Dear College of Law Faculty, Staff and Students,

A comprehensive assessment of University of Arizona administrators is conducted every five years to evaluate performance to date, uncover any unaddressed systemic concerns, and review long-range goals and objectives. A review of College of Law Dean Marc Miller was conducted in 2022. The following is a summary of the process and findings.

Nominations for the Review Committee were solicited from College of Law stakeholders (students, staff, faculty, alumni, donors). The committee was appointed by Provost Folks. Members included:

- Bruce Johnson, Dean of the College of Education, Committee Chair
- Albertina Antognini, Professor of Law, College of Law
- Daniel Bowman, Graduate Student, College of Law
- Tessa Dysart, Assistant Director of Legal Writing & Clinical Professor of Law, College of Law
- Corrina Lunn Eklund, Assistant Director for Stewardship/Donor Engagement, College of Law
- Christine Thompson, Alumna and Past President of the Law College Association
- Rebecca Tsosie, Regents Professor of Law, College of Law
- Heather Whiteman Runs Him, Associate Clinical Professor & Director of the Tribal Justice Clinic, College of Law

The Committee sought input from university leadership, faculty, staff, students, alumni, and community members to assess the performance of Dean Miller. We are sincerely grateful to the committee members for their service, and to the many that contributed to the review.

The committee reviewed the following inputs:

1. A self-study submitted by Dean Miller.
2. An administrator-review survey was distributed to faculty, staff, and relevant constituents (students, staff, faculty, community members, supervisees, and supervisor).
3. Forums conducted via Zoom allowed respondents to meet individually with members of the Committee and give confidential feedback.
4. Other input and feedback received by the Committee.

Major Changes and Initiatives

Dean Miller has overseen several major changes and initiatives. His administration has:

- Implemented new degree programs such as the B.A. in Law, the Master of Legal Studies (MLS) for non-lawyers, the Master of Professional Studies in Indigenous Governance (MPS) for lawyers and non-lawyers, expanded online LLM options, and offered new professional certificates. These various offerings are delivered in-person at multiple locations (including Tucson; Chandler; Qingdao, China; Phnom Penh, Cambodia; and Hanoi, Vietnam), in online formats, and through creative partnerships with both public and private entities.
- Responded to declines in the first-time bar passage rate by creating a professionalism and bar-success program; adding personnel, including a director of bar success; modifying student-course
pathways and student advising; and collaborating with alumni to provide students with stipends for bar review.

- Overseen a steady increase in at-graduation employment numbers, from a low of 39.6% in 2015 to a high of 78.0% in 2021.
- Ensured that generational changes in core faculty did not injure the College’s academic reputation. As longtime faculty have retired, the College has hired new, highly regarded faculty in response. In 2021, the College’s faculty was the 8th most cited public-law-school faculty in the country and the 27th most cited of all U.S.-law-school faculties.
- Transformed the national law-school admissions process by being the first law school to use the GRE as an alternative basis for JD admissions. Over 70 law schools have followed the College’s lead and now accept the GRE as an alternative to the LSAT.
- Responded to U.S. News rankings by building and annually updating a detailed, data-based model that provides strategic insight into which marginal changes can have the greatest impact.
- Lowered tuition and created a fixed-priced JD tuition model that has increased non-resident applicants (over 80% of all applications) and matriculants (over 60%) and has created an influx of students committed to public-service careers.
- Innovated, developed, and strengthened numerous partnerships within the University and with external private and public entities.
- Transformed the College’s budget model by diversifying and expanding revenues while strategically managing costs to positively impact the goals of the College and University.

Conclusions

- Dean Miller has an innovative approach that has resulted in the creation of many successful new programs and initiatives.
- There are concerns that the focus and energy on non-J.D. programs is taking attention away from the J.D. program, which is of foundational importance.
- There is a desire for improved internal communications from the Dean and his staff, especially regarding the many innovative programs that the College is pursuing.

Recommendations

We recommend that Dean Miller devote attention to three specific areas:

1. Emphasizing the primacy of the J.D. program as a key driver of COL’s reputation.
2. Improving internal communications between himself and internal stakeholders.
3. Increasing focus on strong faculty governance and shared governance processes.

The Office of the Provost looks forward to supporting Dean Miller and the College of Law in all of these efforts.

Sincerely,

Liesl Folks (SVPAA and Provost) and Bruce Johnson (Dean Emeritus College of Education)
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The University of Arizona's Tucson campus is located on Tohono O'odham Nation homelands and the lands of the Pascua Yaqui Tribe.

The University of Arizona Purpose & Values:
Working together to expand human potential, explore new horizons and enrich life for all.

Integrity • Compassion • Exploration
Adaptation • Inclusion • Determination