



UNIVERSITY OF THE
PACIFIC
McGeorge School of Law

Invitation to Apply
for the Position of Dean

University of the Pacific
McGeorge School of Law
Sacramento, CA



The University of the Pacific seeks an exceptional leader to become the ninth dean of its McGeorge School of Law (“Pacific McGeorge”), replacing Dean Elizabeth Rindskopf Parker who is stepping down after 10 years of exemplary service. The successful candidate will be a creative, dynamic, and visionary leader who can continue to lead the law school’s upward trajectory—someone who will build on the accomplishments of the past and help the law school move to a new level of excellence.

Pacific McGeorge

Overview

Pacific McGeorge is located on its own 13-acre campus in Sacramento, the capital of California—the eighth largest economy in the world. Now in its 88th year, the law school has over 12,000 living alumni, practicing in all 50 states and in 58 foreign countries. Pacific 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, long committed to emphasizing experiential learning and international perspectives throughout the curriculum. Its Trial Advocacy and International Law programs are regularly ranked among the top programs in the nation by *U.S. News & World Report*. On an overall basis, Pacific McGeorge has been consistently ranked among the top 100 law schools in the United States in recent years.

The new Dean will join the law school at an ideal time. In Spring, 2011, the faculty adopted broad strategic goals to guide the evolution of the law school over the next five years. The new Dean’s leadership skills and vision will be vital to further develop and refine these goals,, consistent with the University’s strategic planning process.



Faculty

Pacific McGeorge has 37 tenured or tenure-track professors and 12 full-time contract professors. The faculty is a highly collegial group, with a culture of community and mutual respect, and a commitment to student learning.

The faculty is devoted to excellent teaching, consistent with the University’s principal goal of providing a student-centered learning experience. Teaching at Pacific McGeorge is highly-interactive, aided by classroom configurations which 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 our classrooms regularly comment on the high quality of the teaching they observe. In addition, the periodic Law School Survey of Student Engagement demonstrates that Pacific McGeorge students consistently rate their classroom experience more highly than law students at the other schools in all four statistical comparison groups.

The scholarly productivity of the faculty is impressive. Pacific McGeorge has hired a number of talented young scholars to join the highly-productive older members of the faculty. One distinctive feature of this scholarship is a focus on books. Three-quarters of the tenured and tenure-track faculty have published books, ranging from scholarly books issued by university presses to casebooks and treatises. In addition, in recent years Pacific McGeorge faculty members have published

articles in journals at schools including Berkeley, BYU, Columbia, Duke, Georgetown, Georgia, Hastings, Illinois, Maryland, Michigan, Minnesota, North Carolina, Northwestern, Notre Dame, Pennsylvania, Temple, Texas, Tulane, UC Davis, UCLA, U. Washington, Washington University, Wisconsin, and Yale.

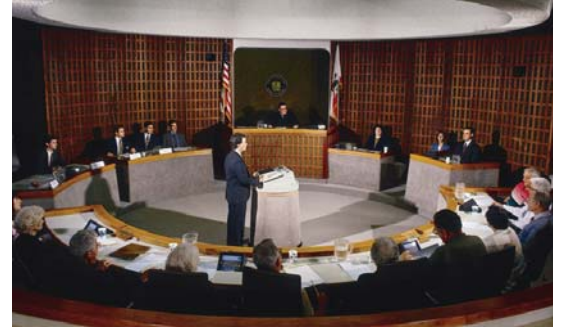
The faculty has an outstanding record of service. Five faculty members have chaired AALS sections, while many others have served on AALS committees; five are elected members of the American Law Institute; many are active in the Anthony M. Kennedy Inn of Court, which has received national awards for presenting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

In addition to faculty and students, the Pacific McGeorge community includes 182 dedicated staff members, many of whom have been employees of the school for decades.

Students

For the 2011-12 academic year, Pacific McGeorge has enrolled 960 J.D. students in its full-time and part-time divisions; it anticipates enrolling approximately 50 LL.M./J.S.D. students. The first-year class that entered in August, 2011 has a median LSAT score of 158 and GPA of 3.40. It consists of 233 students from 18 states and 2 foreign countries, representing 80 undergraduate institutions. Women constitute 46% of the class, while students of color comprise 33% of the class.

The law school awards LL.M. degrees in Experiential Law Teaching, Public Law &



Policy, and Transnational Business Practice. In addition, it awards LL.M. and J.S.D. degrees in International Water Resources Law, one of two such programs in the world. Most LL.M./J.S.D. students are from foreign countries and are unusually diverse, coming from 20 countries in recent years. They provide the campus with an exceptional international atmosphere and are a committed part of the alumni base.

