2014

AALS WORKSHOP FOR PRETENURED PEOPLE OF COLOR LAW SCHOOL TEACHERS
Washington, D.C. | June 21 - June 22

Supported by a grant from the Law School Admission Council

Follow us on Twitter!
@TheAALS
#AALSPretenured2014

Association of American Law Schools
1614 20th Street, Northwest, Washington, D.C.
PHONE: 202-296-8851  •  FAX: 202-296-8869  •  WEBSITE: aals.org
Workshop for Pretenured People of Color Law School Teachers

June 21 – 22, 2014
Washington, DC

TABLE OF CONTENTS

Introduction from Jennifer Rosato Perea, Chair, Planning Committee for AALS Workshop for Pretenured People of Color Law School Teachers ........................................... 5
Sponsors of the Association of American Law Schools ..................................................... 7
Program .............................................................................................................................. 9
Workshop Planning Committee, 2014 Committee on Professional Development and AALS Executive Committee ................................................................. 13
Biographies of Planning Committee Members and Presenters ........................................ 15
Exhibitors .......................................................................................................................... 19

Workshop Materials
Rory D. Bahadur, Solangel Maldonado, Michael A. Olivas ........................................... 23
Emily M.S. Houh ............................................................................................................... 25
Blake D. Morant ............................................................................................................... 27

Other Information
Walking Directions to AALS New Headquarters ......................................................... 31
Hotel Floor Plan ................................................................................................................ 33
Blank Pages for Notes ..................................................................................................... 35

IMPORTANT
The Evaluation Survey is not included in this booklet. It will be emailed to you soon after the conclusion of the Workshop. Your comments will assist us in planning future workshops.
Welcome to the 2014 AALS Workshop for Pretenured People of Color Law School Teachers! The Planning Committee members are delighted to have you here.

This Workshop demonstrates the AALS Executive Committee’s commitment to assisting pretenured faculty of color to prepare for and achieve success in the legal academy. This Workshop is designed to supplement the annual Workshop for New Law Teachers by including expert panels, open discussions, and an opportunity to present your current work (as teacher or scholar) so that you can receive helpful feedback in a safe space. We are very grateful to the Law School Admission Council for providing the necessary financial assistance for this program.

The Planning Committee is pleased to bring to you an outstanding group of faculty from across the nation and from diverse backgrounds and expertise. They will share with you their wisdom and advice, and offer mentorship. They each bring with them a commitment to ensure your personal and professional success in the legal academy. While the sessions will focus on scholarship, teaching and service, they are intended to highlight particular issues of concern to pretenured faculty of color. These issues are particularly important as the legal academy undergoes significant transformation in the years to come, and diversity and inclusion remain essential core values more now than ever.

The Planning Committee also hopes that you will have the opportunity to network and build friendships with colleagues across the country. One of the most valuable aspects of this Workshop is the chance to build life-long friendships. To that end, there will be some social time as well as conference time so that you can all take advantage of being together.

Thank you for attending this Workshop. We hope the information is useful and inspiring, and that you have great success in your career. We wish you the best of luck!

Jennifer Rosato Perea
Northern Illinois University
Chair, Planning Committee for 2014 AALS Workshop for Pretenured People of Color Law School Teachers

Fabio Arcila, Jr.
Touro College, Jacob D. Fuchsberg Law Center

Cheryl Hanna
Vermont Law School

Carol L. Izumi
University of California Hastings College of the Law

Barbara A. Schatz
Columbia University School of Law
SPONSORS

AALS would like to thank and recognize the following companies for their generous contributions to support the association’s many goals and activities.

