



July 26, 2016

Ruth V. Watkins
Senior Vice President for Academic Affairs
204 Park Bldg.
Campus

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

Dear Vice President Watkins:

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 Profile, and the Memorandum of Understanding resulting from the review wrap-up meeting.

After your approval, please forward this packet to President David Pershing for his review. It will then be sent to the Academic Senate to be placed on the information calendar for the next Senate meeting.

Sincerely,

David B. Kieda
Dean, The Graduate School

Encl.

XC: Robert W. Adler, Dean, S.J. Quinney College of Law
Lincoln L. Davies, Associate Dean for Academic Affairs, S.J. Quinney College of Law

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The Graduate School - The University of Utah

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

April 25, 2016

The Graduate Council has completed its review of the **S.J. Quinney College of Law**. The External Review Committee included:

Hannah R. Arterian, JD
Professor of Law
Syracuse University College of Law

Elizabeth A. Pendo, JD
Joseph J. Simeone Professor of Law
Vice Dean
Saint Louis University School of Law

Joseph P. Tomain, JD
Dean Emeritus
Wilbert and Helen Ziegler Professor of Law
University of Cincinnati College of Law

The Internal Review Committee of the University of Utah included:

James Ehleringer, PhD
Distinguished Professor
Department of Biology

Hank Liese, PhD
Associate Professor and Dean
College of Social Work

Cathleen D. Zick, PhD
Professor
Department of Family and Consumer Studies

This report of the Graduate Council is based on the self-study submitted by the S.J. Quinney College of Law, the reports of the external and internal review committees, and the Dean of the College of Law's response to the internal and external committee reports.

DEPARTMENT PROFILE

Program Overview

The S.J. Quinney College of Law was established in 1913 and accredited by the American Bar Association in 1927. It is a single-department college. It is one of two law schools in the state, and the only Utah school of law in a public university. The mission of the College of Law is as follows:

The mission of the University of Utah S.J. Quinney College of Law is to excel in professional legal education, to advance knowledge through high quality legal and interdisciplinary scholarship, to serve the University, the State of Utah, our nation, and the international community, and to improve the human and global condition. It is the law school's further mission to maintain and enhance our national presence as a preeminent institution of legal education, while recognizing our special obligation as the state law school to the Utah community and the Utah State Bar.

The College of Law was last reviewed by the Graduate Council in 2008. At that time the recommendations were: (1) to update and configure space to support delivery of contemporary legal education and national reputation; (2) to develop additional sources of funding to support growth in academic programs and faculty scholarship; (3) to pursue strategies to augment the learning environment; and (4) to develop a prioritized plan for meeting goals in order to target development efforts.

Faculty

As of 2014-2015, the College of Law employed 28 tenure-line faculty, 12 career-line, 40 adjuncts, 1 visiting, and 4 librarians. The college "maintains an excellent faculty-to-student ratio, and faculty stability compared to other law schools" (external review).

Internal reviewers noted the faculty's overall scholarly excellence, collegiality and commitment to teaching. They are highly respected and praised by their students and "enjoy a national reputation." The quality of scholarship is excellent not only for comparable law schools but for all law schools (external review). Faculty scholarship is diverse in format and types of publications. Of recent journal publications, almost 75% have appeared in higher-tier journals. One citation study recognized the College of Law as the 35th most impactful in the country.

Of concern to some faculty members is lack of agreement on what "counts" as scholarly work for RPT. Some want to include community-based scholarship as scholarly work rather than service. Dean Adler has appointed an ad hoc committee to attend to this issue.

It was also noted that the College's financial support for research assistants and travel is well below that of peer institutions.

