey: <u>(average) 3</u> (min 1; max 30)   |
| <u>(average) 3</u><br>(min 1; max 6)        | <u>(average) 3</u><br>(min 1; max 11)       | c. Number of major assignments (final product of $\geq 5$ pages):<br>1999 Survey: <u>(average) 3</u> (min 1; max 7)                                     |
| <u>(average) 4</u><br>(min 1; max 24)       | <u>(average) 3</u><br>(min 1; max 15)       | d. Number of minor assignments (final product of $< 5$ pages):<br>1999 Survey: <u>(average) 5</u> (min 1; max 32)                                       |
| <u>(average) 1111</u><br>(min 35; max 3380) | <u>(average) 1154</u><br>(min 44; max 3400) | e. Total number of pages of student work read per term (# of students x (pages for c+d)) = e:<br>1999 Survey: <u>(average) 1226</u> (min 30; max 5,000) |
| <u>(average) 35</u><br>(min 1; max 90)      | <u>(average) 44</u><br>(min 8; max 90)      | f. Total hours in conference required or strongly recommended (# of students x hrs of conference):<br>1999 Survey: <u>(average) 42</u> (min 5; max 200) |

NOTE: Number of entry-level students excludes responses >100.

55. Did the director teach courses other than entry-level writing courses in 1999-00?

| <u>1999</u> | <u>2000</u> |
|-------------|-------------|
| <u>64*</u>  | <u>7</u>    |
| <u>*</u>    | <u>70</u>   |
| <u>32</u>   | <u>33</u>   |
| <u>2</u>    | <u>1</u>    |

- a. Yes, only academic support.
- b. Yes, courses other than academic support.
- c. No.
- d. N/A.

\*1999 Survey question asked only if taught non-entry level course and did not distinguish academic support.

56. If the director taught courses in 1999-00 other than entry-level writing courses –

| <b>1999</b> | <b>2000</b> |   |
|-------------|-------------|---|
| <u>65</u>   | <u>79</u>   | a. How many courses did the director teach? <b>(average) 1.84 (min 1; max 5)</b><br><i>1999 Survey: (average) 2 (min 1; max 5)</i>  |
| <u>40</u>   | <u>44</u>   | b. How many of those courses were courses on legal writing, drafting, or oral advocacy? <b>(average) 1.39 (min 1; max 3)</b><br><i>1999 Survey: (average) 1.45 (min 1; max 7)</i>   |
| <u>45</u>   | <u>57</u>   | c. How many of those courses were courses on subjects <u>other than</u> legal writing, drafting, or oral advocacy? <b>(average) 1.47 (min 1; max 3)</b><br><i>1999 Survey: (average) 1.4 (min 1; max 4)</i>   |
| <u>48</u>   | <u>57</u>   | d. What were the subject areas of the non-writing courses? Very broad range of various doctrinal and skills courses (e.g., cyberspace law, to clinic, to academic support). Most frequent responses were professional responsibility; employment discrimination; torts; property; interviewing, counseling, negotiation; academic success.<br><i>1999 Survey: various</i> |
| <u>53</u>   | <u>73</u>   | e. How many total credit hours for other than entry-level courses? <b>(average) 4.6 (min 1; max 16)</b><br><i>1999 Survey: (average) 5 (min 1; max 16)</i>  |
| <u>59</u>   | <u>80</u>   | f. Did the director receive additional compensation? <b>Yes: 15 No: 65</b><br><i>1999 Survey: Yes: 14 No: 15</i>  |
| <u>12</u>   | <u>14</u>   | g. How much additional compensation? <b>(average) \$7,046* (min \$2,000; max \$17,000)</b> [*Note: One response >\$20,000 has been excluded from the average.]<br><i>1999 Survey: (average) \$7,702 (min \$2,000; max \$12,000)</i>   |

57. How many people does the director supervise and what are their genders? (*Note: Full-time professionals includes LRW faculty, writing specialists, academic support personnel, etc.*)

|                      | a. Full-time professionals | b. Part-time professionals not enrolled in the law school | c. Adjuncts | d. Law School Graduate Students | e. Teaching or Research Assistants |
|----------------------|----------------------------|---|-------------|---------------------------------|------------------------------------|
|                      | 1999                       | 2000  | 2000        | 2000                            | 2000*                              |
| <b>Responses:</b>    | 75                         | 16  | 50          | 7                               | 66                                 |
| <b># of Females:</b> | 231                        | 42  | 399         | 46                              | 563                                |
| <b>Average:</b>      | 6                          | 3.1   | 2.6         | 8.0                             | 8.5                                |
| <b>Responses:</b>    | 66                         | 8   | 48          | 7                               | 58                                 |
| <b># of Males:</b>   | 108                        | 13  | 347         | 33                              | 393                                |
| <b>Average:</b>      | 4                          | 1.6   | 1.6         | 7.2                             | 6.8                                |

\*1999 Survey: (average) 12 students (min 0; max 56)

