

Multi-Year Plan for Professional Degree Supplemental Tuition (PDST) Levels Effective Beginning Summer or Fall 2019

PART A

The Regents approved the amended *Regents Policy 3103: Policy on Professional Degree Supplemental Tuition* at the March 2017 Regents meeting. Please review the amended policy and keep it in mind during your planning process and while completing Parts A and B of this form: <http://regents.universityofcalifornia.edu/governance/policies/3103.html>. This approval did not directly rescind the authority delegated to the President by the Regents in November 2014 to approve PDST increases up to 5% through 2019-20. Programs with an approved multi-year plan on file that has not expired may submit requests for increases up to 5% for the President's approval for PDST levels that become effective summer or fall 2019 (as long as the proposed increase does not exceed the amount previously indicated in the program's current multi-year plan). Requests from these programs should be submitted using a short form. By fall 2020, the amended Regents Policy 3103 will apply to all PDST programs.

I. PROJECTED PROFESSIONAL DEGREE SUPPLEMENTAL TUITION AND PROGRAM DESCRIPTION

I.a. Specify your projected Professional Degree Supplemental Tuition (PDST) for each year of your multi-year plan. While programs typically craft three-year plans, programs are permitted to craft multi-year plans for two, three, four, or five years. If specified years in the table do not apply to your multi-year plan, please leave those columns blank (and continue to do so throughout the template). Please also refer to the planning assumptions for further details about fee increase rates.

	Actual	New Proposed Fee Levels					Increases/Decreases									
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2019-20		2020-21		2021-22		2022-23		2023-24	
							%	\$	%	\$	%	\$	%	\$	%	\$
Prof. Degr. Suppl. Tuition (CA resident)	\$34,182	\$35,890	\$36,966	\$38,072	\$39,214	\$40,390	5.0%	\$1,708	3.0%	\$1,076	3.0%	\$1,106	3.0%	\$1,142	3.0%	\$1,176
Prof. Degr. Suppl. Tuition (Nonresident)	\$31,188	\$32,748	\$33,730	\$34,740	\$35,782	\$36,856	5.0%	\$1,560	3.0%	\$982	3.0%	\$1,010	3.0%	\$1,042	3.0%	\$1,074
Mandatory Systemwide Fees (CA resident)*	\$12,570	\$12,966	\$13,368	\$13,788	\$14,220	\$14,670	3.2%	\$396	3.1%	\$402	3.1%	\$420	3.1%	\$432	3.2%	\$450
Campus-based Fees**	\$970	\$1,000	\$1,030	\$1,060	\$1,092	\$1,125	3.0%	\$29	3.0%	\$30	3.0%	\$31	3.0%	\$32	3.0%	\$33
Nonresident Suppl. Tuition	\$12,245	\$12,245	\$12,245	\$12,245	\$12,245	\$12,245	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0
Other (explain below)																
Total Fees (CA resident)	\$47,722	\$49,856	\$51,364	\$52,920	\$54,526	\$56,185	4.5%	\$2,133	3.0%	\$1,508	3.0%	\$1,557	3.0%	\$1,606	3.0%	\$1,659
Total Fees (Nonresident)	\$56,973	\$58,959	\$60,373	\$61,833	\$63,339	\$64,896	3.5%	\$1,985	2.4%	\$1,414	2.4%	\$1,461	2.4%	\$1,506	2.5%	\$1,557

* Mandatory systemwide charges include Tuition and Student Services Fee.

**Do not include the Student Health Insurance Program (SHIP) premium, since this may be waived for students with qualifying coverage under another program.

I.b. Please describe the nature and purpose of the program for which you propose to charge Professional Degree Supplemental Tuition.

The UC Davis School of Law Juris Doctorate (JD) Program was established in 1967. With a longtime commitment to diversifying the legal education and the profession of law, the mission of the School of Law at the University of California at Davis is to be a nationally and internationally recognized leader in the development and dissemination of legal knowledge, as well as the education of students to become socially responsible lawyers committed to professional excellence and high ethical standards, and to provide significant public service through law reform and professional activities. Through its faculty, students, and graduates, the School of Law seeks to make substantial contributions toward solving the complex legal problems confronting our society. Time to program completion is generally three years.

The School of Law has distinguished itself as a leader in public interest law and, according to the 2019 *U.S. News & World Report*, ranks as having one of the most diverse J.D. student populations in the country. In the last few years, the school has jumped from the top 25 for diversity of students into the top 10. The School of Law also is ranked fourth in the *U.S. News* assessment of "Generosity of Financial Aid" at public law schools and eighth in the nation in the number of federal judicial clerkships secured by our graduates.

II. PROGRAM GOAL EVALUATION

II.a. Please identify the goals you listed in your last multi-year plan. Specifically, what were the purposes for which your program proposed to charge PDST, and what were your goals with respect to enhancing affordability, diversity, and program quality? Please feel free to describe other goals, as well. Describe how you used PDST revenue to advance the goals specified. Please elaborate on the extent to which your program has achieved each of the goals specified, and include quantitative indicators of achievement wherever possible.

The economic model for the School of Law relies upon PDST Revenue and UC Tuition revenue to operate the School. Revenue generated from student fees (PDST and UC Tuition) create over 75% of the overall financial resources for the School of Law. Institutional support or "State Funds" for the School vary between 10% and 20% annually. The financial plan for the UC Davis School of Law has been reliant upon PDST revenue to **pursue academic excellence, build the best-possible faculty, and ensure access for students and freedom of career choice for our graduates.** The revenue from PDST is the largest revenue source for the School of Law and has important effects for all areas of the School.

Since AY 2013-14, PDST funds have been used to operate all aspects of the School of Law, including but not limited to the following:

- Contribute funding to help cover faculty salary and benefit costs.
- Meet all University expectations for student financial aid – need based and merit based.
- Provide funding for the LRAP (Loan Repayment Assistance Program).
- Cover costs for lecturers, adjuncts, and visiting faculty to enhance and expand course offerings to our students.

The PDST freeze that has been in place since AY 2014-15 per UC's agreement with the Governor and has contributed to our School currently operating in a financial deficit. The School of Law has enacted a number of cost-saving measures, described more in section III.c. Davis infrastructure lags behind our competitors in several significant areas. The PDST freeze has created an unsustainable financial model for the School of Law. We are currently operating in a significant deficit that required central campus to provide us a loan. Even with support from the central campus loan, the School's financial plan does not cover labor cost increases and other operating increases such as supplies and goods. The following describes the challenges and progress made since the decision to hold PDST levels flat:

- (1) **Pursuit of Academic Excellence:** PDST levels have remained unchanged for the last seven years, which required the School of Law to pause in faculty hiring. While the PDST funds have assisted in recruiting and retaining the best faculty through competitive compensation packages, the School of Law currently has four vacant tenured faculty positions. This has impacted the faculty to student ratio and decreased opportunities for scholarly impact by the School of Law faculty.

In spite of the challenges related to the PDST freeze, the UC Davis School of Law has continually ranked in the top 25 of scholarly impact between 2013-2018, and the School of Law Faculty have continued to be recognized widely for their outstanding, prolific scholarship. Articles by UC Davis School of Law Scholars have appeared regularly in leading law journals, including the Yale Law Journal, Stanford Law review, Columbia Law Review, and California Law Review.

- (2) **Ensure Access through Scholarships and Loan Repayment Programs:** PDST revenue has provided support to the School of Law financial aid program and loan repayment assistance program for students and alumni of diverse ethnic and socioeconomic backgrounds. Part of the School's core mission is to support legal careers in the public sector. Revenue from PDST funds was used to support the loan forgiveness program and provide students the opportunity to pursue careers in public interest law. Due to the PDST freeze, the School of Law was unable to offer competitive scholarship packages for need and merit based aid. Therefore, the school took out a loan from central campus to support the student aid program and remain competitive in recruiting the most qualified and diverse class – *the proportion of URM's have increased from 15% in AY 2015-16 to, currently, 24%. As mentioned earlier, the School of Law is among the most diverse programs in the nation,*

moving from the top 25 to the top 10. But please note that loan funds will no longer be available after 2020-21. The School of Law depleted its operational reserves before receiving the loan from central campus and is currently running a structural budget deficit.

