



# UNIVERSITY of CALIFORNIA IRVINE

## Position Profile

*Search for the Dean, School of Law  
University of California, Irvine  
Irvine, California*

The University of California, Irvine, one of the nation's top public research universities and one of the fastest-growing campuses in the world-renowned University of California system, invites nominations and applications for the Dean of the School of Law. Since its establishment in 2008, UC Irvine School of Law (UCI Law) has been on a meteoric rise, evidenced by its interdisciplinary approach to legal education, exceptional faculty, diverse student body, and ranking among the top law schools in the country on many different dimensions. UCI Law's prominence at this early stage in its history is enhanced by its deep commitment to public service, social justice, and innovation – core pillars of the School's identity and mission. The next Dean of UCI Law will be a visionary and creative administrator with a distinguished scholarly record who will take the helm of a law school on the rise and seize the opportunity to guide the School to new levels of success and to help shape the future of legal education.

UCI Law, founded just nine years ago, has grown to serve over 400 students, employs 47 faculty and approximately 70 staff, and operates on an annual budget of approximately \$47 million. The School is ranked 28<sup>th</sup> nationally by *U.S. News & World Report*. Highly regarded for the scholarly impact of its faculty and expert practical training, UCI Law offers a distinct, innovative approach to legal education that features experiential learning and interdisciplinary studies. Committed to values of public service, excellence in scholarship and teaching, and fostering a diverse, inclusive community, UCI Law is home to distinguished faculty and passionate, talented, and socially conscious students. In partnership with dedicated staff and renowned faculty, the Dean will further UCI Law's commitment to providing public and professional service opportunities and exceptional experiential and skills teaching to one of the most diverse law school student bodies in the country.

The University of California, Irvine (UC Irvine or UCI) serves approximately 33,000 undergraduate and graduate students, more than 1,230 ladder rank faculty, and over 10,300 staff members. Founded in 1965 as an interdisciplinary campus, it boasts excellence across its arts and sciences core and in its professional schools. In *U.S. News & World Report's* 2017 "Best Colleges" survey, UCI climbed to ninth among all public universities and 39<sup>th</sup> out of the 1,600 universities evaluated nationwide. The campus also ranks 48<sup>th</sup> in the "best value" category. As the youngest member of the prestigious Association of American Universities (AAU), UCI combines the strengths of a major research institution with the dynamism and nimbleness of an emergent campus. In addition, its mission as a public and land grant institution plays a significant role in contributing to the advancement of the state, the nation, and the world.

The next Dean of UCI Law, only the second in its history, has an exceptional opportunity to advance the School's prominence as a pioneer for re-envisioning legal education for the 21<sup>st</sup> century. Partnering with a close-knit campus community of renowned faculty, committed staff, and remarkable students, as well as with engaged alumni and the local community, the next Dean will strengthen the UCI Law tradition of

educating lawyers for the practice of law at the highest levels of the profession. Dedicated to addressing the rapidly changing demands of the legal field and increased public awareness of disproportionate access to justice in the nation, the Dean will pave the way for UCI Law to embody a public legal education model that enhances individual lives and enriches entire communities. To achieve this, the new UCI Law Dean will address the following opportunities and challenges:

- Maintain the School's distinctive public service mission while broadening its impact
- Enhance the overall resources to support the School's growth
- Further strengthen the School's commitment to diversity and inclusion
- Strengthen the culture of collaboration and innovation in teaching, scholarship, and service
- Ensure an exceptional student experience while growing the School
- Serve as a bridge to the legal community

A list of the desired qualifications and characteristics of the Dean can be found at the conclusion of this document, which was prepared by the UCI Law Dean Search Advisory Committee with the assistance of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **UC Irvine School of Law**

Approved by the UC Board of Regents in 2006, UCI School of Law was created in response to a call for change in legal education and to build a new school relevant to contemporary legal scholarship and law practice that pushes the frontiers of the profession. Founding faculty moved from leading institutions to help build a dramatic new model of a law school that aimed to re-envision and transform legal education. Since the first class of students entered UCI School of Law in 2009, the School has maintained its bold founding vision to provide innovative, unparalleled public law education for the 21<sup>st</sup> century. The School, committed to enriching communities through public service, offers innovative curriculum featuring experiential learning, strategic problem solving, and interdisciplinary study.