Foundational Gifts ($100,000 and over)
West Academic
Foundation Press

Sponsor Gifts ($15,000 and over)
LexisNexis
Wolters Kluwer Law & Business

Contributor Gift ($10,000 to $15,000)
Law School Admission Council (LSAC)

We would like to thank the following for their donations to AALS for the 2014-2015 Academic Year
Carolina Academic Press
Complete Equity Markets, Inc.
Howard University School of Law
The John Marshall Law School

UPCOMING EVENTS
www.aals.org/calendar

2014
Faculty Recruitment Conference
Washington, D.C.
Thursday, October 16 – Saturday, October 18, 2014

2015
Annual Meeting
Washington, D.C.
Friday, January 2 – Monday, January 5, 2015

Law Clinic Directors Workshop
Rancho Mirage, CA
Sunday, May 3 – Monday, May 4, 2015

Conference on Clinical Legal Education
Rancho Mirage, CA
Monday, May 4 – Thursday, May 7, 2015

Early June 2015 Midyear Meeting
Locations not yet determined

Workshop on Measuring Learning Gains

Workshop on Next Generation Issues of Sex, Gender, and the Law

Workshop on Shifting Foundations in Family Law
Association of American Law Schools

WORKSHOP FOR PRETENURED PEOPLE OF COLOR LAW SCHOOL TEACHERS

June 21-22, 2014
The Renaissance Mayflower Hotel
Washington, D.C.

AALS would like to thank and recognize the Law School Admission Council for their generous grant to support this Workshop.

Saturday, June 21, 2014

12:45 – 2:15 p.m.  
AALS Luncheon  
Colonial Room  
Lower Level

Welcome  
Blake D. Morant, Wake Forest School of Law, and AALS President-Elect (As of September 1st, Dean, The George Washington University Law School)

Introduction and “Icebreaker”  
Jennifer Rosato Perea, Northern Illinois University College of Law and Chair, Planning Committee for 2014 AALS Workshop for New Law School Teachers and Workshop for Pretenured People of Color Law School Teachers

2:15 – 3:30 p.m.  
Plenary Session – Navigating the Path to Tenure and Promotion (Things I Wished I Had Known When I Started)  
Grand Ballroom  
Lobby Level

Rory D. Bahadur, Washburn University School of Law  
Solangel Maldonado, Seton Hall University School of Law  
Michael A. Olivas, University of Houston Law Center

Each speaker will focus his/her remarks on how to successfully navigate the tenure and promotion process. Topics will include how to balance scholarship with teaching and service, how to build an external network of support, and how to overcome common obstacles often encountered by teacher-scholars of color. This session is intended to provide participants with very practical, concrete advice about how to set a scholarly agenda, manage internal and external reviews, and to position oneself for success.

3:30 – 3:45 p.m.  
Refreshment Break  
Grand Ballroom Foyer  
Lobby Level
One of the most difficult aspects of being a law professor is the extra demands on one's time beyond teaching, scholarship, and service. Professors of color often find that these demands exert even more pressures on them. This session will focus on the relationships that we build with others – students, colleagues, administrators, the university, and the legal community. The panelists will offer insights on how to build meaningful relationships that enhance one's development as a scholar and teacher and community citizen, and how to prioritize one's career goals and ambitions.

This session provides participants with the opportunity to ask all of those questions that they have been hoping to ask throughout the workshop, and to hear from professors at different stages in their careers about the lessons they have learned. Dean Rosato Perea will ask each presenter to offer the two or three most important lessons that they learned on their journey, and then invite reflection and discussion from the entire workshop.

AALS recently purchased a building at 1614 20th St. NW Washington, DC, and moved to this location in early November 2013. Built in 1894, the building was designed by renowned Washington-area architect Thomas Franklin Schneider. We invite all attendees of the Workshop to attend a reception at the AALS' new headquarters.

The building is conveniently located on the southwest corner of Hillyer Place and 20th St NW, with the front of the building overlooking Connecticut Avenue, just north of Dupont Circle and one short block from the Dupont Circle metro stop – the Q Street entrance.

Map and directions on page 31.
10:00 a.m. – 12:00 p.m.

**Small Groups on Teaching and Scholarship**

*See your handout for your small group assignment and meeting room location.*

This session is intended to help participants gain some professional development as either a scholar or a teacher. They will have the choice to focus on either track and will be asked to indicate such at the time of registration. Faculty from the previous day will facilitate these sessions.

