School of Law
Academic Plan
2009-2014
Mission Statement

The mission of the School of Law of the University of California, Davis, is to be a nationally and internationally recognized leader in the development and dissemination of legal knowledge, the training of socially responsible lawyers committed to professional excellence and high ethical standards, and the provision of significant public service through law reform and professional activities. Through its faculty, students, and alumni, the School of Law seeks to make substantial contributions toward solving the complex legal problems confronting our society.

In pursuit of this mission, the law school must (i) continue to recruit and retain a first-rate diverse faculty and student body; and (ii) integrate perspectives from other intellectual disciplines and other legal systems into its scholarship and curriculum. In addition, the law faculty, in partnership with faculty, students, and staff from throughout the campus, is committed to preserving the deep sense of community that pervades the law school and the entire UC Davis campus. Finally, we are dedicated to creative, responsive, and innovative teaching, research, and public service for the benefit of our students, the campus, and the local, national, and international communities.

The hallmark of a nationally- and internationally-renowned law school is the production of cutting edge legal scholarship. To that end, the law school aspires to hire and retain faculty members who hold the promise and desire to produce scholarship of the highest quality, as well as a commitment to teaching and service. Such hiring practices are the best way to break into the next level of the most elite law schools in the United States.

Adopted by the faculty, May 1999 and reaffirmed October 2003 and October 2008
INTRODUCTION

Although it graduated its first class less than forty years ago, UC Davis School of Law, is distinguished by the excellent scholarship produced by the faculty, a commitment to high quality teaching, a relatively small student body, and a collegial educational atmosphere. The faculty is a highly productive research faculty composed of scholars with national and international reputations. Despite its youth, the Law School is generally considered to be among the nation’s best law schools.

The Law School faculty has been incredibly productive in recent years. Indeed, the American Bar Association/Association of American Law Schools inspection team report on the School of Law (March 14-17, 2004) p. 3, states that “[t]he faculty is imbued with a culture of scholarship. The faculty is extraordinarily productive . . . .” (emphasis added).

Brian Leiter’s ranking of Law Faculties Based on Scholarly Impact, 2007 (http://www.leiterrankings.com/faculty/2007/faculty_impact.shtml), which ranks law schools based on citations in scholarship, ranks the UC Davis law faculty as 24th in the nation, ahead of, among other schools, the University of Southern California, UC Hastings, Iowa, and Ohio State. The most recent survey in U.S. News & World Report rated UC Davis 44th in the country among the 200 ABA-accredited and provisionally-accredited law schools and 13th among public law schools (including those public law schools that have effectively been privatized). No law school founded in the last fifty years was ranked ahead of UC Davis. However, it was somewhat disappointing that the Law School’s U.S. News ranking dropped from number 34 in the previous survey. Given the most recent job placement and bar passage rates, we anticipate an increase in our U.S. News ranking, which is scheduled to be announced in spring 2009.

In a nutshell, the School of Law has the following vital statistics. A student body of approximately 570-80, including 15-20 LL.M. (foreign) students and a first-year class averaging about 190-200 students. The Law School has 38 tenure track faculty positions (FTEs). As part of the decanal transition, the Provost allocated two new FTES to the law school this year, for which the School of Law is conducting a search to fill in 2008-09. The Provost also agreed to increase the number of FTES by three with a modest growth in student enrollment. After discussing this possibility later this academic year, the School of Law will submit a proposal to the Provost for consideration in spring 2009.

Many senior law faculty members occupy the very top of their respective fields. Roughly a third of the faculty are members of the American Law Institute, the leading law reform organization of professors, judges, and lawyers. In addition, the faculty hiring at the entry and lateral levels over the last decade has been nothing less than extraordinary. During that period, the School of Law hired 25 tenure-track faculty and four clinical faculty. It has established a national reputation for its hiring successes. Indeed, the School of Law may have hired the best cohort of junior faculty of any law school in the United States over the last decade. They have published in national and international law journals and garnered many prestigious honors and awards. Fourteen of the faculty hired over the last decade either were or have been tenured since their hiring. In just the last five years, our junior and mid-level faculty (which
numbers under twenty) has published dozens of articles in top 10 law journals. At a minimum, our junior and mid-level faculty compare favorably in terms of productivity and citation rates with the majority of top-twenty schools.

