Position Description

Dean, McGeorge School of Law
University of the Pacific
Sacramento, California

The University of the Pacific seeks an exceptional leader to become the tenth dean of its McGeorge School of Law, replacing Dean Francis J. Mootz III who is stepping down after five years of exemplary service. The successful candidate will be a creative, dynamic and visionary leader who can continue the law school’s upward trajectory—someone who will build on the accomplishments of the past and help the school move to a new level of excellence.

Overview

McGeorge School of Law (“McGeorge”) is the only ABA-accredited law school in Sacramento, the capital of California—and the sixth largest economy in the world. Now in its 93rd year, the law school has over 13,000 living alumni, practicing in all 50 states and in 52 foreign countries. McGeorge has a tradition of training excellent lawyers, including judges, legislators and other government officials, to serve clients, the state, the nation and the world. Detailed information about the school is available at www.mcgeorge.edu.

The law school is a leader in legal education, committed to preparing students to practice law successfully in the twenty-first century. Its Trial Advocacy and International Law programs are regularly ranked among the top programs in the nation by U.S. News & World Report. This year the National Jurist magazine ranked McGeorge third in the nation in Government Law, and the Law School Admissions Council selected McGeorge as the First Place winner of the Diversity Matters Award. McGeorge School of Law is one of 9 Schools/Colleges at the University of the Pacific, including a Graduate Division/School.

Founded in 1851, the University of the Pacific (“Pacific”) was the first chartered university in California. It provides a superior, student-centered learning experience that integrates liberal arts and professional education. With campuses in three important California cities—Stockton, Sacramento and San Francisco—Pacific occupies a singular position in higher education as the state’s only private three-city university. The three campuses are united by one common goal: to educate and prepare the leaders of tomorrow through intensive academic study, experiential learning and service to the community. Pacific’s strategic plan, Pacific 2020, and its academic plan, Crossing Boundaries for Academic Excellence, provide the blueprint for its future development. Pacific is a nimble three city university that is highly responsive to the changing
landscape in higher education, with an emphasis on student success, innovation in instructional delivery modalities, reaching new student markets, and meeting societal and employer needs in each of our three cities and region. The opportunities to leverage disciplinary, inter-disciplinary and professional capabilities and resources in disciplines across the University provide unique opportunities for students and faculty alike. Detailed information about the university is available at www.pacific.edu.

**McGeorge School of Law**

**Faculty and Staff**

McGeorge has 43 tenured, tenure-track, or contract professors. Two new professors joined the faculty in 2015, and four more were added in 2016. The faculty is a highly collegial group, with a culture of community and mutual respect, and a firm commitment to student learning.

The faculty is devoted to excellent teaching, consistent with Pacific’s core value of providing a student-centered learning experience. Teaching at McGeorge is highly interactive, aided by classroom configurations that facilitate student discussion. The faculty seeks to create a learning environment that is both rigorous and supportive. Faculty members and students from other law schools who visit McGeorge classrooms regularly comment on the high quality of the teaching they observe.

The scholarly productivity of the faculty is impressive. A notable feature of this scholarship is its focus on books. Three-quarters of the faculty have published books, ranging from scholarly books issued by university presses to casebooks and treatises. In addition, faculty members have published articles in recent years in journals at schools including Berkeley, Columbia, Michigan, Minnesota, North Carolina, Northwestern, Ohio State, Pennysylvania, Washington & Lee, William & Mary, and Wisconsin.

The faculty has a strong record of service. Many faculty members have chaired AALS sections, while many others have served on AALS and ABA committees; four are elected members of the American Law Institute; many are active in the Anthony M. Kennedy Inn of Court, which has received national awards for presenting outstanding programs. Other faculty members have been presidents or officers of legal and governmental organizations at the local, state, national, and international levels; and still others have worked on law reform efforts around the world, ranging from Egypt to Vietnam, or helped to improve legal education in countries ranging from China to Russia.

In addition to faculty and students, the McGeorge community includes 70 dedicated staff members, some of whom have been employees of the school for decades. Many staff members hold J.D. degrees and are active in their professional communities at a national level. Their dedication contributes to the collegial atmosphere at the school.
**Students**

McGeorge serves students from across the nation and around the world with six distinctive degree programs. The law school is a close-knit community, where students, faculty and staff form lasting bonds.