- (3) **Provision of Student Services:** PDST funds have been used to support operating and salary costs for services provided to our matriculated students through our student services, including, but not limited to, Career Services, Academic Support, and the School of Law Registrar. Some examples of how PDST funds were used during the period of the PDST freeze to support student services include the following:
- Provided librarian salary support to provide appropriate services to students. During the PDST freeze, we left three positions in the Library vacant, including a Reference Librarian. This saved over \$200,000.
 - Renegotiated capital debt service on the renovation of King Hall to free up PDST funds for student services.
 - Information Technology Systems Renewal Program. During the PDST freeze, the IT Department paused on the equipment renewal program for the school.
 - Programming for student competitions and events. During the PDST freeze, the Dean’s Office reduced all funding for student competitions and events by 20% to achieve cost savings.
 - Wellness Programming for students.

III. PROGRAM GOALS AND EXPENDITURE PLANS

III.a. Please provide strong rationale for either initiating or increasing Professional Degree Supplemental Tuition during the years of this multi-year plan. What goals are you trying to meet and what problems are you trying to solve with your proposed PDST levels? How will the quality of your program change as a consequence of additional PDST revenue? What will be the consequence(s) if proposed PDST levels are not approved? What will be the essential educational benefits for students given the new PDST revenue?

Per the budget agreement with the Governor, UC Law School JD programs were required to keep PDST levels frozen at the 2014-15 levels for four years (AY 15-16, 16-17, 17-18, and 18-19). Moreover, we have not had a PDST increase since AY2012-13. The School of Law has been running a structural deficit for the last three years and the increases proposed in this plan will help provide financial stability. The UC Davis campus has been a wonderful partner in supporting the financial challenges at the School of Law over the last seven years by providing us a “bridge loan” to stabilize the operating budget. However, the “bridge loan” from Central Campus is a short-term fix to a structural financial challenge. The increase in the

PDST is essential to continue and enhance what the School of Law at UC Davis has achieved over the last 50 years.

As described in Section II.a., there were a variety of challenges faced by the School related to the freeze. This is the first multi-year proposal to be submitted by UCD Law since the freeze was enacted. A 5% increase on resident PDST and a 5% increase on nonresident PDST are proposed for 2019-20. Annual increases of 3% for both resident and nonresident PDST are proposed for the following four years. The PDST increase will be used to address the following goals:

Improve Affordability and Access: The School of Law will use increased PDST revenues to continue need-based assistance in our financial aid department. In addition to need-based aid, the School of Law will continue to use merit-based aid to recruit and retain the most diverse and highly qualified applicants. Maintaining a high qualified and diverse student body is essential to the core mission of the School and assists with national rankings. To achieve this, the School of Law will provide more than 40% of PDST funds back to students in the form of Return to Aid and will continue its outreach efforts, described in section V.

Maintain Academic Support Programs: The School of Law will use increased PDST revenues to maintain the essential Academic Support Programs provided to assist with bar passage and course completion, which especially helps those from disadvantaged backgrounds master the test-taking skills necessary to succeed in law school and to pass the bar examination.

The consequences of the School of Law not receiving additional funds from PDST will affect all areas at the School of Law including a decline in national rankings and student-faculty ratio. UC Davis School of Law would not have the sufficient resources to recruit and retain the most qualified and diverse student body, faculty, and staff. Our students will likely experience the impact through a decrease in the following services provided to students: career counseling, academic advising, student aid, instruction, clinical programs, and student events/competitions to name a few. As mentioned before, PDST revenue for the School of Law makes up over half of the school's total budgeted revenue.

III.b. For established PDST programs, please indicate how you are using total actual Professional Degree Fee revenue in 2018-19 in the first column of the table below. In the remaining columns, please indicate how you intend to use the revenue generated by the Professional Degree Supplemental Tuition increase (if specified years in the table do not apply to your multi-year plan, please leave those columns blank).

	Proposed Use of Incremental PDST Revenue						Total Projected PDST Revenue in Final Year
	Total 2018-19 PDST Revenue	Incremental 2019-20 PDST revenue	Incremental 2020-21 PDST revenue	Incremental 2021-22 PDST revenue*	Incremental 2022-23 PDST revenue	Incremental 2023-24 PDST revenue	
Faculty Salary Adjustments	\$6,000,000	\$300,000	\$189,000	\$194,670	\$200,510	\$206,525	\$7,090,705
Benefits/UCRP Cost	\$2,200,000	\$110,000	\$69,300	\$71,379	\$73,520	\$75,726	\$2,599,925
Providing Student Services	\$200,000	\$10,000	\$6,300	\$6,489	\$6,684	\$6,884	\$236,357
Improving the Student-Faculty Ratio	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expanding Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Instructional Equipment Purchases	\$500,000	\$25,000	\$15,750	\$16,223	\$16,709	\$17,210	\$590,892
Providing Student Financial Aid	\$7,425,188	\$1,172,240	\$1,329,572	(\$721,997)	\$285,773	\$294,230	\$9,785,006
Other Non-salary Cost Increases	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facilities Expansion/Renewal	\$300,000	\$15,000	\$9,450	\$0	\$0	\$0	\$324,450
Other (Please explain in the "Additional Comments" below)	\$875,000	\$26,250	\$27,038	\$27,849	\$28,684	\$29,545	\$1,014,365
Total use/projected use of revenue	\$17,500,188	\$1,658,490	\$1,646,410	(\$405,387)	\$611,880	\$630,120	\$21,641,700

* The decrease in revenue for 2021 – 2023 is tied to a reduction in enrollment. The percentage decrease in student aid is tied to merit based aid, not need based aid.

Additional Comments:

Future incremental revenue increases will be focused on continuing to offset faculty salary and benefits, increase funds available for financial aid, enhance our Academic Skills program, and improve instructional equipment. Instructional equipment can include, but not limited to: computers, projectors, screens, sound systems, and software that support the student learning experience.

III.c. Please describe cost-cutting and/or fundraising efforts related to this program undertaken to avoid Professional Degree Supplemental Tuition increases even greater than proposed. Please be as specific as possible.

The School of Law at UC Davis engages in a transparent and collaborative budget process. The School uses six core principles when developing the annual and long-range financial plan: Transparent, Process Driven, Collaborative, Balanced and Sustainable, Holistic, and Participatory. The Dean’s Office works with all department heads in a hybrid of a zero based budgeting exercise. The Dean’s Office seeks input and advice from faculty, students, and staff throughout the budget development process. The Dean of Administration meets bi weekly with a group of student leaders to discuss the financial planning for the School and resource

allocation. After a draft of the School of Law Budget has been vetted with the students, faculty, and staff it is presented to the Provost and Budget Office for final approval.

Over the last five years, The School of Law has aggressively been seeking budget savings and the diversification of revenue streams to preserve and invest in critical academic and student service areas. Some of these diverse revenue streams include but are not limited to indirect cost recovery from extramural funds: the California State Water Board, Summer Programming (Tax Institute), International Programming, and UCOP Programming. We have already generated significant savings (in the form of one time and on-going savings) from restructuring staff positions (with resulting reductions in FTE), deliberately leaving positions vacant to accrue one-time salary savings, reducing library acquisitions, reducing travel and entertainment, forgoing or postponing computer hardware purchases in FY12 - FY17, switching from a three- to a four-year equipment replacement schedule, and reducing faculty summer research funds. In many areas, including the library, admissions, student records, accounting, and human resources, we are adopting new technologies to enhance and streamline operations, with resulting budget savings. Many of the savings strategies listed above have been one time strategies.

We are also actively seeking to diversify and expand our funding sources through gifts and sponsored grants and contracts. We are soliciting grants, especially for our clinical programs. The last three years the School of Law has hit the established philanthropic targets from the Central Development Office. The School has raised almost \$2 million annually over the last three years. The School of Law working in collaboration with the Central Development Office establishes annual giving goals that have recently ranged between \$1.8 million and \$4 million annually.