Not coincidentally, the School of Law has made strides in its national reputation. However, we face formidable challenges, including but not limited to dramatically increasing fees charged our students, increasing national competition for faculty members, and the likelihood of competition for students and faculty from the new UC Irvine School of Law, which is now hiring faculty and plans to enroll a class in fall 2009. We strongly believe that we can continue the School of Law’s upward trajectory and remain fully competitive with other national law schools only if we implement the programs outlined in this plan.

The School of Law, which has seen its fees increase from about $10,800 in 1998-99 to more than $28,500 in 2008-09, has experienced increasing competition for the best and brightest law students. Private schools often are able to direct scholarships at the applicants most in demand in the law school student applicant pool. To remain competitive, the School of Law must raise funds to increase the available scholarships to compete for the highest quality law applicants in the country.

To maintain and enhance our national and international stature, the faculty of the School of Law must continue to engage in innovative research and law reform activities that enhance the school’s scholarly reputation as well as its educational and service missions. But, above all, to continue to be a law school of national distinction and ascend to even greater heights, the Law School must enhance its faculty resources. This includes additional FTEs. Importantly, Law School FTEs are less expensive in important respects than adding faculty to many other units on campus. Law faculty do not require large start up packages with laboratories and equipment, and thus are more inexpensive than hires in the sciences, for example.

On a related note, to hire and retain senior scholars with national and international reputations, the School of Law must strive to raise sufficient funds to increase the number of endowed chairs and professorships.

To build on its burgeoning reputation, the Law School should continue to focus on hiring potential or established scholars likely to increase the school’s national visibility and reputation. To this end, the law faculty currently is considering possible lateral hiring, which has been successful for the school in recent years, as well as entry level hiring. In adding to the faculty, the Law School will strive to ensure that faculty members remain dedicated to producing high quality legal scholarship likely to attract national attention.

**RECENT DEVELOPMENTS**

There are some new and exciting developments at the School of Law that have generated enthusiasm among faculty, students, and alumni. After a successful decade in building the law school faculty and fundraising and planning the successful King Hall Construction and Renovation Project, Dean Rex Perschbacher stepped down effective June 30, 2008. Culminating
a national search, the Chancellor appointed Kevin R. Johnson as the new dean of the School of Law effective July 1, 2008. Dean Johnson has been aggressively pursuing many fundraising avenues and closed $1.25 million in gifts from philanthropic foundations in his first two months on the job. Many potential partners appear interested in assisting the School of Law in keeping alive the vision of a public law school devoted to solving society’s most pressing and entrenched problems.

Nationally-recognized scholar Professor Vikram David Amar agreed to serve as the new Associate Dean for Academic Affairs. Among his other duties, he has been charged with studying the employment of our students and the U.S. News rankings.

With university and private support, and years of planning, the King Hall Construction and Building Project began in the summer of 2008. To view the construction project, see the webcam at http://www.law.ucdavis.edu/about/cam/. Completion of the first phase of the construction project – the new wing of the building (named after Martin Luther King, Jr.) – is scheduled by November 2009. The renovation of the existing building will begin soon after. To this point, as discussed below, fundraising for the building and renovation projects has been extraordinarily successful.

**Strategic Plan 2009-14**

The excitement generated by recent developments at the School of Law will assist in starting strongly in pursuit of the goals outlined in this academic plan. We offer this strategic plan through 2014. This law faculty met and discussed the plan at its regular October 2008 faculty meeting. The plan also is informed by meetings that the dean had with individual faculty members in the summer and fall 2008 that were part of the leadership transition at the School of Law.

As requested in the Call for Academic Planning dated November 8, 2007, we outline strategies that are consistent with both steady state (no growth) and modest growth (5-7%) over five years.