Students

Student applications to law schools in the country have declined precipitously in the last decade. Law student applications dropped almost 50% at the College in the last 10 years, which is on par with national rates of law school applicants. Number of applicants decreased from 1,365 in 2010 to 630 applicants in 2015. The College has chosen to maintain a high quality of student body (GPA and LSAT scores remained essentially the same between 2009 and 2015). This has been at the expense of number of admitted students (129 in 2009 to 92 in 2015). "The College of Law's admissions strategy is based upon three principles – its admissions efforts must address the number of declining applications but must maintain quality; must remain committed to racial and gender diversity; and must address the need for additional scholarship funds. That strategy is carried out by the Associate Dean of Admissions and Financial Aid and his staff who recruit through site visits, College of Law recruitment fairs, direct mailings, pipeline programs and the web. Additionally, faculty members participate in the admissions process through a faculty committee that reviews all files and votes on admissions applications" (external review).

Students had high praise for the faculty and for their education. Services offered to students include scholarships and financial aid, academic advising beginning the first week of school, and a Bar Tutoring Program. A Professional Development Office (PDO) provides on-campus interviewing, employer marketing, career advising, and data bases about jobs. The PDO has a mentoring program for students to work with practicing attorneys.

Student suggestions for improving their academic experience included 1) more aggressive pursuit of employment opportunities by the PDO and better communication between the PDO and students; and 2) a need for more academic advising.

Students pay differential tuition. In-state students pay almost \$25,000, but this remains below the national average for law schools. Scholarship funding has increased by 35% since 2009, and it is estimated that 66% of first-year students have received some tuition support. The faculty would like to see scholarship support continue to grow, and faculty leadership identified the need for more student financial support as their top priority.

Curriculum

The College of Law offers the JD, including the Global JD, the LL.M. in Environmental and Natural Resources, and a Certificate in Environmental and Natural Resources Law. Multiple dual JD and master's degrees are offered. The College of Law houses or is a member of four centers: the Wallace Stegner Center for Land, Resources and the Environment; the Center for Law and Biomedical Sciences (LABS); the multi-department Utah Criminal Justice Center; and the Center for Innovation in Legal Education.

The external reviewers called the curriculum "balanced in terms of depth and breadth." Students receive a background in law and legal theory in the first year, and can specialize in areas of law in their 2nd and 3rd years. The College has recommended curricular maps for students to follow to specialize in given areas of law which provide suggestions for course sequencing.

Diversity

The College of Law has put considerable energy into maintaining/increasing diversity among students and faculty.

"To achieve gains in student diversity, the College of Law has engaged in three initiatives: long-term programming for communities of color; mid-term outreach to high school and early College of Law students of color; and near-term outreach to students of color who are currently applying to the law school" (external review). In 2009 the College enrolled 55 (43%) women and in 2015 the College enrolled 47 (51%) women. In 2009 the College enrolled 22 (17%) racial minorities and in 2015 enrolled 16 (17%) minorities.

A table showing faculty gender and racial diversity over time is taken from the external review and shows the following information:

	Total Faculty	
	2007-08	2014-15
Tenure-Line	27	28
Career-Line	9	12
Adjuncts	37	40

Gender and Racial Diversity		
Male	57	56
Female	23	33
Hispanic American	3	3
Indian/ Alaska Native	1	2
Asian	1	1
Black	2	1
Native Hawaiian /Pacific Islander	0	1
White	73	80

Program Effectiveness and Outcomes Assessment

A major trend in the field of Law is that students are both better prepared to practice and have experiential training. The College has addressed changing needs by offering more skills-based classes, and making more rigorous the writing requirement.

"The College of Law has articulated general program outcomes for the J.D. and for the small LL.M. program. The curriculum is structured to achieve the College's expected outcomes. The College of Law has

identified a number of measures – including metrics related to the incoming class, performance in the standardized first year curriculum, graduation rate, bar passage, and employment – to assess progress toward those outcomes. It also collects feedback from employers and students, and has plans to subscribe to a service that will provide more quantitative data on student satisfaction and to develop plans to evaluate employer satisfaction. The College has also committed to the 100/100 Initiative, which sets a goal to achieve 100% bar passage and 100% employment for its graduates” (external review).

The College makes use of student course evaluations and has formed a Teaching Committee to create measureable objectives for each of the courses they teach.