For those attendees looking for professional development in teaching, they should bring a videotape or DVD of teaching, syllabus, exam question, or another teaching tool to share with the group to get feedback and comments.

For those attendees seeking feedback on their written work, they should have submitted in advance a draft or abstract of a work in progress that will be reviewed by faculty ahead of time.
Planning Committee for 2014 AALS Workshop for Pretenured People of Color Law School Teachers

Fabio Arcila, Jr., Touro College, Jacob D. Fuchsberg Law Center  
Cheryl Hanna, Vermont Law School  
Carol L. Izumi, University of California, Hastings College of the Law  
Jennifer Rosato Perea, Northern Illinois University College of Law, Chair  
Barbara A. Schatz, Columbia University School of Law

2014 Committee on Professional Development

I. Bennett Capers, Brooklyn Law School  
Susan D. Carle, American University, Washington College of Law, Chair  
Sheila Foster, Fordham University School of Law  
Shauna I. Marshall, University of California, Hastings College of the Law  
Elizabeth E. Mertz, University of Wisconsin Law School  
Carol A. Needham, Saint Louis University School of Law  
Jason Palmer, Stetson University College of Law  
Barbara Schatz, Columbia University School of Law  
Michael Waterstone, Loyola Law School

AALS Executive Committee

Daniel B. Rodriguez, Northwestern University School of Law, President  
Blake D. Morant, Wake Forest University School of Law, President-Elect  
Leo P. Martinez, University of California, Hastings College of the Law, Immediate Past President

D. Benjamin Barros, Widener University School of Law  
Devon Wayne Carbado, University of California, Los Angeles  
Guy-Uriel E. Charles, Duke University School of Law  
Vicki C. Jackson, Harvard Law School  
Wendy C. Perdue, The University of Richmond School of Law  
Kellye Y. Testy, University of Washington School of Law
Biographies of Planning Committee Members and Presenters

Arcila, Fabio Professor, Touro College Jacob D. Fuchsberg Law Center. JD, 1994, Cal., Berkeley.; BA, 1991, Michigan. Visiting Prof., Brooklyn Law School (11-12); Visiting Assoc. Prof., Fordham Univ. Law School (08-09); Prof., Touro Law Center Litig. Assoc., Fried Frank (01-04); Clerk, Hon. Julio M. Fuentes U.S.C.A. 3rd Cir. (00-01); Clerk, Hon. Julian Abele Cook Jr. U.S.E.D. MI (97-99); Staff Att’y, Legal Services of Southeastern MI (94-97) Subjects: Civil Procedure (9); Criminal Procedure (5); Administrative Law (4); Federal Courts (2); Welfare Law Books and Awards: James Madison Prize (from Soc’y Hist. in the Fed. Gov’t) for 50 B.C. L. Rev. 363 (2009): (10); Professor of the Year: (07) Memberships: ; 3d Nat’l People of Color Legal Scholarship Conf.-Planning Comm.-2010; Northeast People of Color Legal Scholarship Conf.-Planning Comm. NY

Bahadur, Rory D. Associate Professor of Law, Washburn university School of Law. JD, 2003, St. Thomas University; MA, 1992, Rosenstiel School of Marine and Atmospheric Science, University of Miami; BSc, 1990, University of the West Indies. Associate, Downs & Associates, P.A. (03-04) Books and Awards: West Outstanding Scholastic Achievement Award: (03); West Outstanding Scholastic Achievement Award: (01)

Carbado, Devon Wayne Professor, UCLA School of Law. JD, 1994, Harvard.; BA, 1991, U.C.L.A. Assoc. Dean, Acad. Affrs. U.C.L.A. (06-07); Fac. Fellow & Vis. Assoc. Prof., Iowa (95-95); Assoc., Latham & Watkins L.A. (94-95) Subjects: Civil Rights (5); Criminal Justice (5); Criminal Procedure (5) Books and Awards: Time on Two Crosses: The Collected Writings of Bayard Rustin (wth Weise...; Rutler Award for Excellence in Tchg.; Black Like Us: A Century of Lesbian, Gay and Bisexual African American... Memberships: Phi Beta Kappa; SALT.