Pacific McGeorge students have a remarkable track record of victory in national and international mock trial and moot court events. In addition, students edit and publish the *McGeorge Law Review* and the *Pacific McGeorge Global Business & Development Law Journal*. Pacific McGeorge also sponsors the peer-reviewed *Journal of National Security Law & Policy* (co-sponsored with Syracuse University School of Law and the on-line *California Initiative Review* (student analysis of initiative measures on the California ballot).

Programs

Pacific McGeorge has created three “Centers of Distinction,” which 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.

The *Capital Center for Public Law & Policy* has a core mission to educate Pacific McGeorge students in the areas of government, public interest, and public sector law, as well as to

serve the greater community by providing policy analysis and public service. The Center offers students the option of earning a Certificate in Public Law and Policy, and awards the Capital Commendation to students who engage in voluntary public service. Ongoing publications and activities of the Center include the *California Initiative Review*, the *McGeorge Law Review's* "Greensheets" Review of California Legislation, the *Journal of National Security Law & Policy*, and annual symposia offered through the Ethics Across the Professions Initiative. Also associated with the Center is the Institute for Administrative Justice, which is one of the nation's leading experts on administrative hearings practice, and has trained thousands of hearing officers under contracts with state and federal agencies; it also operates the California Parole Advocacy Project, which provides counsel for parolees in parole revocation hearings.

The *Center for Advocacy & Dispute Resolution* was established in the 1970s with the construction of the Courtroom of the Future. The Center hosts the annual National Ethics Mock Trial Competition, which attracts teams from law schools across the country, and supports the efforts of the Pacific McGeorge mock trial and moot court teams. Other activities of the Center have included training Chilean prosecutors and defense attorneys in trial skills, educating community leaders in Cambodia about the Khmer Rouge Tribunal, and training Chinese law professors in the teaching of advocacy as part of a 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 which have been used at over 100 law schools across the nation.

Finally, the *Global Center for Business & Development* has capitalized 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.



One factor that distinguishes the Pacific McGeorge faculty from peers at other schools is its focus on international issues. Over half of the faculty has published significant scholarship on international or comparative law topics; in addition, over half of the faculty has taught international law courses or taught law abroad. As a result, the faculty is committed to teaching global legal issues throughout the curriculum. The Center administers the "Globalizing the Curriculum" program, discussed in more detail below. The Center also sponsors conferences on international issues, most recently the March, 2011 conference on "The Global Impact and Implementation of Human Rights Norms," and regularly brings distinguished international visitors to the campus.

In addition, the law school has operated a number of special programs outside of the centers. One example is the Pacific McGeorge Education Pipeline Initiative, which seeks to increase the number of minority students attending law school by encouraging U.S. law schools to enter into partnerships with K-12 educators in their communities. As part of this program, Pacific McGeorge students have provided academic assistance, mentoring, and guidance for minority K-12 students in the Sacramento community.

Curriculum

The Pacific McGeorge curriculum is distinctive in three respects: (1) a focus on international perspectives; (2) a growing emphasis on experiential learning; and (3) a series of specialized certificate programs and concentrations.

As Supreme Court Justice Stephen G. Breyer has observed, “[t]his world we live in is a world where it is out of date to teach foreign law in a course called Foreign Law.” In this spirit, Pacific McGeorge is committed to “globalizing the curriculum” in order to ensure that all students are exposed to international, comparative, and transnational law. It sponsored a Workshop on Globalizing the Curriculum at Lake Tahoe in 2005, which attracted faculty members from 31 law schools. Building on this conference, faculty members joined together to produce a series of casebook supplements under contract with Thomson/West entitled “Global Issues,” which are designed to bring international, comparative, and transnational perspectives into standard law school courses. To date, 22 books have been written in this series, which has expanded to include authors and co-authors from 19 other law schools. The Global Issues books are widely used both at Pacific McGeorge and at other law schools across the nation. Another phase of this project occurred in August, when the law school sponsored an invitation-only Lake Tahoe workshop on Promoting Intercultural Competence for Attorneys in Transnational Practice, which brought together faculty members from 23 law schools. The commitment to globalizing the curriculum includes the Global Lawyering Skills Program, a two-year legal research, writing, and advocacy program which is described below.

Another facet of the international focus is study abroad programs. Pacific McGeorge offers summer law programs in Austria, Guatemala, and Russia. The program in Salzburg, Austria is among the oldest summer law programs, and in recent years has been the most popular such program offered by any U.S. law school, attended by over 100 students annually. Supreme Court Justice Anthony M. Kennedy has taught at Pacific McGeorge for over 40 years; since his appointment to the Court, his annual teaching has occurred as part of 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. The Russia program offers English-language classes to U.S. and Russian law students at the St. Petersburg State University Law School. In addition, Pacific McGeorge has student exchange agreements with law schools in six countries.