III.d. If your program proposes uneven increases (e.g., increases that are notably larger in some years than in others), please explain why.

The School of Law is proposing a 5% increase in 2019/2020, then a 3% increase in the following years. The larger increase in 2019/2020 is to gain more revenue in the initial year then maintain an increase similar to the consumer price index (CPI) in the following years. The 3% reflects the annual increase in labor costs at the School of Law. The initial increase of 5% allows the School to mitigate the prior seven years of flat fees.

III.e. Please indicate your program’s current and expected resident and nonresident enrollment in the table below.

	Enrollment					
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Resident	470	498	527	500	500	500
Domestic Nonresident	21	15	15	15	15	15
International	25	25	25	25	25	25
Total	516	538	567	540	540	540

Additional Comments

The enrollment goal for the School is to reach a total student body size of 540 students comprising of 180 per class. The enrollment for the School of Law has been dynamic over the last six years, with a class of 206 students in the 1L Class for AY18/19. In AY18/19 the School’s goal was to admit a class of 190 new students but instead matriculated a class of 206 students (class of 2021), 16 more students than originally planned. The higher than expected enrollment level is attributed to an increased interest in legal education nationally, as well as the continued excellence of the UC Davis program.

IV. MARKET COMPARISONS: TOTAL CHARGES

IV.a. In the following table, identify a *minimum* of 3 and *up to* 12 institutions that your program considers to be comparators, including a minimum of 3 public institutions. If it is the case that your program only compares to a small number of programs or only private comparators, please list those.

If the box is checked, the program has provided for each comparator the total charges to degree completion in the following table; otherwise, amounts for first year annual charges were provided by the program for each comparator.

UC Davis/School of Law/Juris Doctor
Established program/Established PDST

	First Year Annual Charges															
	Actuals	Projections					Increases/Decreases									
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2019-20		2020-21		2021-22		2022-23		2023-24	
Residents							%	\$	%	\$	%	\$	%	\$	%	\$
University of Indiana	\$35,588	\$36,656	\$37,755	\$38,888	\$40,055	\$41,256	3%	\$1,068	3%	\$1,100	3%	\$1,133	3%	\$1,167	3%	\$1,202
Ohio State	\$30,854	\$31,780	\$32,733	\$33,715	\$34,726	\$35,768	3%	\$926	3%	\$953	3%	\$982	3%	\$1,011	3%	\$1,042
Univeristy of Minnesota	\$44,919	\$46,267	\$47,655	\$49,084	\$50,557	\$52,073	3%	\$1,348	3%	\$1,388	3%	\$1,430	3%	\$1,473	3%	\$1,517
University of Washington	\$35,988	\$37,068	\$38,180	\$39,325	\$40,505	\$41,720	3%	\$1,080	3%	\$1,112	3%	\$1,145	3%	\$1,180	3%	\$1,215
Loyola Marymount	\$57,230	\$58,947	\$60,715	\$62,537	\$64,413	\$66,345	3%	\$1,717	3%	\$1,768	3%	\$1,821	3%	\$1,876	3%	\$1,932
Boston University	\$55,076	\$56,728	\$58,430	\$60,183	\$61,989	\$63,848	3%	\$1,652	3%	\$1,702	3%	\$1,753	3%	\$1,805	3%	\$1,860
George Washington U	\$60,790	\$62,614	\$64,492	\$66,427	\$68,420	\$70,472	3%	\$1,824	3%	\$1,878	3%	\$1,935	3%	\$1,993	3%	\$2,053
Fordham	\$60,406	\$62,218	\$64,085	\$66,007	\$67,987	\$70,027	3%	\$1,812	3%	\$1,867	3%	\$1,923	3%	\$1,980	3%	\$2,040
Public Average	\$36,837	\$37,942	\$39,081	\$40,253	\$41,461	\$42,704	3%	\$1,105	3%	\$1,138	3%	\$1,172	3%	\$1,208	3%	\$1,244
Private Average	\$58,376	\$60,127	\$61,931	\$63,788	\$65,702	\$67,673	3%	\$1,751	3%	\$1,804	3%	\$1,858	3%	\$1,914	3%	\$1,971
Public and Private Average	\$47,606	\$49,035	\$50,506	\$52,021	\$53,581	\$55,189	3%	\$1,428	3%	\$1,471	3%	\$1,515	3%	\$1,561	3%	\$1,607
Your Program - UC Davis	\$47,722	\$49,857	\$51,365	\$52,921	\$54,527	\$56,186	4%	\$2,134	3%	\$1,508	3%	\$1,557	3%	\$1,606	3%	\$1,659
Nonresidents																
University of Indiana	\$55,338	\$56,998	\$58,708	\$60,469	\$62,283	\$64,152	3%	\$1,660	3%	\$1,710	3%	\$1,761	3%	\$1,814	3%	\$1,869
Ohio State	\$45,806	\$47,180	\$48,596	\$50,053	\$51,555	\$53,102	3%	\$1,374	3%	\$1,415	3%	\$1,458	3%	\$1,502	3%	\$1,547
Univeristy of Minnesota	\$53,607	\$55,215	\$56,872	\$58,578	\$60,335	\$62,145	3%	\$1,608	3%	\$1,656	3%	\$1,706	3%	\$1,757	3%	\$1,810
University of Washington	\$47,190	\$48,606	\$50,064	\$51,566	\$53,113	\$54,706	3%	\$1,416	3%	\$1,458	3%	\$1,502	3%	\$1,547	3%	\$1,593
Loyola Marymount	\$57,230	\$58,947	\$60,715	\$62,537	\$64,413	\$66,345	3%	\$1,717	3%	\$1,768	3%	\$1,821	3%	\$1,876	3%	\$1,932
Boston University	\$55,076	\$56,728	\$58,430	\$60,183	\$61,989	\$63,848	3%	\$1,652	3%	\$1,702	3%	\$1,753	3%	\$1,805	3%	\$1,860
George Washington U	\$60,790	\$62,614	\$64,492	\$66,427	\$68,420	\$70,472	3%	\$1,824	3%	\$1,878	3%	\$1,935	3%	\$1,993	3%	\$2,053
Fordham	\$60,406	\$62,218	\$64,085	\$66,007	\$67,987	\$70,027	3%	\$1,812	3%	\$1,867	3%	\$1,923	3%	\$1,980	3%	\$2,040
Public Average	\$50,485	\$52,000	\$53,560	\$55,167	\$56,822	\$58,526	3%	\$1,515	3%	\$1,560	3%	\$1,607	3%	\$1,655	3%	\$1,705
Private Average	\$58,376	\$60,127	\$61,931	\$63,788	\$65,702	\$67,673	3%	\$1,751	3%	\$1,804	3%	\$1,858	3%	\$1,914	3%	\$1,971
Public and Private Average	\$54,430	\$56,063	\$57,745	\$59,478	\$61,262	\$63,100	3%	\$1,633	3%	\$1,682	3%	\$1,732	3%	\$1,784	3%	\$1,838
Your Program - UC Davis	\$56,973	\$58,335	\$59,730	\$61,173	\$62,659	\$64,195	2%	\$1,361	2%	\$1,395	2%	\$1,444	2%	\$1,486	2%	\$1,536

Source(s):<https://www.law.indiana.edu/admission/jd-apply/financial-info/costs-and-fees.shtml>
<https://moritzlaw.osu.edu/admissions/jd/scholarships-financial-aid/loan-assistance/>
<https://www.law.umn.edu/admissions/jd-admissions/tuition-financial-aid>
<https://www.law.uw.edu/admissions/financing/tuition>
<https://www.lls.edu/studentaccounts/tuitionandfees/>
<http://www.bu.edu/law/admissions/tuition-and-fees/>

<https://www.law.gwu.edu/cost-of-attendance>

https://www.fordham.edu/info/21345/tuition_and_cost_of_attendance

Comparator fees are based on each institution's public website posting of their 2018-2019 tuition and fees charged.