The School of Law’s goal remains to be the very best small public law school in the United States with a national and international reputation for scholarship, teaching, and service. Before identifying strategies for specific units at the School of Law, we identify several four overriding strategies that cut across various units and constituencies in the School of Law.

1. **Highlighting the Law School’s International, National, and Regional Profile.**

The great success of King Hall in recent decades has been too well-kept a secret. Over the last few years, the School of Law has sought to improve our communications with the Law School’s internal and external constituencies. We have made great strides in improving King Hall’s public face. Much more remains to be done, however, to most effectively publicize the scholarly, teaching, and service achievements of the School of Law.
Over the next few years, the School of Law plans to make aggressive steps to increase its local, national, and international profile. Along these lines, we will unveil a new-and-improved UC Davis School of Law website in late fall 2008. Given the needs of increased amounts of writing for press and news releases, the website, brochures, and other King Hall publications, we have added a full time writer to the Development and External Relations office. The School of Law is in the process of hiring a Director of Marketing who will strive to work effectively with campus media relations to ensure that the School of Law is well-represented in the news, with effective and increased publicity of our achievements and increasing numbers of Law School faculty members quoted in local, state, national, and international news stories.

2. Improve State and Regional Presence.

The School of Law long has enjoyed a solid relationship with both private and public employers, as well as public agencies and officials, in Sacramento. Much remains to be done, however.

We plan to increase ties with Sacramento, the capital of a state that, if it were a nation, would be among the world’s largest economies. The School of Law is in discussion with the California Law Revision Commission about a possible move to UC Davis. Moving the Commission, which provides research, proposes law reform, and related assistance to the California State Legislature, to the School of Law would create opportunities for our students and faculty, several of whom have expressed interest in working with the Commission. We also plan to work closely with the incoming leader of the California Senate, an alum of the School of Law, to identify ways to solidify our links to the state of California and its government.

The School of Law also will attempt to increase externship opportunities and placements in Sacramento, the capital of California. The new wing of the building will include a new state-of-the-art appellate moot court room. To increase and highlight the Law School’s national exposure, as well as provide learning opportunities to our students, we are arranging for oral arguments of the U.S. Court of Appeals for the Ninth Circuit, California Supreme Court, and California Court of Appeals to be held in the new courtroom.

3. Expanding, Coordinating, and Focusing Our International and Environmental Programs.

The School of Law has a long history of cutting edge international legal scholarship and international educational programs. Over the last decade, the law school has established a solid set of international legal educational programs. Specifically, the School of Law successfully established an LL.M. program, which graduated its first class in 1998. The law school also has participated in a number of other international ventures, including a masters degree in international commercial law organized by an interdisciplinary graduate group, and various international scholar and student exchanges.

The School of Law has a number of internationally-renowned international law scholars and many faculty members whose work touches on international matters. The Law School is
engaged in rethinking its various international programs. In August 2008, faculty who have an interest in international, comparative, and transnational law met to discuss the future of our international programs. We currently are studying the creation of a possible international center, which would build on strong faculty interest and scholarship in public and private international law. The hope is to build upon the law school's tradition of strengths in international, comparative, and transnational law programming by a means that operates externally and internally to foster the faculty's scholarship, teaching, and professional activities; enhance students' academic and professional training and opportunities; increase faculty and student interactions with scholars, experts, and institutions around the world; reinforce bonds between the law school and alumni whose practice or interests have international aspects; and contribute to community understanding of global matters. The faculty, at a regularly-scheduled faculty meeting, discussed this possibility and supported the concept in principle.

The faculty also will consider the coordination and focusing of the environmental programs. Several years ago, the environmental law faculty created, with faculty approval, an Environmental Law Certificate Program recognizing law graduates specializing in a rigorous environmental curriculum and writing a rigorous research paper. An endowed award recognizes the graduating law student who wrote the strongest research paper. The School of Law has always had a strong environmental law program and currently has three professors with strong interests in various aspects of environmental law and scholarship. Preliminary discussions on the future of environmental law among the faculty at the School of Law have begun and will continue throughout the academic year.