Hanna, Cheryl Professor, Vermont Law School. JD, 1992, Harvard. BA, 1988, Kalamazoo Coll.. Prof.; Ass’t Prof. (97-99); Vis. Ass’t Prof. (96-97); Ass’t Prof., Legal Writing (95-96); Instr., Legal Writing Vermont (94-95); Ass’t St’s Att’y, Balt. City St’s Att’y Balt. (93-94); Admin. Dir., MD Clinton-Gore MD Democratic Campaign Balt. (92-92) Subjects: Criminal Law (10); Evidence (10); Constitutional Law (5); Jurisprudence (5) Memberships: Phi Beta Kappa; Law & Soc. Ass’n; AALS (Chair, Law & Social Sci., since 1998).

Houh, Emily M.S. Gustavus Henry Wald Professor of Law and Contracts, University of Cincinnati College of Law. BA, 1993, Brown Univ.; JD, 1996, Michigan.. Associate Dean of Faculty, University of Cincinnati College of Law (10-12); Gustavus Henry Wald Professor of Law and Contracts, University of Cincinnati College of Law; Professor, University of Cincinnati College of Law; Assoc. Prof., Cincinnati (03-05); Ass’t Prof., No. Ky.-Chase (00-03); Assoc., Miller Canfield Paddock & Stone P.L.C. Detroit (99-00); Staff Att’y, Legal Assist. Fdn. of Chgo. (98-99); Clerk, Hon. Anna Diggs Taylor U.S.D.C. ED MI Detroit (96-98); Subjects: Contracts (12); Commercial Law (10); Critical Race Theory (10) Memberships: Association for the Study of Law, Culture, and the Humanities; Law and Society Association Michigan, Illinois

Izumi, Carol L. Clinical Professor of Law, Hastings College of the Law. BA, 1976, Oberlin Coll.; JD, 1980, Georgetown.. Clinical Professor, UC Hastings College of the Law; Assoc. Dean, Clin. Affrs. (03-07); Ass’t Dean, Clin. Affrs. (00-03); Professor of Clinical Law, George Washington University Law School (93-10); Clin. Assoc. Prof. (90-93); Clin. Instr., Geo. Wash. (86-89); Assoc. Smink & Scheuermann, P.C. DC (83-86); Clerk, Hon. Harriett R. Taylor DC Superior Ct. (81-83); Ass’t Dir., Public Serv. DC Bar (80-81)Consumer Mediation Clinic (24); Mediation Course (10) Books and Awards: Race, Rights and Reparation: Law and the Japanese American Internment ... Memberships: American Bar Association Section of Dispute Resolution; Ass’n for Conflict Resolu.; ALI.
Maldonado, Solangel Professor, Seton Hall
University School of Law. JD, 1996, Columbia Law
School; BA, 1993, Columbia College. Prof., Seton Hall;
Assoc. Prof., Seton Hall (03-06); Ass’t Prof., Seton Hall
(01-03); Assoc., Sidley & Austin NYC (99-00); Clerk,
Hon. Joseph Greenaway U.S.D.C. NJ (98-99); Assoc.,
Kaye Scholer Fieran Hays & Handler LLP NYC
(96-97) Subjects: Family Law (12); Torts (12); Estates &
Trusts (5); Gender & the Law (5); International &
Comparative Family Law (5); Lat Crit: Beyond the
Black/White Paradigm (5) Books and Awards: Family
Law in the World Community (with Blair, Weiner,
Stark) Memberships: American Law Institute NY; NJ