Experiential learning is another theme. Pacific McGeorge has been a pioneer in clinical legal education. Today it operates eight clinics on campus: Administrative Adjudication Clinic; Appellate Practice Clinic; Bankruptcy Clinic; Victims of Crime Clinic; Elder Law & Health Clinic; Federal Defender Clinic; Immigration Clinic; and Mediation Clinic. In addition, the law school offers over 100 externship opportunities at local, state, national and international placements; this program serves more than 300 students each year, making it one of the largest such programs at any U.S. law school. According to the Law School Survey of Student Engagement, Pacific McGeorge students are more likely to participate in clinical or externship programs than law students at other schools in all four statistical comparison groups. The school has also developed a unique Seminar in Experiential Law Teaching, directed primarily at LL.M. students.

Two recent developments have increased the focus on experiential learning. First, Pacific McGeorge launched its new 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, argument, client counseling, mediation, and negotiation, in both domestic and international settings. Second, a number of faculty members have joined together to produce a series of casebook supplements to be published by Thomson/West which will offer experiential learning simulations for different law school courses, much like the Global Issues series discussed above. While many Pacific McGeorge faculty members regularly incorporated experiential exercises into their doctrinal courses for decades, the goal of this new book series is to expand experiential learning to all areas of the curriculum in a comprehensive manner.

Finally, a Pacific McGeorge student can choose to focus in a particular curricular area by taking a prescribed series of courses. The law school offers certificate programs in Advocacy, International Legal Studies, and Public Law & Policy. In addition, students may pursue curricular concentrations in Business Law, Criminal Justice, Environmental Law, Intellectual Property Law, and Tax. Each certificate or concentration program is directed by a faculty member who provides one-on-one mentoring to students in the program.

Resources

The Pacific McGeorge operating budget for the 2011 fiscal year is approximately \$35 million. Tuition is the law school's largest source of revenue, but income from gifts and contracts has increased significantly in recent years. The law school endowment exceeds \$27 million.

The beautiful Pacific McGeorge campus is a collection of 28 buildings on five city blocks—wholly devoted to legal education—which is one of the largest law school campuses in the world. The facilities include 7 large classrooms, 16 seminar rooms, a large lecture hall, the Gordon



D. Schaber Law Library, a student center, the Courtroom of the Future, clinical programs facilities, faculty and administrative offices, 145 student apartments, and a recreation facility. Due to the physical separation from the main University campus, the law school provides many of the same services that one would find on a small college campus, including audiovisual services, bookstore, buildings and grounds maintenance, housing, food service, information technology, media relations, personnel, print shop, recreation, and security.

Most of the campus facilities have been extensively renovated over the last ten years, at a cost of \$17 million. For example, all 7 large classrooms were renovated between 2003 and 2006. More recently, the law library was renovated and expanded by new construction; the final phase of this project was completed this summer. Planning is now underway for construction of 105 additional student apartments and a student recreation center, estimated to cost \$12 million.

Sacramento is a vibrant, 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. Time magazine hailed it as "America's most diverse city," while Newsweek has called it one of the "Ten Best Cities" in the United States. 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 ski resorts in the Sierra Nevadas.

University of the Pacific

About the University

Founded in 1851, the University of the Pacific (“Pacific”) was the first chartered institution of higher education in the State of California. Throughout its history, Pacific has been a pioneer. 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.

Today Pacific has over 80 majors and academic programs, 783 faculty members, 1,200 staff members, and a budget of nearly \$300 million, with campuses in Stockton, Sacramento, and San Francisco. The University is centered in Stockton, on an attractive tree-lined campus which was recently ranked by the Penn Group as the fifth most attractive campus in the United States, and has served as the shooting location for numerous Hollywood films. It is renowned for its emphasis on student-centered learning, a diverse student body, a broad slate of course offerings, small class sizes, accelerated degree programs, excellent professional and graduate programs, and extensive study abroad and hands-on learning opportunities.

The Stockton campus is the home to the College of the Pacific, the University’s college of arts and sciences, and six schools—Gladys L. Benerd School of Education; Conservatory of Music; Eberhardt School of Business; Thomas J. Long School of Pharmacy and Health Sciences; and School of International Studies. The Arthur A. Dugoni School of Dentistry is located on the San Francisco campus. The law school, originally an independent entity, became part of the University in 1966.

Pacific has been lauded by U.S. News & World Report as a “Great School at a Great Price,” and consistently appears on that publication’s



“best value” list. As part of its emphasis on student success, the University offers a “four-year graduate guarantee,” a promise to waive the tuition of students who fulfill certain requirements but do not graduate within four years.