Facilities and Resources

The College moved into a state-of-the-art facility in 2015. The new College of Law building was intentionally designed to support modes of instruction, student engagement, alumni engagement, academic and community engagement and morale. Faculty and students stated that they were motivated and inspired by the building. The increased activity and number of events is of benefit to the College of Law and the university.

There is a substantial balance owing on the new building, and there was concern that at some point student tuition would have to be raised to help pay. Faculty are concerned that the building fee will be levied on students in coming years if the building costs cannot be offset with new capital campaign funds. In the Dean’s response to the internal and external reports, it was suggested that the building’s value extends to the entire university and it should not just be law students who pay for the balance owing on the new building.

“The College has a motivated and highly supportive staff, providing all of the essential and critical services required for a top-tier law school. ...there was a consensus that there was adequate staff to accommodate to changes that would allow the staff to continue to provide the highest quality services.....the high staff/faculty ratio allows for exceptional services to meet the needs of faculty and students” (internal review).

COMMENDATIONS

1. The College of Law is commended on the high level of faculty collegiality, scholarship and commitment to excellence in teaching.
2. The College has conducted successful fundraising to achieve Recommendation #1 from 2009, “to update and configure space to support delivery of contemporary legal education and national reputation.” The state-of-the art LEEDS building melds student life, faculty offices, gathering spots and library facilities and is a source of pride and inspiration to the College community and the university.
3. The College of Law has managed to recruit and admit high quality students in the face of precipitous decline of law school applications nationally and in Utah.

4. The Faculty should be commended on increasing the number of women faculty by more than 50% since the 2008 review.

RECOMMENDATIONS

1. The College should work with central university administration and continue efforts toward articulating options to manage paying for remaining debt on the new building. This is a source of some anxiety for the College of Law community.
2. The Professional Development Office should establish better communication with students and more actively recruit law employers from a wider geographic range.
3. Students, especially first year, need more and better quality of academic advising.
4. The College should encourage and support continued focus on outcomes assessment.
5. The faculty should work toward clarification of RPT standards and definition of scholarly productivity.
6. The College should seek to increase financial support for research assistants and travel to support faculty scholarly work.

Submitted by the Ad Hoc Committee of the Graduate Council:

Mary Jane Taylor, PhD (Chair)
Professor, College of Social Work

Cedric Feschotte, PhD
Associate Professor, Department of Human Genetics

Ryan E. Smith, M.Arch
Associate Professor, School of Architecture

College Name
S.J. Quinney College Of Law

Department Name
Law

Program Name
All

Faculty Headcount

		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
With Doctoral Degrees Including MFA and Other Terminal Degrees	Full Time Tenured Faculty	24	24	24	22	24	25	25
	Full Time Tenure Track	4	4	4	6	6	7	6
	Full Time Career Line/Adjunct Faculty	8	10	9	9	12	12	10
	Part Time Tenure/Tenure Track	1	1	1	1	1	1	2
	Part Time Career Line/Adjunct Faculty	16	3	12	13	14	14	16
	Total	53	42	50	51	57	59	59
With Masters Degrees	Full Time Tenured Faculty	0	0	0	0	0	0	0
	Full Time Tenure Track	0	0	0	0	0	0	0
	Full Time Career Line/Adjunct Faculty	0	0	0	0	0	0	0
	Part Time Tenure/Tenure Track	0	0	0	0	0	0	0
	Part Time Career Line/Adjunct Faculty	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0
With Bachelor Degrees	Full Time Tenured Faculty	0	0	0	0	0	0	0
	Full Time Tenure Track	0	0	0	0	0	0	0
	Full Time Career Line/Adjunct Faculty	0	0	0	0	0	0	0
	Part Time Tenure/Tenure Track	0	0	0	0	0	0	0
	Part Time Career Line/Adjunct Faculty	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0
Total Headcount Faculty	Full Time Tenured Faculty	24	24	24	22	24	25	25
	Full Time Tenure Track	4	4	4	6	6	7	6
	Full Time Career Line/Adjunct Faculty	8	10	9	9	12	12	10
	Part Time Tenure/Tenure Track	1	1	1	1	1	1	2
	Part Time Career Line/Adjunct Faculty	16	3	12	13	14	14	16
	Total	53	42	50	51	57	59	59