4. A Renewed and Increased Focus on Development.

With increasing professional fees, greater competition for the highest quality students and faculty, and a building construction and renovation project, the School of Law continues to make great enhancements to its development and alumni relations efforts. Jean Flournoy Korinke, the former Director of Giving Programs at the Law School, was appointed to the new position of Assistant Dean for Development and Alumni Relations. The Law School hired a Director of Development in fall 2008. Additional positions have been added to this office.

To focus efforts on large gifts, the School of Law is creating a Dean’s Leadership Council. Members of this group will include alumni and non-alumni who are dedicated to helping to raise funds for the Law School over a period of time.

The School of Law has focused much of its fundraising efforts in recent years on successfully building a base of private support for the King Hall Expansion and Renovation project. Over $4.6 million has been raised to supplement the state- and university-funded expansion of King Hall. Efforts continue to raise an additional $3.4 million to fund the renovation of the building. In just the last few months, the Law School succeeded in gaining a $1 million commitment to help with these renovation costs, followed soon after by a $250,000 foundation commitment.
The Law School has grown the Annual Fund to a high point of $240,000 in fiscal year 2007. We hope to increase the level of fundraising in 2008-09, but face many challenges due to the floundering U.S. economy. Within the past five months, the School of Law has raised more than $100,000 from hundreds of alumni, students, and parents in support of the building project and to help meet a pledge from a foundation that could generate up to an additional $500,000 for the building project. The focus of development in fiscal year 2009 remains on the building project, scholarships, and faculty chairs and professorships. The Law School intends to focus additional efforts on requesting support from corporations and philanthropic foundations.

A. Strategies for Faculty

In considering the following faculty strategies, we wish to emphasize that the size and quality of a law faculty are probably the single most important factors in determining the ultimate distinction and reputation of the School of Law. At the Provost’s invitation, the School of Law is considering a proposal of a modest increase in the size of the law school student body, perhaps to 625, in order to secure three additional faculty FTEs.

1. Encourage faculty to continue to produce cutting-edge legal scholarship in a variety of fields, including interdisciplinary research.

As described in the introduction, our faculty remains renowned and continues to achieve recognition for great scholarly accomplishments. The faculty’s scholarship is published and frequently cited in scholarship in the nation’s most elite law reviews.

The School of Law has embarked on efforts to better publicize the faculty’s scholarship. Several years ago, the School of Law created a UC Davis Legal Research publication for the Social Science Research Network (www.ssrn.com) to highlight the scholarly achievements of the law faculty. This on-line publication is sent to legal and other scholars around the world. For past issues of this School of Law publication, see http://www.law.ucdavis.edu/faculty/research.shtml This on-line publication, which has a circulation of thousands of scholars around the world, showcases the law faculty’s scholarship and demonstrates the faculty’s productivity and scholarly impact.

The Law School must continue to provide necessary research assistant, travel, and summer research stipends to encourage the faculty and give them the time to produce cutting-edge legal scholarship. Summer stipends at other law schools, public as well as private, are often significantly higher than those offered by UC Davis. Many of the most prestigious law schools in the United States pay a summer stipend of roughly one-third (or more) of a faculty member’s base salary. Over the next few years, the law school will consider a restructuring and increasing the overall summer stipends to the faculty to encourage future scholarly productivity as well as to reward past scholarly productivity.
In this vein, the School of Law must make every effort to retain and reward senior scholars with national and international reputations. To that end, the Law School plans to attempt to raise funds to endow new endowed chairs and professorships.

2. Add faculty likely to contribute to the national scholarly reputation of law school, as well as a commitment to provide high quality teaching and public service.