Additional Comments: Used University's recommended escalation factor of 3% annually for comparator year over year increases. Health insurance is not included.

IV.b. Why was each of these institutions chosen as a comparator? Include specific reasons why each is considered a peer – for example, competition for the same students and faculty, admitted student pools of similar quality, similar student-faculty ratios, similar program quality, an aspirational relationship between your program and the peer program, etc. What other characteristics do they have in common? If you have included aspirational programs, explain why your program aspires to be comparable to these programs and how it expects to do so within 5 years. Be specific (and if a program is unlikely to achieve comparability to an aspirational program within 5 years, the aspirational program should not be included).

The institutions were chosen as a comparator for the following reasons: competition for students, competition for faculty, similar faculty-student ratio, similar quality of program, and, to some degree, geography.

Loyola Marymount was selected as our comparator within California. It is ranked in the top 50, according to US News. We typically compete for students and faculty with this institution, as well as our UC colleagues. In addition to Loyola Marymount, we have selected three East Coast private schools that again are in our ranking cohort from US News. We compete for students and faculty with East Coast Law Schools. Lastly, we selected Ohio State, University of Indiana, University of Minnesota, and the University of Washington as our public comparators, all of which are similarly ranked to our program.

IV.c. Please comment on how your program's costs compare with those of the comparison institutions identified in the table above.

Currently the UC Davis School of Law is below market value with peer schools that are private institutions and above market value with peer schools that are public institutions.

IV.d. Please comment on how the quality of your program is unique and/or distinguishable from your chosen comparison institutions.

The UC Davis School of Law has distinguished itself as a leader in public interest law and ranks among the top 10 in most diverse law schools. The 2019 *U.S. News & World Report* ranks the UC Davis School of Law as having one of the most diverse J.D. student populations in the country. The ranking, which appears in the recently released 2019 edition of

"America's Best Graduate Schools," is based on the total proportion of minority J.D. students.

At UC Davis School of Law, approximately 17 percent of students are Hispanic and 23 percent are Asian/East Indian. The diversity index rating measures the likelihood of law students encountering peers from different ethnic groups including Hispanic, Asian, African American, American Indian, Pacific Islander, Caucasian, and multiracial. In the last few years, the school has jumped from the top 25 for diversity of students into the top 10. UC Davis School of Law is the only top 40 school in the overall rankings in the top 10 of the diversity rankings.

At the UC Davis School of Law, diversity does not end with students. King Hall is also noted for having a high proportion of faculty who are minorities. According to the most recent *U.S. News* rankings our faculty score high marks. UC Davis School of Law is in the top 25 in the nation for the reputation of its faculty, based on responses from law school deans and faculty. This year the school's academic peer reputation improved to 21, up five slots from two years ago.

UC Davis School of Law also ranked fourth in the *U.S. News* assessment of "Generosity of Financial Aid" at public law schools.

King Hall remains in the top 40 of almost 200 American Bar Association-approved law schools. In the latest *U.S. News* ranking UC Davis School of Law placed 37th. The school advanced two points from the previous year.

The UC Davis School of Law has a recognized record of excellence over the course of more than 50 years. UC Davis School of Law is consistently ranked as a top school.

V. ENROLLMENT AND DIVERSITY STRATEGY

V.a. In the following table, please provide details about enrollment in your program and in your comparison public and private institutions. For established programs, provide data for academic years 2015-16 to 2017-18 and include estimated fall 2018 data if available. In the columns shown, programs should provide as many figures for comparison public and private institutions as are available.

	Actual	Actual	Actual	Estimated	Comparison	
	2015-16	2016-17	2017-18	Fall 2018	Publics	Privates
Ethnicity						
Underrepresented						
African American	2.4%	3.3%	5.5%	6.2%	4.2%	9.4%
Chicanx/Latinx	11.9%	15.0%	17.7%	17.4%	8.3%	7.3%
American Indian	1.0%	0.6%	0.9%	0.2%	1.0%	0.0%
<i>Subtotal Underrepresented</i>	<i>15.3%</i>	<i>18.9%</i>	<i>24.1%</i>	<i>23.8%</i>	<i>13.5%</i>	<i>16.7%</i>
Asian/East Indian	22.1%	22.9%	21.4%	22.9%	4.2%	10.4%
White	51.5%	49.4%	45.0%	45.2%	71.9%	62.5%
Other/ Unknown	7.4%	4.1%	4.7%	4.2%	5.2%	5.2%
International	3.8%	4.7%	4.8%	3.9%	5.2%	5.2%
Total	100.1%	100.0%	100.0%	100.0%	100.0%	100.0%
Socioeconomic						
% Pell recipients	34.0%	32.0%	32.0%	41.0%	N/A	N/A
Gender						
% Male	46.3%	45.6%	47.0%	41.9%	45.0%	50.0%
% Female	53.7%	54.4%	53.0%	58.1%	55.0%	50.0%

Sources:

Ethnicity and Gender Fall 2018: UCD Budget and Institutional Analysis

UC socioeconomic status and Gender: UC Corporate data

Comparison institutions: American Bar Association, 2017. Analysis by AccessLex. Proportions are approximations.

V.b. For established programs, please comment on the trend in enrollment of underrepresented groups in your program over the past three years. How does your program compare with other programs in terms of racial and ethnic diversity, with particular attention to U.S. domestic underrepresented minority students? What is your strategy for creating a robust level of racial and ethnic diversity in your program? For new programs, how do you anticipate your program will compare with other programs in terms of racial and ethnic diversity, with particular attention to U.S. domestic underrepresented minority students? What will be your strategy for creating a robust level of racial and ethnic diversity in your program?

The Law School ranks among the most diverse law schools for both its student body and faculty diversity. There has been a high proportion of faculty who are minorities and female faculty. More than half of the last four entering classes were comprised of students of color. A significant number of Asian/Indian students enrolled at the School of Law are of Filipino and Southeast Asian descent, populations that are considered by the American Bar Association as traditionally underrepresented. Further, 30% of the Fall 2018 entering class was the first in their families to graduate college, and 53% students of color. (See <https://law.ucdavis.edu/id/student-body-profile.html>.) Under the leadership of our Dean and faculty, School of Law at UC Davis has created a culture of diversity in its faculty, students, and staff, which has been pivotal in positioning the Davis School of Law as a leader on campus and in the UC system in creating a robust diverse community.

The Law School has a longtime commitment to diversifying legal education and the profession of law. For the past 17 years, the King Hall Outreach Program (KHOP) (<https://law.ucdavis.edu/outreach/khop.html>) has prepared college students from underrepresented backgrounds for the law school application process. The program boasts a nearly 100% college completion rate and more than 300 of its participants graduated from law school and other graduate programs. KHOP has been recognized by both the American Bar Association (https://www.americanbar.org/news/abanews/aba-news-archives/2016/01/uc_davis_school_of_l.html) and the California State Bar (<https://law.ucdavis.edu/news/news.aspx?id=4918>) for its contributions to diversity in the legal profession. The Law School is also one of six campuses (one of only two UC law schools) to partner with 28 community colleges and the State Bar of California to promote greater diversity in law schools through the Community College Pathway to Law School initiative (<https://law.ucdavis.edu/news/news.aspx?id=4823>). As a founding signatory to the ten-year-long initiative launched in 2014, the Law School has worked with its community college and university partners to matriculate students through the pipeline, many of whom have matriculated to the UC Davis campus and participated in the Law School's KHOP. In its fall 2018 entering class, the Law School enrolled a student from the first cohort of students to complete the program. As more students move through the pipeline over the coming years, the Law School aims to enroll additional students in future incoming classes.

In addition to its pipeline activities, the Law School's Admission Office recruits at campuses with high percentages of racial and ethnically diverse students and those of lower socioeconomic backgrounds. The Law School visits Historically Black Colleges and Universities (e.g., Spelman, Morehouse), participates in diversity recruiting events like the National Black and

Hispanic Pre-Law Fair, and recruits in more diverse urban markets. There has been at least one or more HBCU graduate in the last four entering classes. As part of its yield events, the Law School utilizes its diverse faculty and student body in its efforts to matriculate a diverse class. The Law School has been able to successfully connect each diverse admitted student with a student or faculty member of color.