Cost Study

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Direct Instructional Expenditures	9,173,506	8,860,221	9,895,005	10,981,769	11,703,750	11,213,812	11,757,812
Cost Per Student FTE	16,184	14,848	16,589	18,420	21,264	21,491	22,976

FTE from Cost Study

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Full-Time Salaried	26	25	24	26	29	29	25
Part-Time or Auxiliary Faculty	2	3	2	3	4	4	5

Funding

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Total Grants	3,359,019	6,606,997	201,016	215,057	108,082	637,613	452,732
State Appropriated Funds	8,627,055	8,145,131	8,026,125	8,226,393	8,418,067	8,541,235	9,945,994
Teaching Grants	3,359,019	6,606,997	73,303	0	0	433,301	206,756
Differential Tuition	1,125,000	1,773,983	2,304,302	2,556,234	2,469,124	2,607,158	2,657,819

Student Credit Hours and FTE

		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
SCH	Lower Division		33	23				
	Upper Division	32	13	8				
	Basic Graduate	3,664	3,904	3,637	3,454	2,960	3,261	3,032
	Advanced Graduate	7,652	8,000	8,272	8,470	8,048	7,175	7,203
FTE	Lower Division		1	1				
	Upper Division	1	0	0				
	Basic Graduate	183	195	182	173	148	163	152
	Advanced Graduate	383	400	414	424	402	359	360
FTE/FTE	LD FTE per Total Faculty FTE		0	0				
	UD FTE per Total Faculty FTE	0	0	0				
	BG FTE per Total Faculty FTE	6	7	7	6	5	5	5
	AG FTE per Total Faculty FTE	13	15	16	14	12	11	12

Enrolled Majors

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Enrolled in Masters Program	1		2	2	1		
Enrolled in First Professional Program	384	394	396	394	370	362	348

Degrees Awarded

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Graduate Certificate	5	8	11	4	8	11	1
Masters	1			1	1	2	
First-Professional	134	120	140	130	146	125	122

Memorandum of Understanding S.J. Quinney College of Law Graduate Council Review 2015-16

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on June 20, 2016, and concludes the 2015-16 Graduate Council Review of the S.J. Quinney College of Law. Ruth V. Watkins, Senior Vice President for Academic Affairs; Robert W. Adler, Dean of the College of Law; Lincoln L. Davies, Associate Dean for Academic Affairs of the College of Law; David B. Kieda, Dean of the Graduate School; and Donna M. White, Associate Dean of the Graduate School, were present.

The discussion centered on but was not limited to the recommendations contained in the review summary report presented to the Graduate Council on April 25, 2016. At the wrap-up meeting, the working group agreed to endorse the following actions:

Recommendation 1: The College should work with central university administration and continue efforts toward articulating options to manage paying for remaining debt on the new building. This is a source of some anxiety for the College of Law community.

Both the Dean and Senior Vice President have continuously been working toward the goal of paying the remaining debt on the new law building. They have developed some specific strategies, including soliciting donor gifts for named spaces in the building, soliciting large donor gifts, and proposing the use of some percentage of the existing University building fund for a set period of time until the debt is paid. The Senior Vice President is fully committed to working with the bonding officers to advocate for the use of these building funds. Use of existing building fee funds would shift the burden away from law students who, though they might still pay a nominal fee, should not be responsible for paying the entire debt. The Senior Vice President acknowledged that the University is the beneficiary of the College of Law's high visibility as one of the top performing law schools in the nation. Additionally, the College of Law is one of the most generous colleges in terms of allowing the use of the new building for numerous campus events not directly affiliated with the College, and for hosting high visibility events for the entire campus community and for the community at large. It has also made College of Law classrooms available for scheduling other classes when not in use for law classes. The Dean and Senior Vice President will continue their dialogue and their efforts to address this recommendation, and the Dean will stay in communication with the faculty to ease their anxiety around this issue. Progress on this recommendation will be reported to the Graduate School in regular updates.

