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January 8, 2014

To: Kellye L. Testy, Dean, School of Law  
Patricia C. Kuszler, Associate Dean for Academic Administration, School of Law

From: David L. Eaton, Vice Provost and Dean  
Rebecca Aanerud, Associate Dean for Academic Affairs

RE: Review of the School of Law (2012-2013)

This memo outlines the recommendations from the review of the School of Law. Detailed comments can be found in the documents that were part of the following formal review proceedings:

- Charge meeting between review committee, academic unit, and administrators (June 14, 2012)
- School of Law self-study (August 20, 2012)
- Site visit (February 28 – March 1, 2013)
- Graduate & Professional Student Senate Report (March 7, 2013)
- Review committee report (April 1, 2013)
- School of Law response to the review committee report (July 30, 2013)
- Graduate School Council consideration of review (November 21, 2013)

The review committee consisted of:

Peter J. May, Professor and Chair, UW Political Science (Committee Chair)  
Resat Kasaba, Professor and Director, UW Jackson School of International Studies  
Deborah R. Hensler, Professor of Dispute Resolution and Associate Dean, Graduate Studies,  
Stanford Law School  
Michael P. Van Alstine, Professor of Law, Francis King Carey School of Law, University of  
Maryland

The School of Law offers graduate programs including the Master of Laws, Master of Laws in Taxation, Doctor of Philosophy, and the Graduate Certificate in International Bioethics, Social

Justice, and Health. The Juris Doctor (J.D.) program offered by the School of Law was not included in this review.

A subcommittee of the Graduate School Council presented findings and recommendations to the full Council at its meeting on November 21, 2013. After discussion, the Council recommended continuing status for the Master of Laws, with review in 10 years (2022-2023). Council recommended that the PhD be reviewed again in 5 years (2017-2018). Council recommended that the Graduate Certificate in International Bioethics, Social Justice, and Health be discontinued. Specific comments and recommendations regarding the school and its degree programs include the following:

### Program Strengths

In general, developments since the prior academic program review have been immensely positive for the educational quality of the graduate programs in the School of Law, including:

- Leadership and identifying the unifying mission of preparing students to be “leaders for the global common good.”
- Broadening the PhD program and including stronger interdisciplinary research training.
- Transforming the LLM from a set of isolated programs managed by individual entrepreneurs into a more cohesive set of offerings focused on delivering a product of higher quality.
- Administrative adjustments and staff support.

Program-specific strengths include the following:

#### *LLM Programs*

- Strong commitment of the LLM program directors and staff to their programs.
- Regular faculty teach in these programs as part of their normal loads, supplemented in some programs by practicing professionals.
- High satisfaction among students and alumni.

#### *PhD Program*

- One of the few Law PhD programs in the US.
- The program aligns closely with the school’s mission.

### Challenges & Risks

#### *LLM Programs:*

- Lack of overarching clarity within the school on how it can take advantage of program opportunities while balancing cost effectiveness, rigor, and the desire for competitive programs.
- The review committee noted a seeming complacency regarding existing outreach and recruiting efforts.
- Changing demands for legal education in the international market can potentially affect the market for and the quality of LLM degrees.
- Identifying the best delivery of the LLM to foreign students who may use the degree to apply for bar admission in states that permit this practice. Questions were raised about capstone project work and level of career services.

- Maintaining the quality of students admitted in the face of demand, since revenue generated by these fee-based programs return to the school.
- The need to establish internal governance structures that can respond to challenges the school faces.

#### *PhD Program*

- As a small program, resource requirements are proportionally high, and costs may exceed tuition income.
- Lack of engagement by senior faculty or other senior intellectual leaders, outside of the program director, to the scholarly development of the program.
- Limited linkage between faculty research and PhD student research.

#### *Graduate Certificate in International Bioethics, Social Justice, and Health*

- The grant that originated the certificate and supported its practicum requirement has run out.
- The number of participants in the certificate program is small, although it does offer courses with strong enrollment by non-certificate students.
- Uncertainty whether the certificate program enhances the overall quality of graduate programs in the Law School, since it appears to stand apart in terms of faculty participation, program structure, and student clientele.

#### Areas of Concurrence and/or Disagreement

- The School of Law has already taken steps to create a more streamlined governance structure with, among other things, staff changes.
- In addition to marketing its LLM program to domestic students as well as to students from developing countries, the school has enhanced and coordinated its marketing efforts to Asia, South Asia, and the Pacific Rim.
- The bar exam issue is largely obviated by Washington allowing international law graduates to be eligible to take the Bar exam, and the School of Law is adjusting its course requirements to accommodate these course needs. It is expected that the General Track for the LLM will receive increased enrollment and a new director will be appointed who will work to address quality/quantity issues in the program.
- The School of Law agrees with the 5-year review recommendation for the PhD and welcomes the opportunity for review of the changes it is currently implementing.
- The School of Law recognizes the ongoing need to evaluate the financial models underpinning the programs and to seek rationalization and standardization among the programs
- The School of Law agrees with review committee recommendations that despite efforts to build a Certificate Program in Bioethics, Social Justice and Health, sufficient progress has not been made and the program should be discontinued.

#### Graduate School Council Recommendations

The Graduate School Council commends the School of Law for the progress it has made since the last program review, as well as for the steps it has already taken as part of the 2012-2013 program review. Specific recommendations from the Council include:

- The School of Law should continue its work developing a stronger governance structure for its graduate programs.
- Continuing status for the LLM programs, with review in 10-years (2022-2023).
- Continuing status for the PhD program, with review in 5-years (2017-2018). This review should specifically address the issues raised by the review committee.
- The Certificate program in Bioethics, Social Justice and Health should be discontinued.

We concur with the Council's comments and recommendations.

cc: Ana Mari Cauce, Provost and Executive Vice President  
Patricia Moy, Associate Vice Provost for Academic and Student Affairs  
UW Members of the School of Law Review Committee  
Members of the Graduate School Council  
David Canfield-Budde, Academic Program Specialist, The Graduate School  
GPSS President