In addition to its formal partnerships and programs like KHOP, the Law School has informal pipeline relationships with HCBU North Carolina A & T State University and For People of Color, a national non-profit dedicated to assisting students of color with the law school application cycle. See <https://forpeopleofcolor.org/2018/08/23/fpoc-law-school-admissions-conference-at-uc-davis-school-of-law-king-hall/>.

Recognizing the economic barriers students from underrepresented backgrounds face in pursuing law school, the Law School commits significant financial aid resources to its students. The Martin Luther King, Jr. Public Interest Scholarship (<https://law.ucdavis.edu/financial-aid/prospective/king-hall-scholarships.html>) is dedicated to offering much needed assistance to students who have faced barriers on the basis of race, ethnicity, disability, economic disadvantage, or other membership in a minority group. Past recipients of this scholarship include undocumented students and children of immigrant farm workers. The Law School also devotes a portion of its student aid budget to awards based solely on the basis of need.

All of these efforts result in one of the most diverse law schools also ranked in the top tier of rankings like U.S. News.

V.c. For established programs, please comment on the trend in enrollment of students from low socioeconomic backgrounds (e.g., students who received Pell Grants as undergraduates). What are your strategies for promoting access for students from low socioeconomic backgrounds?

We utilize both student and parent financial information supplied on the FAFSA to award need-based aid to those with both current and historical need. Over the past three classes, the percentage of the class receiving need-based gift aid has increased, and 42% of the most recent class received need-based aid, sometimes in addition to merit-based scholarship. The Law School has long maintained a commitment to awarding student aid not only on the basis of merit, but also need. This financial aid strategy ensures that students from low socioeconomic backgrounds are able to find opportunity within the Law School.

In addition, to assist with retention efforts of first generation students we have established a First Generations Advocates Program - <https://law.ucdavis.edu/first-generation-advocates/>.

Mission of the First Generation Advocated Program:

UC Davis School of Law is renowned for its supportive and diverse community and for its commitment to the ideals of social justice and equality espoused by Dr. Martin Luther King, Jr., in whose memory the law school building is dedicated. As part of this commitment, King Hall is dedicated to maintaining a welcoming environment for students of all backgrounds. King Hall's First Generation Advocates program was created to promote diversity and maximize the academic, professional, and personal success of students who are the first from their families to earn a college or professional degree as well as students from low-income backgrounds.

V.d. For established programs, how does your program compare with other programs in terms of gender parity? What is your strategy for promoting gender parity in your program? For new programs, how do you anticipate your program will compare with other programs in terms of gender parity, and why? What will be your strategy for promoting gender parity in your program?

The Law School student body is consistently more than half female over the last five years, and the most recent entering class is 58% female. The Law School supports student organizations that support and promote female law students, and more than half of its faculty are women. Over the past ten years, most law schools have roughly equal male-female classes despite the fact the greater legal profession does not demonstrate the same gender parity.

V.e. In the final year of your multi-year plan, how do you expect the composition of students in your program to compare with the composition identified in the table above with respect to underrepresented minority students, Pell Grant recipients, and gender? Explain your reasoning.

Given the Law School's long-standing commitment to matriculating diverse students (racial/ethnic, gender, socioeconomic), and the recent growth in the percentage of its students from underrepresented backgrounds, we remain confident that it can sustain and perhaps grow in its diversity. The Law School remains committed to its pipeline programs (e.g., KHOP, State Bar Community College initiative), outreach to diverse communities in recruitment, and need-based student aid program, all of which suggest the Law School will continue to remain one of the most diverse in the country.

V.f. In the following tables below, please provide details about the faculty diversity of the school or department that houses your program. (If the program is offered primarily by a single department, please provide data for that department. If the program is offered by a school, please provide school-level data instead. If the program draws faculty from multiple schools or departments, please include two tables for each school/department.)

Note: "All Faculty" represents academic appointees in a program of instruction and research that have independent responsibility for conducting approved regular University courses for campus credit. "Ladder Rank and Equivalent" faculty are faculty holding tenured or non-tenured titles in an appointment series in which tenure may be conferred. Academic title series that have been designated by the Regents as "equivalent" to the Professor series are termed equivalent ranks. Titles in the ladder-rank and equivalent ranks are also referred to as tenure track titles since they represent the titles which confer tenure or which permit promotion to tenure.

All Faculty (School or Department)**					Ladder Rank and Equivalent Faculty (School or Department)				
Ethnicity		2015-16	2016-17	2017-18	Ethnicity		2015-16	2016-17	2017-18
Black/Afr-American	Domestic	8.3%	7.7%	7.7%	Black/Afr-American	Domestic	8.6%	11.4%	6.3%
	International								
Chicano(a)/Latino(a)	Domestic	8.3%	7.7%	6.2%	Chicano(a)/Latino(a)	Domestic	2.9%	2.9%	3.1%
	International								
American Indian	Domestic	0.0%	0.0%	0.0%	American Indian	Domestic	0.0%	0.0%	0.0%
Asian/Pac Is	Domestic	23.3%	24.6%	27.7%	Asian/Pac Is	Domestic	31.4%	34.3%	37.5%
	International								
White	Domestic	58.3%	58.5%	56.9%	White	Domestic	54.3%	48.6%	50.0%
	International								
Other/Uknown	Domestic	1.7%	1.5%	1.5%	Other/Uknown	Domestic	2.9%	2.9%	2.9%
	International								
Percentage by Gender		2015-16	2016-17	2017-18	Percentage by Gender		2015-16	2016-17	2017-18
Female		46.7%	44.6%	44.6%	Female		48.6%	51.4%	46.9%
Male		53.3%	55.4%	55.4%	Male		54.4%	48.6%	53.1%

Source: UCD Academic Affairs Office

Note: Please note that the faculty diversity tables for each UC Davis program proposing to assess PDST do not include domestic and international subcategories. These subcategories have been removed to ensure that these tables do not reveal the identity of specific faculty members. UC Davis programs have included one figure for each ethnicity noted in the tables, capturing both domestic and international faculty.

V.g. What are your program's current and proposed efforts to advance the recruitment and retention of diverse faculty?

The Law School aims to foster a dynamic and engaging scholarly climate that is at once welcoming, inclusive, stimulating, and challenging. Essential to this endeavor is building and maintaining a diverse community of scholars. In our recruitment efforts, we have used affinity group listservs to ensure that our hiring announcements reach potential candidates who are members of groups historically underrepresented in the legal academy. We have also taken advantage of the scholarly networks of our current faculty members. These initiatives have been productive in the past, producing a diverse faculty that has been recognized for its scholarly and teaching excellence, and we intend to continue using the recruitment tactics that have worked in the past as well as developing new ones in our ongoing pursuit of inclusive excellence. Over the course of this year, we will welcome a diverse slate of candidates whom our Appointments Committee has identified through this process, and we anticipate that our offers will reflect the diversity of the candidate pool. These strategies have resulted in a high proportion of faculty who are minorities in the Law School's ladder rank and equivalent faculty.

Retention of diverse faculty members requires attention to faculty development and opportunities. The Law School seeks to promote scholarly growth through our workshop series, as well as support of faculty members' scholarly engagements in the larger community. Retention also entails consistent engagement with faculty members. It also requires consistent review of institutional support and compensation in order to identify any disparities, particularly disparities adverse to those who are members of groups historically underrepresented in the legal academy. Again, our maintenance of a diverse faculty is testimony to the effectiveness of our efforts, and we intend to continue and expand upon the methods that we have developed in the future.

The UC Davis School of Law's commitment to a diverse faculty is best described by Dean Kevin R. Johnson, Professor of Public Interest Law and Chicano/a Studies at UC Davis: <https://www.chronicle.com/article/HowWhy-We-Built-a/237213>.

