29 December 2008

David W. Pershing  
Senior Vice President for Academic Affairs  
205 Park  
Campus  

RE: Graduate Council Review - S.J. Quinney College of Law  

Dear Vice President Pershing:  

Enclosed is the Graduate Council’s review of the S.J. Quinney College of Law. Included in this review packet are the report prepared by the Graduate Council, the Department Review Sheet and the Memorandum of Understanding resulting from the review wrap-up meeting.  

Please forward this review to the Academic Senate to be placed on the information calendar for the next meeting of the Senate.  

Sincerely,  

Frederick Rhodewalt  
Acting Dean  
The Graduate School
The Graduate School – University of Utah

GRADUATE COUNCIL REPORT TO THE SENIOR VICE PRESIDENT
FOR ACADEMIC AFFAIRS AND THE ACADEMIC SENATE

August 27, 2008

The Graduate Council has completed its review of the S. J. Quinney College of Law.

The external reviewers were:

- Rennard Strickland, Professor and Dean Emeritus
  University of Oregon School of Law
  Eugene, Oregon

- Thomas M. Mengler, Dean
  University of St. Thomas School of Law
  Minneapolis, Minnesota

- Thomas Reed, Professor
  Widener University School of Law
  Wilmington, Delaware

The Internal Review Committee of the University of Utah included:

- Robert Goldberg
  Professor, History

- Arthur Brief
  Professor, David Eccles School of Business

- Daniel McCool
  Professor, Department of Political Science

This report by the Graduate Council’s Ad Hoc Committee is based on the department’s self-study, the report of the Internal Review Committee, the report of the External Review Committee, and the responses from the Dean of the College of Law.
I. DEPARTMENT PROFILE

Program Overview

The S.J. Quinney College of Law was established in 1913 and accredited by the American Bar Association in 1929. It is one of two law schools in the state, and the only public law school. The College of Law is a single department college with several distinct components integrated into the overall academic program. Degrees offered include the JD, the LL.M, and three joint degrees (JD with MBA, MPA, and MPP). It is relatively small in terms of enrollment compared to other US law schools, but nevertheless has a reputation as being one of the leading public law schools in the nation. The College of Law was last reviewed by the Graduate Council in 2002. At that time recommendations were (1) Coordinate programmatic and facilities development, (2) Evaluate funding approaches for the Law Library, (3) Facilitate student involvement, (4) Expand alumni interactions. The college has addressed these recommendations although the current buildings remain limited in space, and the funding for the library needs to be expanded further.

Faculty

The College of Law is undergoing significant change in faculty at several levels. A number of tenured and tenure track faculty left in the year before this review. In the 2007-2008 academic year, the college had 29 tenured or tenure track faculty (including senior administrators); however, with those on sabbatical or other leave, or who are part-time, this track actually has 20 FTEs for teaching. These are augmented by 7 clinical faculty, visiting faculty, and lecturers, and 4 librarians who teach legal research. There are additional adjunct faculty who teach approximately one third of the college’s classes. The college reports that 31% of the tenured or tenure track faculty are women, and 21% minority. The college has a plan to actively identify potential women and minority law teachers for recruitment as either permanent or visiting/summer faculty.

The College of Law has a process for regular review of teaching evaluations, and awards for teaching proficiency. Full time adjunct faculty can vote on issues relating to programs and hiring, retention, and promotion. There is an orientation program for adjunct faculty and opportunities for support and mentorship.

A number of faculty have recent scholarly publications and books, and support for faculty scholarship has increased. Faculty may apply for summer stipends, which have increased from $9,000 maximum to $15,000 maximum, and the annual stipends from an endowed fund increased from $2,000/year to $3,500/year. A new Student Fellowship program funds student research assistantships to enhance faculty productivity. The college sponsors a number of events featuring its own and outside speakers. College of Law faculty are active in service to the University and the broader community.
Students

The number of applicants to the College of Law has decreased over recent years, consistent with national trends. From 908 applicants in 2001, the number of applicants rose to over 1200 in 2003-4, but declined to 950 in 2007. The college accepted 300-360 of these applicants during this same time frame, and the ratio of students accepted to those enrolled averages around 39%. The college has responded to declining applications with increased recruitment efforts.

The student profile is strong: undergraduate GPA and LSAT scores are in the top quartile of representative law schools. The college has a recruitment plan to bring in more women (41% female enrollment is below the national average of 50%), by actively identifying qualified candidates, and has a mentoring/ advisement plan in place for enrolled female students. Racial and ethnic minority students comprise 15% of the accepted applicant pool and were 15.5% of the 2007 enrollment (20/129). The College of Law is a sustaining institution for the Council on Legal Education Opportunities and recuits and admits graduates of this program and the Pre-Law Summer Institute for Native Americans (providing scholarship support to graduates as well). There is no clearly explicated retention plan for racial and ethnic minority students in the self-report.