Morant, Blake D. Dean., Wake Forest University
School of Law. JD, 1978, Univ. of Va.; BA, 1975,
University of Virginia. Dean and Professor of Law,
Wake Forest University ; Assoc. Dean, Acad. Affrs. (06-
07); Vis. John Stone Prof., The University of Alabama
School of Law (02-02); Dir., Frances Lewis Law Cntr.
(01-06); Prof., Washington and Lee University School
of Law (00-07); Assoc. Prof. (97-00); Vis. Prof., Wash.
& Lee (96-96); Vis. Assoc. Prof., Michigan (94-94);
Assist. Prof., Toledo (92-97); Prof’l Lect., American
(88-92); Asst. Gen. Counsel, DC Metro Transit Auth.
(87-92); Sr. Assoc., Braude Margulies et al. P.C. DC (85-
87); Asst Staff Judge Advocate, USA J.A.G. Corp DC
(78-85) Subjects: Contracts (10); Administrative Law
(5); Communications Law - Law & Journalism (5); Law
& Education (5); Legal Method (5) Books and Awards:
Law Touched Our Hearts -- A Generation Remembers
Brown v. Board of Education...; Communications Law:
Media, Entertainment, and Regulation (with Lively,...
Memberships: Raven Society; Phi Beta Kappa.

Niles, Mark Professor, American University
College of Law. JD, 1991, Stanford.; BA, 1988,
Wesleyan Univ. Dean and Professor of Law, Seattle
University School of Law; Staff Att’y, U.S. Dept of
Just. Civil Div. DC (94-98); Assoc. Hogan & Hartson,
DC (92-94) Subjects: Administrative Law (5); Civil
Procedure (5); Law & Literature (5)

Olivas, Michael A. William B. Bates Dist.
Chair in Law, Dir., Inst. for Higher Educ. Law &
Governance., University of Houston Law Center. JD,
1981, Georgetown.; MA, 1974; PhD, 1977, Ohio State;
Assoc. Dean, Student Dev. (02-04); William B. Bates
Dist. Chair, Houston; Mason Ladd Dist. Vis. Prof., Iowa
(97-97); William B. Bates Prof. (96-01); Assoc. Dean,
Houston (90-95); Vis. Prof., Wisconsin (89-90); Prof.
(86-96); Assoc. Prof. & Dir., Inst. for Higher Educ. Law
Houston (82-86); Dir., Res. LULAC Educ. Serv. Cntr.
DC (79-82); Sr. Fellow & Asst’l Dir., Howard I.S.E.P. (77-
79) Subjects: Higher Education Law (30); Immigration
(28) Books and Awards: No Undocumented Child Left
Behind; Colored Men and Hombres Aqui; The Law and
Higher Education: Cases and Materials on Colleges in
Court...AERA Distinguished Fellow: (11); NACUA
Fellow: (09) Memberships: ; Nat’l Acad. of Educ.; ASHE

Perea, Jennifer Rosato Dean and Professor,
Northern Illinois University College of Law. JD,
1987, University of Pennsylavnia; BS, 1983, Cornell.
Associate Dean and Professor, Drexel University
College of Law (06-09). Subjects: Bioethics; Children
and the Law; Civil Procedure; Family Law; Professional
Responsibility. Memberships: American Law Institute

Ramasastry, Anita G. Professor, Co Director,
Law Technology and Arts, University of Washington
School of Law. BA, 1988, Harvard Coll. JD, 1992,
Harvard.; Non US Advanced, 1990, Univ. of Sydney,
Australia. Senior Advisor, International Trade
Administration, US Dept Commerce; Professor,
University of Washington; Consultant, Stolen Asset
Recovery Initiative (08-08); Fulbright Scholar and
Visting Professor, Irish Center for Human Rights, Natl
University of Ireland Galway (08-08); Vis. Prof., Miami
(04-04); Assoc. Prof., Wash. Seattle; Att’y, Claims
Resolu. Tribunal for Dormant Accts. in Switzerland
Zurich (98-99); Atlantic Fellowship in Public Policy,
Univ. of London (98-99); Asst’l Prof., Wash. Seattle
(96-03); Att’y, Fed. Res. Bank of NY NYC (94-96);
Assoc., White & Case Budapest Hungary (93-94);
Asst’l Prof., Central European Univ. Budapest (93-94);
Jud. Clerk, Just. Alan B. Handler NJ Sup. Ct. Trenton
(92-93) **Subjects:** Contracts (15); Payment Systems (15); Law & Development in Transition Economies (10); E-Commerce Law (5); Law, Globalization & Multinational (5) **Books and Awards:** Fulbright Fellowship, NUI Galway, Ireland, 2007- **Memberships:** British Inst. for Int'l & Comp. Law., ASIL.; Fellow, Am. Bar Fdn.