During the 2015-16 academic year, McGeorge had 455 J.D. students in its full-time and part-time divisions. The first-year class that entered in August, 2015 had a median LSAT score of 151 and a median GPA of 3.15. It consisted of 178 students from 17 states, representing 74 undergraduate institutions. Women constituted 51% of the class, while students of color comprised 49% of the class.

The law school awards LL.M. degrees in Transnational Business Practice and in U.S. Law & Policy. In addition, it awards LL.M. and J.S.D. degrees in International Water Resources Law, one of two such programs in the world. During the 2015-16 academic year, McGeorge had 24 LL.M. or J.S.D. students. Most LL.M. or J.S.D. students are from foreign countries and are unusually diverse, usually coming from 10 or more countries each year. They provide the campus with an exceptional international atmosphere and are a committed part of the alumni base. The *International Jurist* magazine recently recognized McGeorge for having one of the 12 “Top Value” LL.M. programs in the nation.

In recent years, the law school has added three degree programs:

- The Master of Science in Law (M.S.L.) degree is designed for professionals who seek the benefits of training in legal reasoning and analysis, but who do not require a J.D. degree for their career plans.

- The Master of Public Administration (M.P.A.) degree serves professionals seeking careers in management and leadership positions who advocate for change in making and implementing public policies.

- The Master of Public Policy (M.P.P.) degree prepares professionals for careers in making and effectively implementing public policy decisions.

McGeorge students have a remarkable track record of victory in national and international mock trial, moot court, and ADR competitions, through their participation on approximately 24 teams. In addition, students edit and publish the *University of the Pacific Law Review*. Its annual “Greensheets” issue provides comprehensive analysis of new California legislation. McGeorge also sponsors the on-line *California Initiative Review*, which contains student-written analyses of initiative measures on the California ballot.

**Programs**

McGeorge has three long-established “Centers of Distinction” that serve as focal points for scholarship, student learning, and service: the Capital Center for Public Law &
Policy; the Center for Advocacy & Dispute Resolution; and the Global Center for Business & Development.

- **Capital Center for Public Law & Policy:** The Center’s core mission is to train students to be public policy advocates through an interdisciplinary approach across McGeorge’s graduate programs. Its nationally-recognized Capital Lawyering curriculum offers specialized classes in government, public interest and public sector law—including an innovative legislative clinic where a number of student-drafted bills have been enacted into law by the California Legislature, earning plaudits from the *Los Angeles Times* and other publications. The Center also sponsors conferences on public law and policy issues, most recently the February, 2016 conference on “Ensuring Integrity in 21st Century California: Water & Public Works in Our Arid State.” Associated with the Center is the Institute for Administrative Justice, one of the nation’s leading experts on administrative hearings practice, which has trained thousands of hearing officers under contracts with state and federal agencies.

- **Center for Advocacy & Dispute Resolution:** This Center hosts the annual National Ethics Mock Trial Competition, which attracts teams from law schools across the country, and supports the efforts of the McGeorge mock trial, moot court and ADR competition teams. Center activities have included training law professors, attorneys and other leaders from nations such as Cambodia, Chile, China and Russia. For example, the Center was involved in training Chinese law professors in the teaching of advocacy as part of an eight-year rule of law initiative funded by the U.S. Agency for International Development. Faculty members associated with the Center have published case files and books on advocacy that have been used at over 100 law schools across the nation. The Center also sponsors scholarly programs, most recently the April, 2016 symposium on “Miranda at 50: Time for a Makeover?”

- **Global Center for Business & Development:** This Center capitalizes on the global strength of the law school to internationalize the curriculum, promote international law scholarship and develop innovative legal education initiatives around the world. The Center also sponsors conferences on international issues, most recently “Crimes Without Borders: In Search of an International Justice System” (March, 2016) and “Investment Treaty Dispute Settlement Symposium” (February, 2016). The Center regularly brings distinguished international visitors to campus.

Pacific’s 2015 *Crossing Boundaries for Academic Excellence* plan focused on leveraging the university’s three-city strength to build cross-collaborations in two new subject areas: healthcare and water/environmental stewardship. Accordingly, McGeorge established programs in these areas and hired new faculty members to help staff them.

- **Healthcare:** McGeorge developed a concentration in Health Law that prepares students to address the evolving issues that affect the healthcare industry and public health. With strong linkages between health law and health policy, J.D.
M.S.L., M.P.A. and M.P.P. students in this program acquire the professional skills to represent individual and institutional clients or to work for state or federal regulatory agencies in this quickly-changing field. The program benefits from the law school’s long-term academic collaboration with the University of California, Davis Medical Center in Sacramento.