Under the leadership of the founding dean, Erwin Chemerinsky, and with robust support from the UCI campus and surrounding legal and business communities, UCI Law has quickly developed a strong national reputation. The School received full accreditation from the American Bar Association in 2014; in 2015, its first year of eligibility, the *U.S. News & World Report* ranked UCI Law 30<sup>th</sup> in the nation – the highest debut ranking by any new law school in *U.S. News* history. By 2017, UCI Law had advanced to no. 28 overall. Core features of UCI Law have also attracted national attention. Both the clinical training and intellectual property programs are ranked by the 2017 *U.S. News & World Report* in the top 20, at no. 15 and no. 17, respectively. UCI Law also ranks in the top 14 for student diversity and is tied with Yale at no. 3 for the best student/faculty ratio.

### *Academic Programs and Faculty*

UCI Law is known for its accomplished faculty, comprised of nationally ranked scholars from around the country who bring a broad range of expertise and excellent teaching skills. Coming from previous positions at distinguished law schools across the country, faculty expertise is diverse and covers legal norms, as well as interdisciplinary work that joins law with disciplines such as political science, criminology, public health, and business. UCI Law's small class sizes and the student-faculty ratio of 10 to 1 allows for maximum interaction between students and faculty.

The first year curriculum at UCI Law is marked by courses devoted to a wide range of legal analysis including statutory law, common law, constitutional law and international law. It is unique in its inclusion

of mandatory courses on the legal profession and international law for first year students in addition to legal analysis and a full year lawyering skills course. The curriculum also places emphasis on experiential learning and ensures significant opportunities for students to gain real-world legal experience. Clinical education is a cornerstone of the experience at UCI Law and student participation in clinics is required. The clinical program features eight core clinics and seven elective clinics in which students are taught by law faculty and act as primary legal representatives for their clients. UCI Law also hosts 13 centers and institutes that encourage partnership and contribute in-depth research in specific areas of law such as environment and natural resources; law, equality and race; globalization, law and society; cybersecurity policy; and biotechnology and global health policy.

In addition to a J.D., UCI Law offers an LL.M. (Master of Laws) Program that can be personalized to accommodate students' individual interests and professional goals. Guided by dedicated advisement staff, students can choose from a broad range of electives in upper-level curriculum to supplement the four core required courses. The LL.M program can be completed in one year during full-time study. UCI Law also embraces interdisciplinary learning through the Program in Law and Graduate Studies (PLGS) that allows students to earn concurrent degrees with other UCI Master's or Ph.D. programs. PLGS enables students to obtain both a J.D. and a M.A., M.B.A., M.S. or Ph.D. in less time than would be required to earn both degrees separately.

### *Students and Alumni*

UCI Law has a small, diverse student body with a strong sense of community. The School promotes the personal and professional success of all students and values a holistic approach to student support. Students themselves are passionate and talented. For the incoming class of 2016, the 75<sup>th</sup> percentile had a 3.68 GPA and 165 LSAT score. Last year's class was composed of 46 percent students of color.

UCI law provides a collegial and collaborative environment for incoming students that sets itself apart from other law schools. Each new student is assigned a mentor from the local legal community and students form Community Fellows groups that help welcome and mentor each new incoming class. Students have started numerous campus organizations, many unique to UCI Law. Consistent with the public service culture of the School, more than 90 percent of students are involved in the Pro Bono program and have contributed more than 50,000 hours of pro bono services. Student organizations, an integral part of UCI Law student life, are complemented by additional professional skills programs to hone presentation and communication skills. The 2016 Law School Survey of Student Engagement showed that UCI Law far exceeded the national average when it came to student satisfaction. About 95 percent of all students rated their overall UCI Law experience as excellent or good, and about 95 percent said they would likely attend UCI Law again if they could start over.