**Schatz, Barbara A. Clinical Professor, Columbia Law School.** BA, 1969, Pennsylvania; JD, 1973, Harvard. Dir., Clin. Progs. (96-01); Clin. Prof.; Lect., Columbia (85-85); Exec. Dir., Coun. of NY Law Assocs. NYC (now Lawyers Alliance for New York) (77-85); Assoc., Rosenman & Colin NYC (74-77); Ass’t Gen. Counsel, Health Servs. Admin. NYC (73-74) **Subjects:** Clinical Teaching (Nonprofit Organizations/Microenterprise) (15); **Books and Awards:** Getting Organized (with Bromberger & Hobish), 5th ed. **Memberships:** Phi Beta Kappa.
EXHIBITORS

Workshop for Pretenured People of Color Law School Teachers
June 21 – 22, 2014

Take the opportunity during refreshment breaks to visit the display tables of the exhibiting companies to view and discuss products, teaching methods and new technologies that can enhance your teaching and career. The display tables are located in the foyer, directly outside of the Grand Ballroom.

CAROLINA ACADEMIC PRESS

700 Kent Street
Durham, NC 27701
PHONE: (919) 489-7486
FAX: (919) 419-0761
WEBSITE: www.caplaw.com

Carolina Academic Press publishes casebooks and treatises for the academic legal community. Offerings range from the classic, Plain English for Lawyers, in its fifth edition, to casebooks in a wide variety of fields such as criminal law, contracts, civil procedure, and torts. CAP also offers treatises, casebooks, and readers in fields ranging from environmental to international law and from legal history to sports law. Titles on law school teaching and an impressive array of introductory books on topics such as legal writing, legal analysis, and starting off right in law school are just a few of the areas available. Check our web site at www.caplaw.com.

LEXISNEXIS

9443 Springboro Pike
Miamisburg, OH 45342
PHONE: (800) 227-9597
PHONE: (937) 847-3097
WEBSITE: www.lexisnexis.com

LexisNexis® is a leading provider of legal education resources that help faculty meet the challenges of teaching the law today. We provide textbooks and tools that make your course and scholarly work easier, including the LexisNexis® Digital Library for Professor Review Copies, Lexis Advance®, LexisNexis® Web Courses, and eBooks with links to Lexis Advance®. Visit our table to enter to win an iPad Mini and learn about our affordable content options, the Law School Publishing website for law school publication information, and how to review publications on-demand using the LexisNexis® Digital Library for Professor Review Copies.
THOMSON REUTERS WESTLAW

610 Opperman Drive
Eagan, MN  55123
PHONE:  (800) 486-4876
FAX:  (651) 687-5642
WEBSITE:  lawschool.westlaw.com

Thomson Reuters is a leading provider of high-quality education resources, including online legal research services and reference materials for law students, law faculty and law library patrons. The West Education Network (TWEN) is an electronic extension of the classroom, integrating academic tools, WestlawNext research, and other resources in an online environment. Visit the Thomson Reuters booth to learn more about these products and other services and solutions available to law schools.

WEST ACADEMIC

444 Cedar Street, Suite 700
St. Paul, MN  55101
PHONE:  (651) 202-4815
WEBSITE:  westacademic.com

Headquartered in St. Paul, MN, West Academic is the leading publisher of casebooks, treatises, study aids and other legal education materials in the U.S. Founded on the principle of making legal information more accessible, and rooted in a long history of legal expertise and innovation, we’ve been a leader in legal education publishing for more than 100 years. Our content is published under three brands, West Academic Publishing, Foundation Press® and Gilbert®

WOLTERS KLUWER LAW & BUSINESS

2700 Lake Cook Road
Riverwoods, IL  60015
PHONE:  (847) 267-2731
FAX:  (847) 267-2873
WEBSITE:  www.WoltersKluwerLB.com

Workshop Materials

Workshop speakers were invited to submit discussion outlines for those in attendance. These outlines and other materials are presented in sequence of the program.