- **Water/Environmental Stewardship:** The McGeorge program in Water and Environmental Law and Policy offers students the opportunity to become experts in this field, which is vitally important in California and other western states. Combining interdisciplinary classes, simulations and case studies, and coursework in and out of the classroom, McGeorge offers an approach that differs from other graduate degree programs in the field.

**Curriculum**

The McGeorge J.D. curriculum is focused on preparing graduates to practice law effectively in the twenty-first century, summarized as “lawyers for what’s next.” It has four components: (1) professional foundation; (2) experiential learning; (3) specialized concentrations; and (4) global perspective. In addition to the J.D. degree, McGeorge offers the LL.M., M.S.L. and a Master’s in Public Policy and Master’s in Public Administration.

- **Professional Foundation**

  McGeorge launched its Global Lawyering Skills Program in 2009. This is an integrated and innovative set of skills-based courses which students take over two years. The program includes instruction in writing, domestic and international legal research, oral argument, client counseling and mediation.

In 2014, McGeorge revised the first-year curriculum to place greater emphasis on professional foundation by creating two required courses: (1) Legal Profession and (2) Statutes and Regulations. One of the few required courses of its kind in the nation, the Legal Profession course prepares students for modern legal practice and assists them in developing a professional identity; students are introduced to common ethical dilemmas, the role of emerging technology and career planning. McGeorge is also one of the few law schools that require students to take a foundational course in Statutes and Regulations. This course reflects the faculty’s belief that every attorney must be well-grounded in statutory and administrative law.

- **Experiential Learning**

  Experiential learning is another key theme. Many McGeorge faculty members have incorporated experiential exercises into their doctrinal classes for years. The Global Lawyering Skills Program discussed above builds on this foundation.

In 2013, McGeorge expanded this focus by adopting a practical lawyering skills program called the Experiential Curriculum. As part of this program, all J.D. students must
complete 8 units of “simulation courses” (entirely experiential) and “practicum courses” (substantially experiential). McGeorge faculty members have developed new courses or retooled existing courses to meet this standard.

The Experiential Curriculum also requires all J.D. students to complete a legal clinic or field placement. McGeorge was a pioneer in clinical legal education. For over 40 years, its clinics have provided quality legal representation for community members, while simultaneously training law students in representing real clients. Today, McGeorge operates eight clinics: Administrative Adjudication Clinic; Bankruptcy Clinic; Elder Law and Health Clinic; Federal Defender Clinic; Immigration Clinic; Legislative and Public Policy Clinic; Prisoner Civil Rights Mediation Clinic; and Small Business Law Clinic. In addition, the law school offers over 100 field placement opportunities at the local, state, national and international levels.

- **Specialized Concentrations**

  A J.D. student can choose to focus in a particular curricular area by taking a prescribed series of courses. Each concentration is directed by a faculty member who provides one-on-one mentoring to students in the program. The concentrations are: Business Law; Capital Lawyering; Environmental and Water Law; Health Law; Intellectual Property Law; International Law; Tax Law; and Trial and Appellate Advocacy.

- **Global Perspective**

  The McGeorge faculty collectively has extensive expertise in international, comparative and transnational law. Most of the tenured and tenure-track faculty have taught courses in this area; most have published significant scholarship in this area; and many have taught at law schools abroad. The program in Salzburg, Austria is among the oldest summer law programs in the nation. Justice Anthony M. Kennedy taught at McGeorge for many years before his appointment to the Supreme Court; since then, he has often taught in the Salzburg program. The Guatemala program is one of the few bilingual law programs offered by a U.S. law school and features bilingual experiential learning opportunities in Latin America. In addition, McGeorge has student exchange agreements with law schools in six countries.

**Resources**

The McGeorge operating budget for the 2015 fiscal year is approximately $20 million. Tuition is the law school's largest source of revenue, while gifts and contracts provide additional income. For example, it was recently announced that a $500,000 gift in honor of an alumna, matched by a contribution from Pacific's $125 million Powell Fund will create an endowed professorship in international law.

McGeorge is located on Pacific's Sacramento campus, consisting of 28 buildings on 5 city blocks. The campus facilities include 7 large classrooms, 16 seminar rooms, a lecture hall, the Legal Studies Center (containing the Gordon D. Schaber Law Library), a
student center, a courtroom, clinical programs facilities, faculty and administrative offices, 144 student apartments and a recreation facility. The campus facilities were extensively renovated in recent years, at a cost of over $20 million.