Curriculum

In addition to a traditional JD curriculum, the College of Law offers a postgraduate Master of Laws in Environmental and Natural Resource Law, an area where the college has particular expertise. JD students may also receive a Certificate in Environmental and Natural Resources Law by completing certain requirements. The pass rate for first time takers of the bar exam is 88-95%; among those who participate in a college offered tutoring program, 100% pass the bar on the first attempt. For the class of 2006, 95.5% of College of Law graduates were employed, compared to 90.3% nationally.

Program Effectiveness and Outcomes Assessment

The College of Law tracks information on incoming students (as a measure of the applicant pool), information on graduation and bar passage rates, and employment after graduation. Information on employer satisfaction and student satisfaction during law school is largely anecdotal. The college has plans to subscribe to a service that will provide more quantitative data on student satisfaction and develop plans to evaluate employer satisfaction.

Facilities and Resources

The college is located in a building that was built in 1963 and last remodeled in 1980. There are limited facilities (such as small seminar rooms) of the type common and needed in contemporary legal education. Space shortage and current classroom configuration will limit the development of the college.
II. COMMENDATIONS

1. The clear commitment of faculty, administrators and staff to fostering a positive learning experience for students is evident. The excellent student-faculty ratio and opportunities for student-faculty interaction outside the classroom add to the learning environment. The college is keenly aware of student wants and needs.

2. The collegiality among faculty is a major positive factor in retention. There is a common sense of effort and determination to effect new initiatives.

3. Improved relationships with the Utah Bench and Utah State Bar over recent years have created new opportunities for externships and employment for College of Law students and graduates within the state.

4. The Wallace Stegner Center is an internationally important environmental law program.

5. The college has developed a new sense of energy and forward momentum, apparent in a number of new programs (Leadership, Cross Training, Global and Technology Initiatives).

6. The college is commended for its efforts in recruiting and retaining a diverse faculty and student body.

III. RECOMMENDATIONS

1. Despite renovations, the physical plant is inadequate for contemporary legal education and for the college’s goal of national and global leadership. The college needs both additional and newly configured space to facilitate small sections, simulation learning and work with clients.

2. The College of Law needs to develop additional sources of funding to support growth in academic scholarship, outreach programs, new initiatives, as well as ongoing improvements in the Criminal Justice and Stegner programs. Such funding could also support the college’s reputation by supporting faculty in scholarly research.

3. The college should develop a strategy to augment the learning environment. Formal mentorship, closer monitoring, and clear hiring guidelines for adjunct faculty would further secure the teaching mission and maintain the overall excellent teaching record.

4. The energy and forward momentum of the College of Law would be well served by the development of a prioritized plan for meeting its goals, in order to marshal resources effectively and target development efforts.
5. The College of Law should broaden its national reputation. Recruitment of applicants from and placements of interns and graduates outside the state will enhance its reputation. The college could better leverage the reputation of the Wallace Stegner Center in this regard.

6. Additional administrative help is needed to support the escalating work demands.

ACTIONS TAKEN SINCE THE REVIEW

1. The capital campaign under development has been revised and prioritized over the past year based on feedback from various stakeholders. Signature features are being designed in a planned new facility that can be presented as opportunities for fundraising and endowments.

2. The college has invested in more support and staff and has doubled its public programs over the past two years. Additional lecture series and symposia are planned.

3. The college has adopted new policies regarding auxiliary faculty that include regular teaching reviews and assigned mentors. The college is working to maximize use of adjunct faculty in practice-oriented courses (where they have particular advantages to offer) and minimize their use in core substantive classes.

Submitted by the Ad Hoc Review Committee of the Graduate Council

Patricia Murphy (Chair), Nursing
William Hesterly, Business
Jingyi Zhu, Mathematics
Memorandum of Understanding
S.J. Quinney College of Law

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on 17 September 2008, concluding the Graduate Council Review of the S.J. Quinney College of Law. David W. Pershing, Senior Vice President for Academic Affairs; Hiram Chodosh, Dean of the S.J. Quinney College of Law; Robert Adler, Associate Dean for Academic Affairs, S.J. Quinney College of Law; David S. Chapman, Dean of the Graduate School; and Frederick Rhodewalt, Associate Dean of the Graduate School were present.