As discussed previously, the School of Law has had a record of unparalleled faculty hiring success over the last decade. We have consistently hired an excellent group of highly productive scholars who also are committed to teaching and service as well as scholarship of the highest quality. Moreover, we have hired perhaps the most diverse cohort of faculty in the country in the last ten years, a majority of whom are women. We currently have more Asian American professors on the law faculty than any law school in the United States (including the University of Hawaii School of Law). The Law School, despite being the smallest UC law school in operation, has more Latino law professors than any UC law school.

In many years, we have hired a more diverse group of faculty than any other unit on campus. Moreover, attrition among the law faculty has been minimal with relatively few departures, mostly for personal reasons and a couple to higher ranked schools.

The School of Law has proven consistently that we wisely deploy our FTEs and hire and retain the best and the brightest scholars/teachers. We believe that a further campus investment in the Law School in a period of modest growth is a strong investment for the campus both in terms of academic quality and diversity. Importantly, an increase in the number of FTEs by 5-10 is necessary to allow the law school to compete with the top law schools nationally as well as to add breadth to the law school faculty and its curriculum. We would like to increase the size of the faculty, the course offerings for students, and the breadth of scholarship produced by the School of Law as well as decrease the student/faculty ratio (which has positive consequences for various national rankings).

This year, the Law School’s Educational Policy Committee is reviewing the second and third year curriculum. The goal is to ensure that the Law School offers a curriculum that best prepares our students for the practice of law in the complex, increasingly global legal profession.

Besides the scholarly achievements, law faculty members have been honored for their service achievements on campus and beyond. This year, for example, Professor Alan Brownstein received the 2008 Campus Scholarly Public Service Award. A previous recipient of the Presidential Medal of Honor, Professor Emeritus Cruz Reynoso regularly receives career achievement awards for his service. Professor Emerita Martha S. West also has received many local, state, and national service awards.
3. **Enrichment of ties with the legal academic community.**

The Law School, in maintaining and enhancing its visibility over the last decade, must continue to bring in faculty speakers and in other ways reach out to the world of academia. The School of Law continues to provide financial support for faculty lunch presentations, legal workshops, conferences, and symposia. Law faculty travel to national and international scholarly conferences also is supported.

The School of Law must continue to support, expand, and enhance the intellectual life of the law school. Associate Dean Amar has embarked on taking that project to the next level through support for faculty lunch presentations, legal theory workshops, and symposia and conferences.

The Law School regularly sponsors scholarly conferences that bring nationally and international recognized scholars to the School of Law. The spring 2008 UC Davis Law Review symposium on the First Amendment and the Public Schools attracted, among others, Kenneth Starr (Dean, Pepperdine). The papers presented were published in an issue of the Law Review. This year’s symposium on U.S. Supreme Court Justice John Paul Stevens, organized by one of his former clerks on the law faculty, Professor Diane Marie Amann, will include prominent lawyers and professors from across the country, including Linda Greenhouse, who until recently was the Supreme Court reporter for the New York Times. Other journals at the law school, including the Journal of International Law and Policy, Environ, and others also hold conferences, symposia, and lectures with internationally- and nationally-recognized scholars.

The Law School recently secured a $100,000 gift from the Silicon Valley law firm of Fenwick & West to support an intellectual property conference and lecture series. This year, the School of Law will host a patent law symposium with the leading patent law scholars in the United States, including Stanford, UC Berkeley, Georgetown, and other top law schools, as well as leading judges and lawyers in the field.

The law school has two endowed lectures: the Brigitte M. Bodenheimer Memorial Lecture on the Family and the Edward L. Barrett, Jr. Lecture on Constitutional Law. In recent years, the lecturers have included nationally- and internationally-recognized figures in both areas, including Herma Hill Kay (UC Berkeley), Martha Field (Harvard), Derrick Bell (NYU), Erwin Chemerinsky (formerly Duke, now UC Irvine), Sylvia Law (NYU), Charles Ogletree (Harvard), Jesse Choper (Boalt), William Eskridge (Yale), and Kathleen Sullivan (Stanford).