The growth of graduate offerings on the Sacramento Campus is a high strategic priority for the University of the Pacific. Toward that end, Master’s and Doctor of Education (Ed.D.) degrees have been offered there since Fall 2015, and Master’s degrees in Physician Assistant Sciences and in Data Sciences will commence in Spring 2017. These programs, together with the new M.P.A. and M.P.P. programs and other expansions, will create a vibrant intellectual environment on the Sacramento campus and offer curricular opportunities to McGeorge students through cross-registration where appropriate.

Sacramento is a vibrant and engaged community located in the heart of California’s Central Valley, at the confluence of the Sacramento and American Rivers, with more than 300 days of sunshine each year and beautiful tree-lined neighborhoods. *Time* magazine lauded it as “America’s most diverse city,” while *Newsweek* called it one of the “Ten Best Cities” in the United States. Other accolades include: 1st place for Happiest Workers in a Midsized City (Career Bliss); one of the five Fittest Cities in America (American Fitness Index); one of the top six in the Nation’s Greatest Cities for Food Lovers (*Wall Street Journal*); 7th Best City for Happiest Young Professionals (Career Bliss); and 8th Healthiest City in the U.S. (*Fit Cities Index*). The law school is a 90-minute drive from the San Francisco Bay area and the Napa Valley, and a 2-hour drive from Lake Tahoe and the Sierra Nevada ski resorts.

**University of the Pacific**

Pacific has been a pioneer throughout its 165-year history. It launched the first medical school and the first conservatory of music in the West, and it was the first independent campus to enroll women. Pacific was also the first to introduce the “cluster college” concept in the West, modeled after Oxford and Cambridge in England. More recently, Pacific attracted national attention for its “four-year graduation guarantee.”

Today, Pacific has over 80 majors and academic programs and 17 graduate programs in 7 schools and colleges, and a budget of over $300 million. It has approximately 6300 students taught by about 768 faculty members. Pacific is renowned for its emphasis on student-centered learning, a diverse student body, a broad slate of course offerings, small class sizes, and extensive study abroad and hands-on learning opportunities. Pacific is also recognized nationally for its general education programs and internationally for its academic programs in law and in health-related fields, particularly dentistry and pharmacy. Pacific has a strong reputation in accelerated academic programs that enable highly qualified students to enter the job market faster than students from traditional programs.

Pacific’s strategic plan, *Pacific 2020*, positions the university to serve the needs of the next generation of students in new ways by staying true to its mission and the “Pacific
Experience.” The “Pacific Experience” is the combination of high quality programs, shared values and a strong commitment to its students.

Pacific has been hailed by U.S. News & World Report as a “Great School at a Great Price,” consistently appearing on that publication’s “Best Value” list. Pacific was ranked 6th among private California universities by U.S. News & World Report in 2016. It was also rated among the top 15 national universities for diversity.

Pacific is in sound financial shape. It recently received a $125 million gift from the Powell family to support academic programs and student scholarships—one of the largest bequests ever made to a U.S. university. The university is currently in the quiet phase of a $300 million fundraising campaign.

Each of Pacific’s three campuses has a distinctive character. In addition to the Sacramento campus discussed above:

- **Stockton campus:** The Stockton campus is home to the College of the Pacific, the university’s college of arts and sciences, five schools—Gladys L. Benerd School of Education; Conservatory of Music; Eberhardt School of Business; School of Engineering and Computer Sciences; and Thomas J. Long School of Pharmacy and Health Sciences—and the university administration. Over 5,000 students are enrolled on this campus. The 175-acre tree-lined campus was ranked by the Penn Group as the 5th most attractive campus in the United States. It is a traditional brick and ivy campus, which served as the shooting location for many Hollywood films, including Raiders of the Lost Ark.

- **San Francisco campus:** This campus is a modern seven-story building in the “South of Market” district, with 395,000 square feet of space. The building is occupied primarily by the Arthur A. Dugoni School of Dentistry. Pacific recently added graduate programs in Audiology, Data Analytics, Food Studies and Music Therapy in this location. There are approximately 600 students on this campus.

**Challenges and Opportunities**

McGeorge is a strong law school with many distinctive features—an excellent faculty; innovative teaching; supportive alumni; an exceptional campus; a unique location in California’s capital; and a supportive university. Like other peer institutions, it has responded to the changing national market for legal education by cutting expenses where possible, reducing class sizes and developing revenues from new programs. In this environment, the Dean will have five main challenges and opportunities.