Pioneering alumni of UCI Law have played a significant role in building the School's culture and reputation and are fiercely loyal to the School. In addition, they have been successful in making immediate and meaningful contributions to the legal community after graduation. Many UCI Law alumni have secured prominent clerkships, placing the School at no. 7 in a recent study of student placement in prestigious federal judicial clerkships. From the class of 2016, 82 percent of first time takers of the Bar exam passed and 88.8 percent of graduates found employment within 10 months of graduation, entering into the private sector, nonprofit and public interest fields, and government roles.

### **The University of California, Irvine**

The University of California, Irvine traces its roots to the late 1950s, when the University of California began planning for a new campus to meet the needs of Southern California's growing population. Orange County still contained vast open spaces that provided a variety of options for locating a campus. Out of 23

possible sites, the Irvine Ranch site was chosen, and the University opened for classes on October 4, 1965, as 119 faculty and 1,589 students joined a campus that was still very actively under construction. On May 20, 1966, Daniel G. Aldrich Jr. was officially inaugurated as Chancellor of the University of California, Irvine, a position he held for 22 years – and whose legacy is commemorated to this day with Aldrich Park, a 19-acre botanical garden in the center of the campus. At its founding, UC Irvine comprised the College of Arts, Letters, and Science and two professional schools: the Graduate School of Administration (now the Paul Merage School of Business) and the School of Engineering (now the Henry Samueli School of Engineering). The five original divisions of the College of Arts, Letters, and Science remain intact to this day as independent schools: Biological Sciences (now the Francisco J. Ayala School of Biological Sciences), Fine Arts (now the Claire Trevor School of the Arts), Humanities, Physical Sciences, and Social Sciences. In ensuing years, UC Irvine has also added the Donald Bren School of Information and Computer Sciences; the School of Education; the School of Law; the School of Medicine; the Sue & Bill Gross School of Nursing; and the School of Social Ecology.

Throughout its first five decades, UC Irvine has enjoyed an unparalleled combination of rapid growth in enrollment and an equally impressive increase in the size, quality, and influence of its research programs, performing arts, and professional schools. The UC Irvine faculty has included three Nobel laureates, Pulitzer Prize winners, recipients of the National Medal of Science, and many members of the most important scholarly, scientific, and professional organizations. The Center for World University Rankings places UC Irvine 55th in the U.S. and 88th in the world in its 2017 ranking of the top 100 degree-granting institutions of higher education. Many of its programs, across the disciplines, rank in the top 20 or higher.

The University of California, Irvine is among the most diverse and dynamic campuses in the University of California system. In May of 2017, the U.S. Department of Education named UC Irvine a Hispanic-serving institution for 2017-18 year. The designation builds on UCI's recognition in early 2016 as an Asian American and Native American Pacific Islander-serving institution, demonstrating the University's dedication to providing a world-class education to every qualified student. The HSI and AANAPISI designations increase UCI's eligibility for funding and grants from the Departments of Education, Agriculture, and Housing & Urban Development. These designations signify the institution-wide commitment to promoting the value of diversity not just as goal in and of itself, but as an essential component to improving the student experience.

Having celebrated its 50 year anniversary in 2015 and looking ahead to the next century, UC Irvine is entering an exciting and challenging new era. With ambitious plans to strengthen contributions in research, education, and service; accelerate the University's ascendancy among globally preeminent research universities; and marshal passions, skills, and ingenuity to further improve people's lives, there is great momentum and ambition across the campus. The University has experienced significant growth over the past ten years; launched 20 new graduate programs in fields such as public health, pharmaceutical sciences, and nursing science; established a school of education; and opened the first new public law school in California in more than 40 years.