Deborah J. Merritt, *Bias, the Brain, and Student Evaluations of Teaching*, 82 St. John's L. Rev. 235 (2008)


Pamela J. Smith, *Teaching the Retrenchment Generation: When Sapphire Meets Socrates at the Intersection of Race, Gender, and Authority*, 6 Wm. & Mary J. Women & L. 53 (1999)


SUCCESSFULLY NAVIGATING RELATIONSHIPS ON AND OFF CAMPUS: THE UNIVERSITY

EMILY M.S. HOUH
University of Cincinnati College of Law

Teaching
- Joint degree programs
- Centers and Institutes
- University-wide teaching workshops/programs/grants

Service
- University committees
- Search committees
- Faculty senate (?)
- Union/AAUP
- Centers and Institutes

Scholarship
- Centers and Institutes
- Cross-disciplinary research collaborations/grants

Generally/professional development
- University mentoring programs
- Campus-wide lectures, symposia, etc.

Some general resources:
- Devon W. Carbado and Mitu Gulati, Acting White?: Rethinking Race in Post-Racial America (Oxford University Press 2013).
- Presumed Incompetent: The Intersections of Race and Class for Women in Academia (Gabriella Gutiérrez y Muhs, Yolanda Flores Niemann, Carmen G. González & Angela P. Harris eds., University Press of Colorado 2012).
  - In particular, see Part III: Networks of Allies
SUCCESSFULLY NAVIGATING RELATIONSHIPS ON AND OFF CAMPUS

BLAKE D. MORANT
Wake Forest University School of Law

Former First Lady Hillary Clinton once opined, “It takes a village to raise a child.” The gist of that phrase may be applicable to untenured law teachers. While a law professor tends to function as an independent contractor, her ultimate success often depends on the successful cultivation of constructive professional relationships. That certainly has been the case for me. Throughout my career as both an untenured and tenured professor, individuals within and external to my home institution have been instrumental in ensuring my success.

As one of a few teachers of color on my faculties, I have been called upon often to volunteer for a variety of tasks or provide counsel usually on matters that were not within my expertise. As these situations occur, it is important to remain open to positive relationships that further your career, yet discerning enough to avoid entanglements that potentially hamper your professional progress.

As an untenured member of your faculty, you should seek ways to foster positive relationships that are external to your institution. They potentially reinforce your institutional value and provide further validation of your worth as an institutional member. One goal remains seminal in this exercise: One should genuinely engage with an eye toward furthering your goals in teaching, scholarship and service.

I provide below a few observations that might reinforce your efforts to cultivate meaningful relationships. My focus, for the purposes of the panel, centers on relationships that are external to your institutions, though my observations should be helpful in building any professional relationship:

• By all means remain open to external relationships, particularly those that either intersect with or foster your scholarship and teaching, or promote your general well-being. Example: While attending a conference, I met several colleagues from other law schools who critiqued and improved my scholarship, provided external reviews, and became close friends. In another situation, an ABA inspector who sat in on my classes my very first year of teaching has become a life-long advisor and friend. Those relationships have endured and have been beneficial throughout my career.

• Maintain your focus on teaching, scholarship, and service as you forge professional relationships. This is not to encourage opportunism; however, you want to ensure that time you devote to cultivation is well spent. It can be beneficial to document these activities and keep your institution apprised.

• Remain discerning about the relationships you build. Think of a figurative “box” that defines the relational bounds of your relationships. For relationships that foster your teaching and scholarship or contribute to your well-being, the “box” will be large and you would accordingly spend more time with those individuals. Relationships that do not advance your goals, the “box” is understandably smaller.
• Avoid requests that are either outside of your expertise or demand too much of your personal time. Example: When I was untenured, a television station asked me to review all of their documents related to a vast array of FCC regulations. The request would have been beyond the bounds of my time and focus. I respectfully declined, but provided another service (periodic anchor) that increased my reputation and led to helpful contacts.