4. **Maintain a course load per faculty member of 10 credits per year.**

To support and enhance scholarly productivity, we must maintain a per faculty member course load of 10 semester hours per year, which compares favorably with the teaching of other faculty on the UC Davis campus. A teaching load of no more than 10 units is necessary to ensure that the faculty have the time to produce high quality scholarship. Over the last decade,
the law school administration has sought to ensure that entry level faculty members have regularly been given a 10-unit course load or less.

The norm of 10 units (or less) per year is at the high end of top 25 law schools in the United States. In the next few years, the School of Law will consider revisiting its norm to maintain parity with other top-ranked law schools.

The Law School also strives to be flexible with faculty in scheduling courses to ensure productive scholar-teachers as well as to accommodate personal circumstances. Of course, due to curricular needs and logistical constraints, not all faculty and student preferences can always be honored. Nonetheless, the retention of high quality faculty members, as well as promoting scholarly productivity, requires a certain degree of flexibility in course scheduling.

5. Focus on fund-raising to ensure resources for faculty excellence and increase the number of endowed professorships.

As discussed previously, endowed chairs and professorships are necessary to hire and retain scholars of the highest caliber. Many of the School of Law’s professors are regularly recruited by other law schools that offer higher salaries, chairs and professorships, and other perquisites (from free parking to tuition waivers) unavailable at the University of California.

The School of Law currently has five endowed chairs or professorships. By July 1, 2009, we hope to complete the fundraising for a chair named in honor of Professor Emeritus John D. Ayer. The Law School needs to raise funds to endow as many as one chair or professorship a year for at least the next five years.

6. Encourage continued and expanded collaboration with other scholars on UC Davis campus and other campuses.

Over the last few years, the law school has shown an extensive degree of collaboration with other units and scholars on the UC Davis campus and the University of California system. For example, law faculty members, including the Dean and Associate Dean in past years, have regularly taught freshman seminars on campus. The law faculty have annually met the campus targeted allocation of freshman seminars for the School of Law. In the future, the law school plans to continue and expand this collaboration. This year, for example, Professor Keith Aoki is teaching an Asian American Studies class to undergraduates on an overload basis.

Members of the Law School faculty also have actively contributed to various units on campus, including the School of Medicine, Graduate School of Management, environmental sciences, graduate group in forensics sciences, Asian Americans Studies program, Chicana/o Studies Program, Cultural Studies program, Women’s Studies, and the Middle Eastern and South Asian Studies program, to name a few.

UC Davis faculty members also have made invaluable contributions to campus and university service. Besides extensive service on Academic Senate and other campus
committees, law faculty members have served as chair of the UC Davis Academic Senate (Dan Simmons) and as the faculty representative on Board of Regents of the University of California (John Oakley). Faculty members have also served on important campus committees including search committees for the provost, the Committee on Academic Freedom, and the Committee on Privilege and Tenure.

B. Students

Our current student body is excellent, as judged by numerical indicators and as evaluated by judges and lawyers. Employers frequently compliment our student body for their lawyering skills as well as their varied interests.

In our last ABA/AALS inspection in 2004, the inspection team reported on the enthusiasm our students had about law school, the faculty, staff, and administration: “The law students at UC Davis are very smart, quite diverse, and extremely happy. In fact, they appear to be the happiest students that some Committee members have ever encountered.” Report on University of California-Davis School of Law, p. 14 (March 14-17, 2004) (emphasis added).

The fine student body, as well as the high quality of Law School teaching faculty, is reflected in the success that UC Davis students enjoy on the California bar examination, perhaps the most demanding bar examination in the United States. The bar passage rate dipped into the mid-70th percentile range a couple of years ago but rebounded to 84 percent in fall 2007, which is consistent with the School of Law’s previous bar passage rates. The School of Law has taken a number of steps, including increasing bar preparation and related academic support programs, to facilitate bar passage by our students. In summer 2008, the Law School hired a new Director of Academic Success to expand and improve academic support and bar preparation programs for the law students.