VI. FINANCIAL AID STRATEGY AND PROGRAM AFFORDABILITY

VI.a. What are your financial aid/affordability goals for your program? How do you measure your success in meeting them? How will your financial aid strategies (e.g., eligibility criteria, packaging policy) help achieve these goals?

The Law School strives to **award as much aid as possible to as many students as possible**. We track the number of students qualifying for need-based aid in each entering class. All admitted students are eligible for student aid on the basis of need and merit, and we make these determinations independently. Therefore, academically talented students who are eligible for high merit awards and who also have need receive the most generous award packages of any students. To ensure that the students with the highest need, and coming from the most economically under resourced backgrounds, receive the largest need-based awards, the Law School reviews both student and parental financial information. It uses a three-tier need award process that awards the highest amount to the students with little to no financial resources. Need-based awards are rolled over into the subsequent academic year such that students know what their need-based support will be for all three years at the time of admission. In developing the student aid budget each year, continuing student funding is allocated first, with the remainder going to the incoming students.

The School of Law for the last three years have been working with third party student aid consultants to assist in managing the trends in student enrollment and aid packing. At the end of each admissions cycle the School of Law engages in an evaluation exercise with the consultants to measure the characteristics of the incoming class.

Graduating Class	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Percent with Debt	89%	85%	86%	82%	71%	70%	72%
Cumulative Debt among Students with Debt	\$100,380	\$108,102	\$101,859	\$113,302	\$114,118	\$101,867	\$102,907

Sources: UC: Corporate data - PDST Program Cumulative Debt 2018 0719.xlsx

VI.b. For established programs, please comment on the trend in the indebtedness of students in your program. What impact do you expect your proposed Professional Degree Supplemental Tuition levels and financial aid plan to have on this trend?

Indebtedness has not changed significantly in the past five years, but ours remains considerably lower, particularly compared to national debt levels of private institutions (<https://www.usnews.com/best-graduate-schools/top-law-schools/grad-debt-rankings>) and California Law Schools. The Law School uses incoming tuition dollars to fund much of its student aid budget (i.e., tuition paid is returned to the students in the form of scholarships and need-based grants).

With an increase in fees there could be an increase in debt taken on by UC Davis School of Law students. However, through counseling by our Financial Aid department we strive to educate students on financial literacy and working with a personal budget while in law school.

UC Davis traditionally ranks among the most generous schools with student aid and students carrying the least amount of debt (specifically in California).

	Graduates with Debt	2016-17 Average Debt at Graduation among Students with Debt	Median Salary at Graduation	Est. Debt Payment as % of Median Salary
This program	72%	\$102,907	\$78,000	19%
Public comparisons	79%	\$89,266	\$65,600	19%
Private comparisons	68%	\$111,108	\$132,500	12%

Sources: Provided by NALP organization Summary Report, <https://law.ucdavis.edu/career-services/statistics/>

UC: Corporate data

Comparison institutions: University of Washington, University of Minnesota, University of Indiana, Ohio State, Loyola Marymount, USC, Cornell, George Washington University, Boston, University, Fordham

Additional Comments: N/A

VI.c. Please describe your program’s perspective on the manageability of student loan debt for your graduates in light of their typical salaries, the availability of Loan Repayment Assistance Programs, loan repayment plans, and/or any other relevant factors.

The Law School’s commitment to maintaining low student indebtedness is evidenced through its programs like the Loan Repayment Assistance Program (LRAP), which the Law School self-funds entirely (and is currently considering expanding). The Financial Aid Office works to increase students’ financial literacy throughout their three years with programs on topics like understanding credit, developing a budget, and individual counseling around responsible borrowing. Student loan exit counseling educates graduates on the availability of income-driven repayment options and federal loan forgiveness programs. These efforts, along with a generous student aid budget, mean the Law School’s student indebtedness is the lowest among the UCs. Although 71% of the Law School’s graduates have some amount of debt, default rates amongst our graduates is low. Combined with improving employment rates, we anticipate that graduates’ student loan debt can continue to be manageable.

VI.d. Please describe any resources available to students in your program, while enrolled or following graduation, to promote lower-paying public interest careers or provide services to underserved populations. Examples may include targeted scholarships, fellowships, summer or academic-year internships, and Loan Repayment Assistance Plans.

UC Davis School of Law provides a number of resources to promote students and graduates to pursue careers in the public interest. Students who work for non-profit organizations or the government can apply for University of California's Office of the President (UCOP) Public Service Law Fellowships. These fellowships provide funding over the summer, which allow students to work with public interest organizations and government entities. These positions can lead to post-graduate positions in the field. In addition to the UCOP Summer Fellowships (used to fund the majority of our public-interest students), there are other fellowships the school sponsors to fund students over the summer. See e.g., <https://law.ucdavis.edu/career-services/public-service-fellowships/summer-information.html>.

The law school also provides opportunities for its graduates to secure one-year, post-bar fellowships with public interest organizations, government agencies, and with the campus. These are also primarily funded as UC Office of the President Post-Bar Public Service Fellowships. This program has been highly successful in launching public service careers for our graduates. In addition to these one-year fellowships, the school also provides some funding for those who may be volunteering with public interest organizations while they await bar results. Those seeking careers as public defenders often apply for and receive this funding.

Finally, beginning in 1990 the school adopted a Loan Repayment Program (LRAP) that assists a number of graduates who are pursuing post-graduate positions with non-profits or government agencies. <https://law.ucdavis.edu/financial-aid/lrap/>.

VI.e. Do graduates of your program who pursue public interest careers (as defined by your discipline) typically earn substantially less upon graduation than students who enter the private sector? If so, what steps does your program take to ensure that these careers are viable in light of students' debt at graduation?

In the legal profession, those pursuing public interest careers typically earn substantially less than those that seek positions in the private sector. In order to promote those seeking public interest careers, the school consistently has offered generous financial aid packages that allow our students to graduate with less debt relative to other law graduates in California. Also, as mentioned above, the school's LRAP program allows those seeking lower paying public interest careers to pursue those opportunities while paying a portion of their loan payments.

VI.f. Please describe your marketing and outreach plan to prospective students to explain your financial aid programs.

The Office of Admissions and Financial Aid, working as a single unit, offers extensive financial aid information, including details about scholarships, need-based grants, federal student loans, private alternative loans, and outside scholarships, as part of all its print, electronic, and website publications and in email communications. Portions of the website also detail resources available to special student populations (e.g., undocumented students who are eligible for all forms of law school-funded aid, international students, and veterans). See <https://law.ucdavis.edu/financial-aid/special/>. Admissions officers include information about the award ranges and awarding criteria in their group and individual counseling to prospective students (e.g., twice monthly information sessions, workshops for UC Davis undergraduates on evaluating financial aid packages, etc.). All admissions and financial aid staff are trained on our financial aid offerings and provide front line counseling to prospective students in-person, by phone, and over email. Our largest event for prospective students, the Fall Open House, includes a detailed presentation by our Director of Financial Aid.

Our website details the method for awarding both merit-based scholarships and need-based criteria, including instructions for completing the required need-based form (Free Application for Federal Student Aid). See <https://law.ucdavis.edu/financial-aid/prospective/applying-for-aid.html>. Throughout the admissions cycle, the Office sends reminders about upcoming financial aid application deadlines and posts information about outside scholarships to its admitted student's website.

VI.g. Does your program make information available to prospective students regarding the average debt and median salary of program graduates? If so, how does your program approach sharing this information? If not, why not?

As a public law school, the Law School takes seriously its obligation to educate prospective students on both the cost and value of the legal education it offers. As part of its annual reporting to the American Bar Association, the Law School publishes information about indebtedness that is also included in national law school rankings publications, like U.S. News Rankings. Information about graduates' salaries is posted on the Career Services portion of the website and is included in the Law School's recruitment catalog. See <https://law.ucdavis.edu/career-services/statistics/> and <https://law.ucdavis.edu/publications-broadcasts/files/2018-UC-Davis-School-of-Law-Catalog.pdf>. Admission and Financial Aid staff routinely include information about indebtedness, and the methods for repaying it (including our own LRAP), in its group and individual counseling.