• Never underestimate the value of networking. Try to circulate among both your peers at other law schools (usually at conferences) and non-academics who enrich your professional life. Meeting people who can provide helpful advice or connect you with fruitful resources can be significantly beneficial. Keep networking in perspective, however, recalling that you should develop external relationships, but not at the expense of perfecting your teaching and scholarship. Achievement of this balance can be challenging. If you keep your goals of quality teaching and scholarship at the forefront of your consciousness, balance is attainable. Examples: A. Attending People of Color Scholarship conferences, AALS subject matter conferences, and national discussion fora has expanded my professional network immeasurably. B. Instead of accepting the invitation to join the Rotary Club, which met every Tuesday for lunch, I joined a book club (many of the members of which were connected to the Rotary) that met once a month to discuss scholarly ideas that actively proved useful in honing my skills in presentation.

Some readings that might be helpful:

Silverman Franklin, *Collegiality and Service for Tenure and Beyond* (2003) (Author gives a detailed list of do's and don'ts for developing collegial relationships with colleagues).

This book details the importance and criteria for meeting collegial and service standards on the track to tenure. The author emphasizes the need to be a team player and to make adequate contributions amongst colleagues and the importance of leaving a lasting and positive impression on colleagues and students to prevent avoidable denial of tenure.


This article explores the importance of a law school's architecture. In exploring that notion the author provides examples of law schools who chose various locations and lay outs for faculty lounges and offices and the effect these choices have on the culture of community or otherwise among faculty and between faculty and the student body. The author felt a culture of community among the faculty was important for the success of the professors and the law school as a whole.

Based on a qualitative study of sixteen faculty of color at a private research university, this article argues that service, though significantly presenting obstacles to the promotion and retention of faculty of color, actually may set the stage for a critical agency that resists and redefines academic structures that hinder faculty success. The construct of ‘service,’ therefore, presents the opportunity for theorizing the interplay of human agency and social structures. The article suggests that faculty may seek to redefine oppressive structures through service, thus, exercising an agency that emerges from the very structures that constrain it. Faculty of color, in particular, may engage in service to promote the success of racial minorities in the academy and elsewhere. Thus, service, especially that which seeks to further social justice, contributes to the redefinition of the academy and society at large.


This article discusses the trend of minorities on the tenure track and their dissatisfaction with their academic and professional climate.

Elizabeth Leis-Newman, *Securing tenure: On the tenure track? Here are four keys to making sure you get the ultimate prize*, MONITOR ON PSYCHOLOGY, May 2011, at 76.

This article provides tips for new professors on the track to gaining tenure. One of the major tips is the importance of relationships. Although this article is written with scholars of psychology in mind the subject matter is likely applicable to all disciplines.


This article details a young professor’s denial of tenure not due to a lack of support by her own department but by a committee comprised of faculty outside of her department. This shows the importance of fostering relationships and making positive impressions on faculty beyond your department.
WALKING DIRECTIONS FROM THE MAYFLOWER HOTEL TO THE AALS BUILDING AT 1614 20TH ST NW, WASHINGTON, DC 20009

- Walk out of the Mayflower’s front door and turn right, heading northwest on Connecticut Ave. NW toward Desales St. NW. Walk about five blocks on Connecticut Ave until you reach the traffic circle.

- At the traffic circle (Dupont Circle), walk across Dupont Circle crossing over to Connecticut Ave. NW, walk two blocks to 20th Street.

- Cross 20th Street; AALS building will be at the corner of 20th and Hillyer Place (to the right of Zorba's Cafe).

- The walk to AALS from the Hotel will take approximately ten minutes.
Hotel Floor Plans
The Renaissance Mayflower Hotel
Washington, D.C.

Lower Level

Lobby Level

Second Level