The discussion centered on but was not limited to the recommendations contained in the Graduate Council review completed on 25 August 2008. At the wrap-up meeting, the working group agreed to endorse the following actions:

Recommendation 1: Despite renovations, the physical plant is inadequate for contemporary legal education and for the college’s goal of national and global leadership. The college needs both additional and newly configured space to facilitate small sections, simulation learning and work with clients.

The College of Law contracted with an architect who produced interior feature designs for the proposed new law building. These designs are to be used as part of the college’s facilities fundraising strategy.

Recommendation 2: The College of Law needs to develop additional sources of funding to support growth in academic scholarship, outreach programs, new initiatives, as well as ongoing improvements in the Criminal Justice and Stegner programs. Such funding could also support the college’s reputation by supporting faculty in scholarly research.

The College of Law has launched its REACH 100 campaign with the goal of building a long-term financial foundation for legal education. Its specific goals are:

a) to develop topical projects, centers and institutes on major issues such as the environment (including the Stegner Center), global justice (including the Criminal Justice Center), health, family, and economic development.

b) to support educational innovations in areas such as leadership, cross-training, technology, global training, advanced research, and student engagement.

c) to design and build the physical structures that will facilitate the integration of these topical commitments and programmatic innovations.
The College of Law has recruited 50 donors into a national leadership group to support the campaign. To date, the campaign has raised more than $10 million which has permitted the doubling of merit scholarship funding, and provided significant funds for the college’s leadership initiative, dean’s fund, technology initiative, the Stegner Center, the global justice project, the family project, a Presidential Chair in criminal law, and the law library.

**Recommendation 3:** The college should develop a strategy to augment the learning environment. Formal mentorship, closer monitoring, and clear hiring guidelines for adjunct faculty would further secure the teaching mission and maintain the overall excellent teaching record.

The College of Law has developed a new set of policies and procedures for adjunct faculty (March, 2008). Adjuncts are now appointed at different ranks (assistant, associate, full) with a progressive system of mentoring, review, and reappointment. Regular faculty now serve as mentors to adjunct faculty.

**Recommendation 4:** The energy and forward momentum of the College of Law would be well served by the development of a prioritized plan for meeting its goals, in order to marshal resources effectively and target development efforts.

See response to Recommendation #2.

**Recommendation 5:** The College of Law should broaden its national reputation. Recruitment of applicants from and placements of interns and graduates outside the state will enhance its reputation. The college could better leverage the reputation of the Wallace Stegner Center in this regard.

The College of Law is pursuing several strategies to elevate its national reputation. These include the addition of a full-time professional recruiter in the admissions office, a new bulletin, broader dissemination of program information, increased exposure through invitation to campus and special events, increased recruiting travel by admissions staff, and expanded web presence. These actions have resulted in recruiting visits to more states (2006-07, visited 16 states and 33 programs vs. 2008-09 will visit 20 states and 42 programs), more mailings of Law School information packets (5000 in 2006-07, 8,500 to 9,000 in 2008-09) and, most importantly, applications have increased from 944 in 2006-07 to 1089 in 2007-08. The anticipated pool for 2008-09 is expected to be 1150-1250. Selectivity will increase from an acceptance rate of 37% in 2006-07 to 32% in 2007-08 to an expected rate of 28%-30% in 2008-09.
Recommendation 6: Additional administrative help is needed to support the escalating work demands.

The College of Law has addressed this recommendation by adding the following new positions: Admissions Program Director, Accounting Specialist for College and Library (2), Media Specialist, Director of External Relations, Director of Technology Initiative, and Editorial Assistant for Administrative Services. Eleven part-time positions have been added. In addition, several positions have been upgraded including the Director of Professional Development, Pro Bono Director, Pro Bono Coordinator, Executive Assistant, Academic Coordinator for Student Services, Front Office Manager, and Executive Secretary.

The College of Law has addressed most of the items contained in this memo of understanding. The College of Law will provide annual letters updating progress on the remaining items from the Dean of the College to the Dean of the Graduate School. Letters will be submitted each year until all of the actions in the preceding paragraphs have been completed.

David W. Pershing
Frederick Rhodewalt
Hiram Chodosh
Robert Adler
David S. Chapman
Frederick Rhodewalt

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David S. Chapman
Dean, The Graduate School
February 3, 2009
# Office of Budget & Institutional Analysis
## THE UNIVERSITY OF UTAH

### Department Review by Academic Year

**S.J. Quinney College of Law: S.J. Quinney College of Law**

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<td>Advanced Graduate</td>
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12/30/2008