VII. OTHER

VII.a. Please describe any other factors that may be relevant to your multi-year plan (such as additional measures relating to your program's affordability, measures that assess the quality of your program, etc.).

Our excellent professors produce good outcomes for all our students. We are ranked eighth in the nation in the number of federal judicial clerkships secured by our graduates. These are the most sought after positions to begin legal careers. Our inclusive faculty is recognized as the twelfth most influential (determined by citations) among US law schools, again even better than our current US News rank of 21. Finally, our student indebtedness is relatively low (73rd among all law schools) given our presence in a relatively expensive locale and our lack of endowment for scholarships. That lack of endowment is a function of our relative youth and lack of a long period of alumni cultivation and fundraising. We are escalating our fundraising, however, with a special focus on building a support network among alumni and other supporters that will hold down student indebtedness.

PART B

IX. STUDENT AND FACULTY CONSULTATION

The Regents' Policy on Professional Degree Supplemental Tuition requires each plan to include information about the views of the program's student body and faculty on the proposed multi-year plan, which may be obtained in a variety of ways. Campuses are expected to have engaged in substantive consultation with students and faculty only in the year in which a new multi-year plan is prepared. At the program level, consultation should include information on (a) proposed new or increased PDSTs for 2018-19 and multi-year plans for any proposed increases thereafter, (b) uses of PDST revenue, (c) PDST levels/increases in the context of total charges, (d) issues of affordability and financial aid, (e) opportunities and support to pursue lower-paying public interest careers, (f) selection of comparator institutions, (g) diversity, and (h) outcomes for graduates of the program (e.g., career placement of graduates, average earnings, indebtedness levels).

Consultation with students in the program (or likely to be in the program)

IX.a. How did you consult with students about the PDST levels proposed in your multi-year plan? Check all that apply.

- (For proposed new PDST programs and one year programs) A good faith effort was made to discuss the plan and solicit feedback from prospective students and/or students from a related program (please describe):
- Scheduled town-hall style meetings with students in the program to discuss the plan and solicit feedback
- Convened focus groups of students in the program to discuss the plan and solicited feedback

- Described the plan to students in the program via email, solicited their feedback, and reviewed the comments received
- Other (please describe):

The Assistant Dean of Administration meets with a student elected Budget Advisory Committee on a bi weekly basis to discuss the financial health of the UC Davis School of Law.

For the last six years, the School of Law at UC Davis has met with it elected students on the Student Budget Advisory Committee on a biweekly basis. The Senior Assistant Dean of Administration meets with the eight students to discuss resource allocation for the School of Law. Discussion topics for the Advisory Committee, include but are not limited to: student fees, faculty hiring, student services, financial aid (including LRAP), capital improvements, and overall financial position of the School.

The feedback provided by the students is essential to resource allocation and provides the student body input into decision making at the School of Law.

At the end of each year the Budget Advisory Committee provides and annual report.
<https://intranet.law.ucdavis.edu/community/budget/files/BPC-2015-16-Publication.pdf>

In addition, the School of Law provides a line item budget for the current fiscal year (and prior five years) on the Intranet, open to the entire School of Law community.
<https://intranet.law.ucdavis.edu/community/budget/files/Provost-Budget-Presentation-2018.pdf>

IX.b. Below, please provide a summary of student feedback acquired during the opportunities for consultation selected above. If students provided written feedback, please also attach that feedback to this document. Lastly, please describe below any proposal changes that resulted from this feedback.

The School of Law administration has engaged with students about the PDST proposal in a variety of ways. For example, on October 30th, 2018 in Room 1002, the Senior Assistant Dean for Administration held a “Brown Bag” with the student body to discuss the budget and fee proposal. As described in section IX.a under “Other,” the administration also engages with the student body on a biweekly basis to discuss all financial items related to the management of the School, including numerous discussions on fees.

Specifically, the School of Law administration consulted with the Budget Policy Committee. The Committee is a group of UC Davis Law School students who are interested in the financial integrity of King Hall. Members are elected or appointed in order to

represent the diverse views of the King Hall student body. The Committee is comprised of seven voting members: two 3L members, three 2L members, and two 1L members in order to keep an odd number of votes for clear majority. The eighth member is the LSA President, who is a non-voting member. Through this process, the BPC raised questions about the budget and fee increases, which the administration responded and provided to the BPC on October 8th. As documented in Attachment A that also includes responses to BPC questions, the elected student budget committee was in agreement with the budget plan and the proposed increases to the PDST as *“necessary to regain financial stability, maintain institutional standing, and allow the school to continue investing in what makes King Hall great: top-tier faculty, a high-achieving, diverse student body, and the King Hall campus.”* The proposal was not changed based on student feedback.

On December 8th, the GSA (Graduate Student Association) President and LSA (Law Student Association) President at UC Davis sent an email to the Graduate Student Executive Committee and law students that stated that the law school was seeking a 5% increase in PDST next year and a 3% increase in the following years. The email was sent during finals weeks and was not received well during Finals week, a typically stressful time for law students.

- There was a consistent theme of disappointment among students regarding the 5% and 3% increase.
- There was a consistent theme of displeasure among the students regarding the timing to solicit feedback.
- There was concern over the increase in the 1L class from 180 students to 200.
- There were comments regarding the economics of law school vs. other UC Law Schools and other Professional Schools at the Davis campus.
- There were comments regarding the use of the additional revenue. Some thought the additional revenue should be directed towards Careers Services, student aid, and public interest students.
- Many of the comments focused on the campus closure before finals week.
- Many of the comments were concerned about the additional debt that will be incurred.
- There were comments regarding the differential in resident and non-resident increases.

Through the consultation process, the School of Law changed the non-resident increase to 5% from 3% on PDST fees. The 5% increase in year 2019/2020 is consistent with the increase proposed to California residents.

IX.c. In addition to consultation with program students and faculty, please confirm that this multi-year plan has been provided to the campus graduate student organization leadership and, if applicable, the program graduate student organization leadership. Each program is also encouraged to engage campus graduate student organization leadership (i.e., your GSA president) in the program's student consultation opportunities. The program should provide graduate student leadership with an opportunity to provide feedback on the proposals. Full comments or a summary of those comments must be provided by the program.

Plan shared with Jonathan Minnick on 11/09/2018.

Campus graduate student organization (i.e., your campus' GSA president)

Comments or feedback was provided.

Comments or feedback was not provided.

Nature of feedback or full comments: See summary of student response in section IX.b.

If applicable, plan shared with Law School Budget Policy Committee on 11/09/2018.

Program graduate student organization (i.e., your program council or department GSA)

Comments or feedback was provided.

Comments or feedback was not provided.

Nature of feedback or full comments: See Attachment A.

Consultation with faculty

IX.d. How did you consult with faculty about the PDST levels proposed in your multi-year plan? Check all that apply.

Agenda item at a regularly scheduled faculty meeting

Scheduled town-hall style meetings of faculty to discuss the plan and solicit feedback

Convened focus groups of faculty in the program to discuss the plan and solicit feedback

Described the plan to faculty in the program via email, solicited their feedback, and reviewed the comments received

Other (please describe):

IX.e. Below, please provide a summary of faculty feedback acquired during the opportunities for consultation selected above. If faculty provided written feedback, please also attach that feedback to this document. Lastly, please describe below any proposal changes that resulted from this feedback.

On October 11th, 2018 in the Faculty Workroom the Senior Assistant Dean for Administration provided a presentation to the faculty on Budget and Fees. There were limited questions regarding the proposed fee increase. There were only a few questions brought forward by the faculty:

- Understanding of the economic model for the School of Law. After presenting the revenue streams to the School of Law, many faculty were surprised by the minimal support provided through “state funds”.
- Comment on staffing levels for the School of Law – we are well below our counterparts in the UC system, specifically in faculty support.
- Discussion on other revenue streams for the School of Law, such as grants and philanthropic giving. Faculty were interested on how we could assist their research proposals.
- Discussion on the funding for the Centers and Clinics.