In 2007, Pacific developed a strategic plan called “Pacific Rising,” which articulates a series of commitments, values, and aspirations to guide the university until the year 2015. As part of this plan, the University will leverage its locations in Stockton, Sacramento, and San Francisco, three of the most dynamic cities in California, to expand academic offerings and activities on a “three-city campus.”

University Leadership

In July, 2009, Pacific welcomed its 24th President, Dr. Pamela A. Eibeck, who is leading an effort to elevate the University by enhancing educational quality, building national visibility, and deepening the University’s commitment to the communities within which it operates. In February, 2011, Pacific selected Dr. Maria G. Pallavicini as its new Provost.

President Eibeck reports to a 29-person Board of Regents. The deans of each of the University's colleges and schools report to Provost Pallavicini. Because the law school is on a separate campus, a close working relationship between the Dean and the University administration is particularly important.



Challenges and Opportunities

Pacific McGeorge is a strong law school with many distinctive features—an excellent faculty; innovative teaching; an international focus; supportive alumni; an exceptional campus; and a unique location in the capital of California. Priorities for the new Dean will include:

Raising the national profile

Over a decade ago, an ABA accreditation review team called Pacific McGeorge “the best-kept secret in legal education.” Although the law school had a strong reputation in California and at the international level, it was less prominent at the national level. Since that time, the national profile of the law school has risen substantially under the leadership of Dean Parker. Working with all parts of the law school community, the Dean will continue this upward trajectory, using creativity and energy to tell the Pacific McGeorge story.

Enhancing distinctiveness

Pacific McGeorge is proud of its distinctive academic program, which is designed to prepare graduates to practice law effectively in the global environment and to serve as leaders in the legal profession and in civic life. The Dean will work with the faculty to enhance the quality of the distinctive academic program—and also work to develop and enhance other programs that make Pacific McGeorge distinctive among U.S. law schools so that the law school can continue to attract well-credentialed applicants.

Promoting career development

The legal profession in the United States is undergoing a major transition, in part due to the current economic crisis. This transition has reduced the number of jobs available for new law school graduates. In this environment, it is vital that Pacific McGeorge do everything possible to help its graduates in finding employment. Working with the alumni, faculty, and staff, the Dean will give a high priority to career placements for students and to take the lead in developing strategies toward this goal.

Building financial resources

Under the University's budget system, Pacific McGeorge has a relatively high degree of independence in managing its financial affairs. In turn, this means that the law school must be self-sustaining, generating its own revenue from tuition, contracts, grants, donations, and other sources. The Dean will be heavily involved in raising funds from alumni, foundations, and other donors, and otherwise building the law school's financial resources from contracts, grants, non-J.D. programs, and other sources in order to reduce its dependence on tuition revenue.

Expanding the relationship with the University

Because the law school campus is a one-hour drive away from the main University campus in Stockton, the goal of close collaboration between Pacific McGeorge and University has

Search for the Dean

been difficult to achieve. The Dean will nurture and expand the law school's relationship with the University, consistent with the Pacific Rising plan and the vision of a "three-city campus" which will benefit both the law school and the University as a whole.

Qualifications and Characteristics

The University seeks a visionary Dean with exceptional leadership credentials to meet the challenges 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 Pacific McGeorge to a new level of national prominence
- Share a commitment to innovative and relevant education which will allow Pacific 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 Pacific McGeorge and thereby generate financial support for its programs and initiatives
- Have the entrepreneurial ability to recognize and develop opportunities for Pacific McGeorge to enhance its revenues from contracts, grants, non-J.D. programs, and other sources
- Be able to work collaboratively with the faculty, staff, and alumni
- Be able to work collaboratively with the senior leadership of the University
- Have a commitment to diversity at Pacific McGeorge and in the legal profession
- Be able to represent and promote Pacific McGeorge to a wide range of external constituencies, including the national law school community, potential employers, state and local governments, and the community at large
- 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



Applications, Nominations, and Inquiries

Applications, nominations and inquiries should be e-mailed to the Search Committee c/o John F. Amer, Esq., Partner, Korn/Ferry International at PacificMcGeorge@kornferry.com. All correspondence will be held in strict confidence. A complete application will include a cover letter expressing interest and summarizing qualifications for the position, and a current CV. Submission of candidate materials by October 15, 2011 is encouraged to ensure full consideration. The appointment of the Dean will be effective July 1, 2012 and the search will continue until an appointment is made.

The University of the Pacific is an equal opportunity employer and is firmly committed to building a diverse and inclusive community. We encourage applications from women and people of color.

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