58. Does the director participate in the following activities either as part of core job responsibilities or as an additional activity with additional compensation? (*Please check all that apply and fill in*

*(the approximate amount of additional compensation.)*

| Core Job Responsibility |      | Additional Activity |      | Additional Compensation                        | Activity  |
|-------------------------|------|---------------------|------|--|---|
| 1999                    | 2000 | 1999                | 2000 | 2000   |   |
| 6                       | 6    | 16                  | 13   | <u>(average) \$0 (min \$0; max \$0)</u>        | a. Coach in-house Moot Court teams              |
| 6                       | 14   | 17                  | 15   | <u>(average) \$0 (min \$0; max \$0)</u>        | b. Coach outside Moot Court teams               |
| 4                       | 2    | 2                   | 6    | <u>(average) \$0 (min \$0; max \$0)</u>        | c. Coach outside negotiation & counseling teams |
| 14                      | 35   | 51                  | 30   | <u>(average) \$0 (min \$0; max \$0)</u>        | d. Faculty advisor to students                  |
| 45                      | 55   | 36                  | 32   | <u>(average) \$342 (min \$0; max \$10,000)</u> | e. First-year orientation                       |
| 10                      | 16   | 12                  | 17   | <u>(average) \$269 (min \$0; max \$3,500)</u>  | f. Academic support                             |
|                         | 6    |                     | 10   | <u>(average) \$0 (min \$0; max \$0)</u>        | g. Law Review advisor                           |
|                         | 6    |                     | 2    | <u>(average) \$0 (min \$0; max \$0)</u>        | h. Writing Center                               |
|                         | 7    |                     | 10   | <u>(average) \$750 (min \$0; max \$3,000)</u>  | i. Other activities.                            |

59. Does the director serve on faculty committees?

**1999 2000**

81    99  
9    11  
8    9  
0    0

- a. Yes, as a voting member.
- b. Yes, as a non-voting member.
- c. No.
- d. N/A.
- e. Which committee(s)? (*Please check all that apply.*)

50  
23  
16  
13  
3  
15  
20  
55

Curriculum Committee  
LRW Committee  
Moot Court Committee  
Library Committee  
Clerkship Committee  
Appointments  
Admissions Committee  
Other

60. If the director is not on tenure track, may the director attend faculty meetings?

**1999 2000**

48\*    8

- a. Yes, as a voting member on all matters.

|            |           |   |
|------------|-----------|---|
| <u>42*</u> | <u>33</u> | b. Yes, as a voting member on all matters <u>except</u> hiring, promotion, or tenure. |
| <u>6</u>   | <u>30</u> | c. Yes, as a <u>non-voting</u> member.  |
| <u>2</u>   | <u>4</u>  | d. No.  |
| <u>0</u>   | <u>10</u> | e. N/A.   |

\*NOTE: 1999 Question includes tenure-track directors. For 2000, 41 directors reported that they are on tenure track.

61. May a clinician who is not on tenure track attend faculty meetings?

**1999 2000**

|           |   |
|-----------|---|
| <u>8</u>  | a. Yes, as a voting member on <u>all</u> matters.                                     |
| <u>37</u> | b. Yes, as a voting member on all matters <u>except</u> hiring, promotion, or tenure. |
| <u>28</u> | c. Yes, as a <u>non-voting</u> member.  |
| <u>7</u>  | d. No.  |
| <u>24</u> | e. N/A.   |

62. Does the director have an obligation to produce written scholarship?

| a. Is the director on tenure track? |    | b. Is the director. . . .        |                                  |   | c. Is the scholarship of the same quality and quantity as tenure-track faculty? |    |               |
|-------------------------------------|----|----------------------------------|----------------------------------|---|---|----|---------------|
| Yes                                 | No | required to produce scholarship? | expected to produce scholarship? | neither required nor expected to produce scholarship? | Yes   | No | Not specified |
| <b>2000</b>                         | 41 | 71                               | 38                               | 24  | 54  | 46 | 12            |
| <b>1999</b>                         |    |                                  | 38                               | 15  | 44  | 33 | 5             |

63. Is the hiring process for the director the same as the process for tenure-track faculty?

**1999 2000**

|           |   |
|-----------|---|
| <u>37</u> | a. Yes, <u>because</u> the director is tenure track.      |
| <u>1</u>  | b. No, <u>although</u> the director is tenure track.      |
| <u>34</u> | c. Yes, <u>although</u> the director is not tenure track. |
| <u>37</u> | d. No, there is a <u>different</u> process.               |
| <u>4</u>  | e. Other.   |

64. Is the director eligible for leave? Please circle all that apply.

**1999 2000**

- 46 a. Paid sabbaticals.

- |           |                        |
|-----------|------------------------|
| <u>15</u> | b. Unpaid sabbaticals. |
| <u>28</u> | c. Leave.              |
| <u>18</u> | d. Reduced load.       |
| <u>9</u>  | e. Other.              |
| <u>12</u> | f. No.                 |