<https://intranet.law.ucdavis.edu/community/budget/files/Provost-Budget-Presentation-2018.pdf>

IX.f. Please confirm that this multi-year plan template was provided to the campus Graduate Dean and endorsed by the Chancellor.

Plan shared with Jean-Pierre Delplanque on November 08, 2018.
Graduate Dean

Plan endorsed by Gary S. May on November 26, 2018.
Chancellor¹

¹ Per the *Policy on Professional Degree Supplemental Tuition* Section 4, found at <http://www.universityofcalifornia.edu/regents/policies/3103.html>

Attachment A: Student Consultation – Budget Policy Committee

Budget Policy Committee Fall Semester Review (Joshua Varinsky, 3L Chair of the 2018 BPC, November 9th, 2018)

BPC Fall 2018 Semester Review – Summary of Fees

The Budget Policy Committee (“BPC”) is a student committee composed of two members from each class. BPC meets bimonthly with Dean Burns, King Hall’s Senior Assistant Dean of Administration (or as we call him, “Dean of Finance”). The purpose of BPC is to create transparency between the administration and the student body. BPC strives to understand how school revenues and expenditures further the culture of King Hall and impact the school’s national standing.

BPC has spent much of this past semester reviewing King Hall’s five-year financial projections. In the coming years, the administration plans to nominally increase tuition and decrease student aid. BPC has been committed to understanding why budgetary changes are necessary and all potential adverse impacts. When law school applications went down in the wake of the recession, like many other law schools King Hall froze tuition and invested heavily in students. While necessary at the time, this model was only sustainable for so long. King Hall currently faces a structural deficit, cost of living has continually increased, and other UC law schools are now also planning to raise tuition (even more than King Hall’s proposed increases). After many discussions with Dean Burns, BPC believes King Hall’s proposed budget plan is necessary to regain financial stability, maintain institutional standing, and allow the school to continue investing in what makes King Hall great: top-tier faculty, a high-achieving, diverse student body, and the King Hall campus.

Please, write or talk to us anytime. We are here to explain, and we are more than happy to seek answers to any questions you might have. Other matters BPC stays informed of include: The Loan Repayment Assistance Program (“LRAP”), King Hall’s admissions’ process, faculty and staff expenditures, and all other factors which go into U.S. News & World Report law school rankings.

A few other facts BPC has learned about King Hall and law school finance:

1. King Hall students consistently graduate with lower debt levels relative to other law schools.
2. King Hall maintains strong bar passage rates and job numbers post-graduation.
3. Why is law school so expensive? Beginning in the 1970s, state funding to the UC system has steadily decreased, which has led to higher tuition rates and more financial burden on students.² Graduate programs disproportionately experienced the effects of the decreases in state support to higher education.

Please do not hesitate to contact us with any questions or concerns. Good luck with finals everyone!

² Public Policy Institute of California, *Defunding Higher Education* (2012) at 4, available at <http://www.ppic.org/publication/defunding-higher-education-what-are-the-effects-on-college-enrollment/>.

1L Reps: Allie Anderson and Daniel Zales
2L Reps (Co-chairs): Alison Corn and Paul Tracy
3L Reps: Josh Varinsky and Sara Taylor

Response to BPC Questions Budget/Fee Increases Provided on October 8th, 2018

Comment/Question: With tuition increasing and student aid decreasing, what is the anticipated impact on King Hall's school ranking? This is BPC's main concern.

Response: *As mentioned in our discussion last week, this is tough to determine. The level of tuition is not part of the US News methodology. Student aid is also not part of the methodology used for the US News Rankings. methodology used by US News for Ranking Law Schools.*

<https://www.usnews.com/education/best-graduate-schools/articles/law-schools-methodology>

- *Quality Assessment (Peers, Judges, Lawyers)*
- *Selectivity Assessment (LSAT, GPA, Acceptance Rate)*
- *Placement Success (Jobs, Bar Passage)*
- *Faculty Resources (Faculty/Student Ratio, Expense per student, Library)*

The School of Law is increasing fees and decreasing student aid to create a more sustainable economic model for the School of Law. With increased financial stability, the School will be able to make strategic investments to increase in the rankings. Investments from Professional Degree Supplemental Tuition (PDST) might include, but not be limited to: career services, faculty recruitment and retention, academic support, clinical education, LRAP, etc.

Comment/Question: How does King Hall's plan to steadily decrease student aid while increasing student fees compare to competitor school's financial plans? When the financial changes stabilize over time, how will King Hall's general student aid levels compare with those of competitor schools?

Response: *Again, this is tough to forecast. I can say anecdotally that many law schools around the country including the UC law schools (UCLA, UCI, Hastings and Berkeley are all looking to "right size" the merit aid program for their institution. Currently, the UC Davis School of Law has some of the highest levels of student aid available.*

Comment/Question: How will the decrease in student aid affect the distribution of need-based aid and merit-based aid?

Response: *The gradual decrease in student aid will affect the merit-based aid not the need-based aid for the student body.*

Comment/Question: BPC recognizes, and is proud of, King Hall's commitment to maintaining a diverse student body and how it distinguishes itself in this area. Nonetheless, BPC is curious; does such a priority affect admissions standards? In other words, does King Hall have to accommodate lower LSAT scores and lower GPAs to accomplish its diversity goals?

Response: *No, the School admits students based upon a holistic review.*

Comment/Question: King Hall students generally graduate with less student debt than competitor schools. How will planned financial changes impact this statistic?

Response: *I am not sure how this will impact the School of Law's statistics for being a leader in student aid. As mentioned in question #2, I believe that Law School's nationally will be reducing merit based aid programs. The School of Law has been and will continually be committed to access and affordability for all its students.*

Comment/Question: There is a perception in the King Hall student body that the administration and career services could improve at encouraging and fostering private sector employment opportunities. Admittedly, this perception may be poorly informed, as many King Hall students go into the private sector after graduating. Nonetheless, King Hall does have a public interest brand, which allows it to capitalize on the many available public sector opportunities in Sacramento. BPC lauds King Hall's established pipeline to public interest jobs, but BPC is also interested in knowing how the administration goes about striking a balance between promoting both private and public sector employment opportunities. There are many King Hall students focused on obtaining private sector employment, and apparently, some believe their interests are not being fairly represented.

Response: *Yes, the School of Law support students interested in pursuing a career public interest. However, listed below are the opportunities that the Career Services Office does to promote private law opportunities:*

- *Fall OCI – which actually takes place the first week of August and into September.*
- *The Office spends significant time in recruiting new employers each year and we have increased the numbers attending over the last several years.*
- *We also provide line-by-line review of applications materials for any applications with private sector firms.*
- *We put on a mock interview program where we match students with alums that want to work in the private sector – it is not limited to private sector, but those participating in OCI (mostly firms during the first week participate).*
- *CSO staff and the Dean attend alumni events up and down the state to meet with potential employers – most working at firms*

– the goals of these meetings are to increase opportunities for students.

- *Five years ago, we started the small and midsize firm fair which brings another 40+ firms onto campus to meet with students – a number of students/graduates received their jobs through this fair.*
 - *The CSO staff is comprised of 5 attorney counselors – 80% with law firm backgrounds.*
 - *Staff also helps promote and attends the KHIPLA spring mixer in Silicon Valley, which attracts over 100 people.*
 - *We work on 1-1 with all students, but for those seeking private sector opportunities outside of our major markets we come up with an individual strategy.*
 - *We work very closely with 1L students on diversity opportunities with great success that are sponsored by private firms, companies and bar associations.*
 - *We invite speakers from firms to come onto campus as well to discuss their firms and interviewing strategies.*
-

Comment/Question: Summary: Mainly, BPC is concerned that the financial changes will negatively impact the school's ranking. How much concern is there in the administration about this possible consequence?

Response: *The administration is mindful of the US News Rankings. The School of Law at UC Davis is continually evaluating opportunities to invest in faculty, students, programs, etc. to advance the School of Law in scholarship, instruction, career services, bar passage, service to the public and other metrics used in the US News Methodology (as listed above).*