In 2007, the Law School implemented a new and improved legal research and writing program. This responded to a general faculty concern on the need to afford better training to our students in legal writing, a fundamental skill necessary for the effective and ethical practice of law. The program, staffed by a director and two teaching fellows, has significantly improved our legal research and writing instruction. We plan to continue to monitor and fine-tune the program.

Due to legal and other developments, the School of Law has experienced considerable challenges in recent years in maintaining and enrolling a high quality student body reflecting California’s increasingly diverse population. Many of the nations leading law schools face similar challenges. Despite the challenges, we have not experienced any decline in the racial diversity of the law school class, which remains as socioeconomically and otherwise diverse as any of the other UC law schools. The School of Law student body often enrolls about 35-40% students of color but frequently finds it difficult to enroll African American and, to a lesser extent, Latina/o students.
One of the most formidable challenges that the School of Law must address is ensuring access to all California residents at a time of sharply increasing fees. Law school fees have gone up rather dramatically in recent years – with total fees at around $10,000 in 1998 increasing to more than $28,000 in 2008.

We are committed to ensuring access to the School of Law and remain a truly public law school. We have taken – and will expand -- steps to help to ensure access to students of all socioeconomic backgrounds. The School of Law is committed to return-to-aid 35-40% of professional fees paid by students through grants, scholarships, and the like. Return-to-aid on the increased fees will fund new scholarships aimed at recruiting the most qualified and deserving students. We have invested fees in academic support programs, legal writing, and academic preparation, programs aimed at expanding the pipeline of diverse student into law school and ensuring their success in law school. In addition, the School of Law annually offers two or three generous Martin Luther King Jr. scholarships to students whose backgrounds and career goals demonstrate a propensity to pursue a career in public interest law. The Law School is considering increasing the number of these scholarships.

Several years ago, we significantly increased the funding for our Loan Repayment Assistance Program (LRAP), which forgives the student loans of alumni who pursue public interest careers. We plan to reconvene our LRAP committee to consider increased funding and changing eligibility requirements so that more alumni who pursue public interest work will be eligible to have their loans forgiven.

The following are other measures designed to ensure that the School of Law continues to admit a diverse and highly qualified student body and that we provide a first-rate law school education.

1. The Law School, while ensuring access to students, will strive through outreach and other efforts to ensure a diverse student body, within the constraints of applicable law and policy. Several years ago, we established the King Hall Outreach Program (KHOP) designed to increase the pipeline of socioeconomically disadvantaged and first generation students admitted and enrolled in the School of Law. This program has been a much-acclaimed success. A growing number of KHOP graduates have enrolled in law school, including UC Davis, UC Berkeley, and UCLA, and graduate school. As grant and other funding for the program is slowly being reduced, the School of Law is looking for private sources of funding to maintain the KHOP program.

2. To compete for the best students with UC Berkeley, UCLA, Hastings, and other top law schools, we must continue to provide a portion of professional fee revenues – and to increase the available funds -- to financial aid to students in order to ensure that the School of Law remains economically accessible to as many qualified students as possible. Fundraising for student scholarships also must be a priority if the School of Law wants to compete for the students in demand at elite law schools across the country.
3. We will continue to encourage and reward teaching excellence. The law faculty is committed to ensuring that the student body receives training necessary to practice law competitively in an increasingly global legal market in the twenty-first century. This year, the Educational Policy Committee is reviewing the upper division curriculum. As we did previously with the first year curriculum, we will consider the strengths, weaknesses, and gaps in our upper division curriculum. This review may call for modifications to the curriculum, which will help guide the Law School in future faculty hiring and will benefit our students through better preparation for the practice of law.

4. The Law School continues to use professional fees to hire visiting and adjunct professors, including distinguished practitioners, to ensure a wide variety of courses reflecting the many well-established and cutting edge areas of legal inquiry available today. Recent years have seen courses taught by distinguished adjuncts paid through professional fees in white collar crime, disability law, housing law, public interest and public benefits law, and other important fields.