Looking forward, the campus, under the leadership of Chancellor Howard Gillman and Provost & Executive Vice Chancellor Enrique Lavernia, has embarked upon an ambitious strategic plan titled, "UCI: Bright Past, Brilliant Future" with the following guiding pillars:

- Growth That Makes a Difference: Expanding Our Capacity to Improve Lives
- First in Class: Elevating the Student Experience to Prepare Future Leaders
- Great Partners: Making Regional and Global Connections that Enhance Our Mission and Serve the People
- New Paths For Our Brilliant Future: Forging Best Practices to Power the Coming Century

UC Irvine has an annual operating budget exceeding \$2.7 billion and an endowment of \$545 million; the University successfully concluded its “Shaping the Future” campaign, surpassing the \$1 billion goal, making UC Irvine the youngest University in the country ever to complete a \$1 billion fundraising campaign. In addition to tripling the UCI endowment, the campaign also funded more than 500 scholarships and graduate fellowships and endowed over 50 academic chairs campus-wide. UC Irvine has an annual economic impact on Orange County of \$4.8 billion and is a significant contributor to the region’s talent-rich workforce.

The campus has also added nearly five million square feet of new space, including the 500,000-square-foot UC Irvine Douglas Hospital and the 275,000-square-foot Student Center, as part of a \$1.8 billion effort to build out the remainder of the University’s land grant. Twelve of its new buildings have earned LEED Platinum status, the highest award possible, and nine other buildings have earned LEED Gold status. UC Irvine has been ranked in the top three of the Sierra Club’s prestigious “Coolest School” annual ranking of America’s greenest colleges; the campus has been included in the top 10 for the past seven years. For more on UC Irvine, visit: [www.uci.edu](http://www.uci.edu).

### **Leadership at UC Irvine**

Dr. Howard Gillman was appointed the sixth Chancellor of the University of California, Irvine in September 2014, having previously served as Provost and Executive Vice Chancellor since June 2013 and interim chancellor since July 1, 2014. Before coming to UC Irvine, he served for more than two decades as a professor of political science, history, and law at the University of Southern California, including five years as Dean of the USC Dornsife College of Letters, Arts and Sciences. He has received many awards for his scholarship, and for his teaching excellence and dedication to students. He received his bachelor’s, master’s, and doctoral degrees, all in political science, from University of California, Los Angeles.

Dr. Enrique Lavernia was appointed Provost and Executive Vice Chancellor of the University of California, Irvine in July 2015. Before coming to UC Irvine, he served as Dean of the University of California, Davis College of Engineering. In his role, he serves as UCI's chief academic and operating officer, with primary responsibility for the University's teaching and research enterprise, which includes 13 schools, nearly 3,000 faculty and 192 degree programs. He received his bachelor’s in solid mechanics from Brown University; a master’s in metallurgy and doctoral degree in materials engineering both from the Massachusetts Institute of Technology. In addition to numerous awards for his scholarship, he was elected to the National Academy of Engineering.

### **Role of the Dean, UCI School of Law**

UCI School of Law has undergone a remarkable period of initial growth that has marked it as a trailblazer in legal education. The next Dean will be an academic and administrative leader with strong skill sets in management and fundraising, as well as have significant notable legal scholarship or practice background. Reporting to the Provost & Executive Vice Chancellor, the Dean will oversee all areas of UCI Law, acting as the School’s chief executive and academic officer. The Dean will oversee a budget of \$47 million and manage eight direct reports from senior leadership. Overall, this individual will bring strategic leadership to advance the reputation, quality, goals and mission of UCI Law.

### **Key Opportunities and Challenges for the Dean**

Capitalizing on UCI Law’s early success, the new Dean will lead the School in its next phase of growth. Working in partnership with senior leadership, faculty, staff, and students, the Dean will expand the School’s unique vision and mission, secure financial commitments, and strengthen faculty and student experience while maintaining an uncompromising commitment to equity, inclusion, and public service.