Recommendation 2: The Professional Development Office should establish better communication with students and more actively recruit law employers from a wider geographic range.

The College of Law has been proactive on this recommendation for some time and reports progress on several new initiatives relevant to this recommendation. The in-house Professional Development Office (PDO) is planning to provide important counseling skill development for relevant faculty and PDO staff. In addition, they are working with their national alumni networks to develop a wider geographic range for the employment of graduates and are actively engaged with potential employers outside of Utah. It was noted that a high percentage of Law graduates desire and choose to stay in Utah, but for those who do not, serious efforts are being made on multiple levels (related to efforts being made on Recommendations 3 and 4) to develop pipelines and opportunities in traditional as well as nontraditional legal or allied careers.

Recommendation 3: Students, especially first year, need more and better quality of academic advising.

The Dean initiated the development of a revised academic advising system "...to better meet the needs of all of our students" [Dean's response]. It was noted that, due to the numerous areas of specialization in the law profession, the hiring of a generic advisor would not be the most effective solution. Instead, the strategic use of existing faculty advisors with experience and expertise in these areas of specialization has been implemented and is deemed more useful for students. One of the strategies that has been developed and implemented by the Associate Dean for Student Affairs and the Associate Dean for Academic Affairs is to develop a detailed set of "curricular maps" for the various areas of legal specialization. Also, because the methods of delivery of advising services are important to current students, a new website, including a forthcoming online graduation audit tool and information on new curricular certificates as well as the curricular maps, has been developed to address that issue. As stated in the Dean's response, "...we plan to continue to develop, refine, and improve the resources provided there."

Recommendation 4: The College should encourage and support continued focus on outcomes assessment.

In anticipation of new ABA rules on outcomes assessment, the College created a new teaching committee in 2015-16 to develop broader assessment methods to measure teaching and learning outcomes. Some faculty will continue to pilot test these new methods during 2016-17, and the College plans to make the practice universal by the 2017-18 academic year. In addition, the Curriculum Committee has been charged to develop a policy for establishing and measuring program-wide learning outcomes throughout the curriculum. Because learning outcomes in legal education have evolved to become broader (as a response to the changing job market), the College of Law views the process of developing assessment methods as being iterative vs. a one-time means of satisfying ABA rules or this recommendation. Progress will be reported to the Graduate School in regular updates.

Recommendation 5: The faculty should work toward clarification of RPT standards and definition of scholarly productivity.

Revised RPT guidelines for regular as well as career-line faculty will be submitted to the Senate Faculty Review Standards Committee during AY 2016-17. To address the definition of scholarly productivity, an ad hoc faculty committee was appointed to review and revise the College's Research Stipend policy (which includes clear definitions and expectations for scholarship in the discipline). The revised policy was adopted by the full faculty during Spring 2016 but will take effect only after further consideration by the faculty of related College policies on teaching and service. Dean Kieda requests that Dean Adler ensure that the new RPT policy includes recognition of the importance of collaborative/interdisciplinary research and teaching (e.g., Transformative Excellence Program initiatives), as well as recognition of success in securing external grant funding. Progress on this recommendation will be reported to the Graduate School in regular updates.

Recommendation 6: The College should seek to increase financial support for research assistants and travel to support faculty scholarly work.

Since the review took place, the Dean and Associate Dean have increased research fellow time for faculty (from .5 to 1.0) and substantially increased faculty research support accounts. There is a commitment for ongoing solicitation of more external grant funding and to increase faculty endowments. Progress on this recommendation will be reported to the Graduate School in regular updates.

This memorandum of understanding is to be followed by regular letters of progress from the Dean of the College of Law to the Associate Dean of the Graduate School. Letters will be submitted until all of the actions described in the preceding paragraphs have been completed. In addition, a three-year follow-up meeting will be scheduled during AY 2018-19 to discuss progress made in addressing the review recommendations.

Ruth V. Watkins
Robert W. Adler
Lincoln L. Davies
David B. Kieda
Donna M. White



David B. Kieda
Dean, The Graduate School
July 26, 2016