5. The Law School will strive to ensure that students have access to skills-oriented courses, such as trial practice, advanced trial practice, negotiations, pretrial skills, mediation, alternative dispute resolution, and related courses. The American Bar Association, the accrediting agency of law schools in the United States, recently added the requirement that law schools provide skills training to all law students.

C. Staff

The diversity of functions at the School of Law requires a professionalized, highly-trained and educated staff with specialized skills in order to achieve our ambitious academic goals. New positions must be added and current positions upgraded when vacancies occur and to accommodate the needs of new and expanded programs serving, new services are provided, and new tasks are necessary.

The Law School historically has had a strong staff, which has been integral to the success of its academic mission. Lagging salaries with few salary increases, however, have hindered the recruitment and retention of the most qualified staff and has seriously undermined morale. Higher than optimal turnover has been an issue in recent years. Stagnant salaries also create pressures for job reclassifications as a way to increase salaries.

The School of Law strives to recruit and retain a staff that will help to accomplish its academic plan. We need to strive to provide adequate compensation, as well as advancement and professional development opportunities, to attract and retain top-quality staff is a major challenge to the law school. We will continue to use professional fees when possible and privately raised monies when necessary and permitted to accomplish our goals.
Apart from the high-visibility positions, we must ensure that the Law School hires and retains high quality staff at every level and position. We must increase the professionalism of the staff, upgrade its compensation within campus guidelines, increase staff diversity, reward initiative, and improve staff skills at every position. We must constantly identify particularly talented staff members, add to their skills, and attempt to retain them by finding positions that contain sufficient rewards and incentives. In recent years, the implementation of new initiatives has been handicapped by the lack of adequate staff to assist in creating new programs and improve existing ones.

To improve the dialogue between faculty and the offices, the School of Law in the fall of 2008 began a series of roundtable discussions between supervisors/directors of offices and the faculty. So far, the Admissions and Career Services Offices have received much helpful feedback from the law faculty. The Law Library and Development Office will soon hold meetings with the law faculty in the 2008-09 academic year.

D. Law Library

The Law Library is an integral and responsive partner in the law school academic program, providing resources, library services, and space in support of the teaching, research and scholarship of faculty and students. The library director works with the Dean, and in consultation with the faculty, to set library policy and standards. Since 2006, the Law Library has had an Interim Director. The faculty will soon discuss how to proceed with respect to permanently filling the position.

The Law Library’s space needs will be addressed in the King Hall Construction and Renovation Project. Renovation plans are being developed, and it is expected there will be added student study carrels and tables, group study rooms, casual seating, and some expansion of the compact stack area shelving for books. There will possibly be office space for reference librarians and other amenities.

The information explosion continues to impact the library. One of the library’s biggest challenges in the next decade will be to balance its acquisition and maintenance of print and electronic collections. The Library is working closely with the faculty and faculty Library Committee to address issues regarding the maintenance and future planning of the collection.

The Law Library’s main focus is to provide reference and research services to faculty and students, constantly adapting to what users need or will need in the future. The role of librarians has evolved in many ways over the years, requiring more specialization and subject expertise, including resource knowledge in interdisciplinary, empirical, historical, and international and foreign law areas. As demand for more resources increases so will the need for additional reference librarians with specialized expertise, such as a foreign and international librarian, a position found at most major academic law libraries. The addition of an electronic resources librarian is expected in the near future to meet the growing demand for electronic database training and access.
The Law Library will continue to expand outreach services to its students and faculty. Librarians recently implemented a faculty liaison program, assigning a research librarian to each faculty member. A new brown bag training series is being offered for students in conjunction with the Legal Research and Writing program, and continuing programs include training for faculty research assistants, journal editors, and topical resource presentations in substantive classes. The Law Library expects to submit a proposal for an Advanced Legal research class and will continue its annual summer associate training workshop for students each spring.

CONCLUSION

Since graduating its first class in 1969, the School of Law has made extraordinary progress in achieving academic and research excellence. We firmly believe that commitment to the strategies outlined in this academic plan will allow us to increase our national and international reputation.

UC Davis School of Law
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