To be successful in this next phase for UCI Law, the Dean will address several key opportunities and challenges described below:

***Maintain the School's distinctive public service mission while broadening its impact***

UCI Law's commitment to public service and its innovative approach to legal education have helped establish the School as a leader in the broader community and contributed to its strong academic reputation. The Dean will continue to build on this strength while identifying opportunities to build new programs and partnerships that further the School's public service mission.

In the next phase of growth, the Dean will work collaboratively to develop and promote a vision to further the School's role as a leader in the regional, national, and global legal environment. As the School of Law continues to grow its student body, the next Dean will ensure students with diverse and varied professional interests have opportunities to explore all aspects of the legal field. Valuing both public interest law and socially responsible private sector practice will be essential to the School's growth, and the Dean will develop the internal and external infrastructure necessary to support a comprehensive program in legal education. Promoting UCI Law's unique approach to innovative legal education, the Dean will serve as an intellectual leader and demonstrate commitment to exceptional scholarship, high quality teaching, and experimental pedagogy. By building on the existing mission and values, the School of Law can position itself as a premier public law school committed to serving the field of law, the state of California, and beyond.

***Enhance the overall resources to support the School's growth***

Central to the success of all public law schools is a strategic vision for diversifying revenue sources to cement long-term financial stability. The new Dean will usher the School out of a start-up financial phase and into a growth phase, driven by the creation of a mature financial model. To support this work, the Dean will proactively develop and bolster strong partnerships both internally and externally. Internally, the School has received critical backing from the University of California and UCI's leadership team since its inception. Going forward, the Dean will continue to work closely with the Chancellor, the Provost, and senior leadership at the University to advocate for and identify appropriate resources to support the continued success of the School of Law.

The next Dean has a tremendous opportunity to capitalize on the promise of a young and thriving public law school and will cultivate philanthropic donations to the School of Law, promoting engagement from alumni, donors, corporations, and foundations, seeking patronage for scholarships, endowed positions, programmatic growth, and – most critically – facilities. In doing so, the Dean will identify the resources necessary for a much-needed expansion to the physical infrastructure of the School through either new construction or an expansion to the School's current building.

The School's alumni are spread far and wide, though many remain in Southern California, and the Dean will be a champion of UCI Law's alumni, embracing and engaging with the small but dedicated alumni base to provide opportunities for alumni to give back and remain connected to the School.

***Further strengthen the School's commitment to diversity and inclusion***

UCI Law has established itself as one of the most diverse law schools in the country, and the School prides itself on its deep commitment to providing access to an exceptional legal education to students from a wide range of backgrounds. The School has fostered a community with a strong awareness of issues of access and social justice and boldly advocates for and alongside historically marginalized communities. UCI Law not only actively cultivates a broadly diverse class, but it provides sufficient

resources to ensure the success of each student. The next Dean will build upon this core value and enhance the diversity, in the broadest sense of the term, of the School's students, faculty and staff. Through personal leadership and ongoing attention and resources, the Dean will ensure that UCI Law is a welcoming and inclusive climate for all community members.

***Strengthen the culture of collaboration and innovation in teaching, scholarship, and service***

UCI School of Law prides itself on being a collaborative, supportive, and innovative academic community. Core to this success is a committed and engaged faculty, and the Dean will lead efforts to recruit, retain, and develop an exceptional and diverse faculty. Additionally, the student experience at UCI Law is enhanced by the presence of top faculty scholars, and the next Dean will continue to value and incentivize scholarship, providing all faculty with opportunities for professional growth and advancement. Maintaining the School's unique focus on excellent, experiential, and forward-thinking clinical and skills teaching, the Dean will encourage and provide the necessary resources to support innovative academic programs and interdisciplinary work.