**Raising the National Profile**

Over a decade ago, an ABA accreditation review team called McGeorge “the best-kept secret in legal education.” Although the law school has a strong reputation in California and at the international level, it is less prominent at the national level. Its overall ranking in U.S. News & World Report hovered between 92nd and 105th from 2005 to
2013. After a significant dip, it is once again climbing as efforts to raise the school’s national profile have expanded. Working with all parts of the law school community, the Dean will use creativity and energy to tell the McGeorge story and to continue to improve its national profile.

**Enhancing Distinctiveness**

McGeorge is proud of its distinctive academic program. The Dean will work with the faculty to enhance the quality of this program—and to develop new initiatives to ensure that the education McGeorge provides is responsive to transformations in the legal profession and attractive to well-qualified applicants.

**Promoting Career Development**

McGeorge is committed to helping its graduates find employment. It developed an integrated, school-wide response to the changing legal employment market, which significantly increased the placement rates for recent graduating classes. Working with the alumni, faculty and staff, the Dean will give high priority to career placement and take the lead in developing additional strategies toward this goal.

**Building Financial Resources**

Under Pacific’s budget system, McGeorge has a high degree of responsibility in managing its financial affairs. In turn, this means that the law school must largely be self-sustaining, generating its own revenue from tuition, contracts, grants, donations, and other sources, but also seeking administrative efficiencies across the University. The Dean will be deeply involved in raising funds from alumni, foundations, and other donors—aided by the university’s Powell Fund—and otherwise building the law school’s financial resources from contracts, grants, non-J.D. programs, and other sources in order to reduce dependence on tuition revenue.

**Helping to Develop the Sacramento Campus and Engaging with the Community**

The development of new programs on the Sacramento campus offers Pacific the opportunity to become a premier educator in graduate and professional studies at the intersections of law, policy, health and management, with corresponding benefits to the law school and the community. The Dean will work closely with the Pacific leadership to implement this goal.

**Qualifications and Characteristics**

Pacific seeks a visionary Dean with exceptional leadership credentials to meet the challenges and opportunities outlined above and to lead the law school into the future. Candidates must have a J.D. degree and be able to satisfy the requirements for a tenured law professor. The ideal candidate will:
• Provide strategic vision to inspire and lead McGeorge to a new level of national prominence leveraging the strengths of McGeorge faculty and programs, as well as inter-disciplinary academics across Pacific’s three campuses.

• Demonstrate a commitment to excellence in legal education and scholarship that prepares McGeorge graduates for competitive and successful careers in the rapidly evolving legal education and legal practice environment.

• Share a commitment to innovative and relevant education that will allow McGeorge graduates to represent clients effectively and ethically, and to serve as leaders in the legal profession and in civic life.

• Have strong fundraising skills, including the ability to engage alumni, foundations and other donors in the mission of McGeorge and generate financial support for its programs and initiatives.

• Have the entrepreneurial ability to recognize and develop opportunities for McGeorge to enhance its revenues from contracts, grants, non-J.D. programs and other sources in light of the changing national market for legal education.

• Work collaboratively with the Pacific leadership (deans and senior administrators) to maximize opportunities to leverage University resources to support not only the anchor McGeorge School of Law, but also a diverse portfolio of academic programs that are part of the changing brand of the Sacramento campus.

• Work collaboratively with the McGeorge faculty, staff and alumni to develop and implement a shared vision for McGeorge.

• Have a commitment to diversity at McGeorge and in the legal profession.

• Be able to represent and promote McGeorge to a wide range of external constituencies, including law school applicants, the national law school community, potential employers, state and local governments, the community at large, University leadership and the Board of Regents.

• Possess outstanding interpersonal and leadership skills, personal ethics and professional integrity, and a broad knowledge of the legal profession and the emerging trends in the practice of law.

• Be able to lead fiscally conservative budgeting along with implementation of planned enrollment growth, as well as encourage efficiencies and wise stewardship of students’ tuition dollars by implementing administrative synergies and efficiencies across campuses and administrative units.
Applications, Nominations, and Inquiries

All correspondence, including applications, nominations and inquiries should be emailed to the Dean Search Committee c/o John Amer at PacificMcGeorge@kornferry.com.

A complete application will include a letter of interest and a current CV, which will be reviewed on an ongoing basis up to the application deadline of October 21, 2016. All correspondence will be held in strict confidence. The anticipated start date is July 1, 2017.

Pacific is an AA/EOE employer and does not discriminate on the basis of any protected category.