In addition, the successful Dean will promote a strong spirit of collegiality among faculty, staff, administration, and students. The Dean's leadership style should be visible, accessible, and cooperative; the Dean will model and promote open and transparent communication whenever possible, genuinely seeking input from a broad range of constituencies. Shared governance is a hallmark of the University of California system, and the Dean will be grounded in a deep understanding and appreciation of working within this model of governance.

***Ensure an exceptional student experience while growing the School***

As a new Dean joins the UCI School of Law, the School will look to continue to grow its enrollment. The Dean will play a key role in increasing student enrollment while maintaining a focus on both a high-quality student body and providing a premier legal education to each student. Working closely with the senior administrative dean, the Dean will apply a sophisticated understanding of law school admissions and financial aid to this challenge. During this phase of growth, it is essential that the Dean institutionalize best practices in programming and student services in order to grow and scale efficiently and effectively. This includes developing comprehensive career placement support for students entering all sectors of law, building on the School's exceptional record in clerkships, and identifying additional opportunities for experiential learning in partnerships with local law firms and legal service organizations.

The UCI Law student body ranks among the happiest in the nation. There has been significant investment from the School's early days to ensure a student-centric approach, close-knit community, and emphasis on quality instruction. Student voice is highly valued at UCI Law, and the next Dean will continue to be a champion for the School's students.

***Serve as a bridge to the legal community***

UCI Law currently enjoys enthusiastic support from the local legal community, which played an integral role in the School's establishment. The Dean will be an inspirational and respected representative of UCI Law internally and externally, building productive regional partnerships and ensuring the broader legal and professional community continues to recognize the value of the School and works to support it. To do so, the Dean will reach out and work closely with the community in Orange County and beyond to identify areas of alignment between the priorities of the School and the overall needs of the region. The community is poised to embrace UCI Law in a mutually beneficial partnership, and the Dean can leverage these regional opportunities to enhance support for the School of Law.

## **Qualifications and Characteristics**

The Search Committee strongly welcomes applicants with diverse backgrounds and experiences and will consider the factors below when evaluating candidates for this important leadership role. A successful candidate should possess many of the following characteristics:

- J.D. or other terminal degree in law, minimum ten years of teaching or law practice experience with distinguished scholarly record and accomplishments equivalent to tenure at the rank of professor under the Law School's criteria;
- Demonstrated commitment to the School's values of public service and social justice;
- Transparent and visible leadership style that invites and values collaboration from multiple perspectives;
- Ability to effectively communicate UCI Law's distinct vision for legal education to multiple diverse constituencies, both internally and externally;
- Innovative and entrepreneurial spirit;
- Strong administrative skill set with emphasis on fairness and community building;
- Capacity to navigate a large public university system and to build and maintain cross-school partnerships;
- Demonstrated experience building organizations that practice and value diversity and inclusion at all levels;
- Skill set to develop a strong record of fundraising success;
- Nuanced understanding of the current challenges facing legal education and the contemporary issues facing a diverse public law student body.

## **Location**

UC Irvine is located in one of the world's safest and most economically vibrant communities and is Orange County's second-largest employer, contributing \$5 billion annually to the local economy. The city of Irvine is located in the heart of Orange County, between Los Angeles and San Diego counties and only five miles from the beach. Orange County has two major freeways, rail service, and its own airport – John Wayne Airport. Laguna Beach, Huntington Beach, Corona Del Mar, and Catalina Island are only a short distance away. Irvine is located less than an hour from Los Angeles International Airport and downtown Los Angeles. The city of Irvine is among the nation's largest planned urban communities, encompassing more than 65 square miles and home to 250,000 residents. The city consistently ranks as one of the best and safest places to live in the United States. UCI enjoys the best of what Southern California has to offer: beaches, mountains, deserts, and a broad variety of cultural, entertainment, and intellectual activities. To learn more about Irvine, see [www.destinationirvine.com](http://www.destinationirvine.com).

## **Applications, Inquiries, and Nominations**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: [www.imsearch.com/6305](http://www.imsearch.com/6305). Electronic submission of materials is strongly encouraged.



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