



The University of Denver seeks nominations and applications for the position of Dean of the Sturm College of Law.

The Sturm College of Law

The Sturm College of Law is a key professional/graduate unit of the University of Denver (known as DU) and is a leader in U.S. legal education. Founded in June 1893, the Sturm College of Law is now ranked 67th in the nation (up one spot from last year, 13 spots in five years, 21 spots in seven years, and 28 spots in ten years). It offers programs of national distinction: environmental and natural resources law is ranked 22nd, tax law is ranked 24th, part-time legal education 10th (up two spots from last year, and eight spots in five years), clinical experience is ranked 14th (the same as last year, and up 11 spots in five years), Lawyering Process legal writing program was ranked #7 (up one spot from last year, and up 12 spots in five years); and there are growing strengths in intellectual property, workplace law, and public interest law. All these nationally recognized programs have drawn both students and faculty to the law school community. Sturm has made major strides on many dimensions over the past several years and is well positioned to take on the challenges confronting legal education in the future.

Together with DU's Institute for the Advancement of the American Legal System, it has been instrumental in creating the Educating Tomorrow's Lawyers program, which is dedicated to disseminating and enacting the learnings of the Carnegie Report on Legal Education. Other important innovations include the first ever Modern Learning chair and first Associate Dean for Diversity and Inclusiveness in the U.S. The first year program, with emphasis on the lawyering process, is especially strong. Over twenty-five years ago, DU Sturm College of Law converted its first-year legal research course into the Lawyering Process Program, a broader legal writing, research, and skills course simulating practice in a law firm or similar legal environment. In this program, students learn the fundamental tools of lawyering: analyzing and solving legal problems, and communicating the results in clear legal form. In their second and third years, students expand on this foundation through required advanced legal writing courses and elective experiences in clinics, seminars, moot courts, law reviews, and advanced legal research classes. Experiential learning opportunities are being embedded in each year of the curriculum, as described more fully below. The college also has one of the best professional mentoring programs in the country, which matches every student who wants one with a mentor for their three years in school and for two years after graduation. Faculty and students are also drawn to the college of law because of the strengths of interdisciplinary programs, including its collaborations with the Daniels College of Business, the Josef Korbel School of International Studies, the Daniel Felix Ritchie School of Engineering & Computer Science, and other graduate programs of the university.

The 42 full-time tenured and tenure-track faculty members graduated from the most highly ranked law programs in the nation, and many served as law clerks to federal and state judges. Their scholarship is notable and is regularly published in leading law journals (the college's Roger Williams Scholarly Reputation score increased from 2.86 to 4.19 in five years and the

U.S. News Peer Assessment Rankings increased from 74th in the country to 58th between 2008 and 2014).

The Sturm College of Law is driven by values. The college is determined to assure that all students with the capacity and character to succeed in the law are afforded the opportunity to be a part of the college community, without being unduly limited by financial ability. Graduates are dedicated to upholding the highest ethical standards of the profession and bring a strong commitment to community service; this is reflected in a requirement that students volunteer 50 hours of uncompensated law-related service as a prerequisite for graduation.

In 2003, the Sturm College of Law moved from a separate campus to the state-of-the-art Frank H. Ricketson Jr. Law Building on the DU campus, which has allowed for increased integration of the most sophisticated classroom technology, including the utilization of CaseMap - a program designed to organize facts and legal research that is used by law professionals nationwide. This stunning building has been characterized as one of the greenest facilities in law education and was the first to receive the LEED Gold Award. The new facility, and a central campus location, has transformed the physical learning environment and nature of interdisciplinary collaboration within the university community.

The students at the Sturm College of Law are diverse - 21 percent are underrepresented minorities. For the 2015 entering class, median LSAT score is 157 and the median undergraduate grade point average is 3.43. The student culture is strong: students are highly supportive of each other and of their college. Nearly three quarters of all law students combine coursework with practical legal experience outside the classroom. A wide range of co-curricular and internship opportunities are available: students can participate in clinics, edit a journal, join a trial advocacy or moot court team, and start a student organization - building resumes, skills, and networks.

The University of Denver and its Sturm College of Law benefit from a hybrid Responsibility Center Management budget system, and revenues supporting the college are drawn from tuition as well as gifts and endowment. The college has more than 17,400 living alumni of record, 58 percent of whom now reside in Colorado. In 2004, recognizing the college's academic mission, quality and aspirations, Donald L. Sturm, LLB'58, and his wife, Susan M. Sturm, pledged \$20 million to the college, which was then renamed the Sturm College of Law. The gift was the largest single donation in the 112-year history of the college and one of the University of Denver's largest gifts.

Since adoption of the [2009 Strategic Plan](#), the Sturm College of Law has achieved tremendous success, both internally in terms of the initiatives and innovations it has successfully implemented, and externally, in terms of the recognition it has received. The 2009 Plan also helped achieve success in other core areas, including fundraising, diversity and inclusive excellence, graduate employment, and bar passage. Details can be found [here](#).

The 2009 Plan contained two core initiatives:

The *Modern Learning Initiative*, which committed to build capacity and quality in integrated experiential learning. As part of this initiative, Denver Law implemented a broad range of experiential offerings built on the Experiential Advantage Curriculum™; it created the Live Client Guarantee™ and Carnegie Integrated Courses; and it developed a New Community Economic Development Clinic, an intensive Semester in Practice Externship, and an Immersion Semester in the Criminal Defense Clinic.

The *Specialization Initiative*, which committed to build subject matter expertise in five areas (international, corporate/commercial, constitutional, environmental/natural resources, and employment). To implement this, Denver Law created six certificate programs to demonstrate expertise in corporate and commercial law, constitutional rights and remedies, environmental and natural resources law, international law, workplace law, and intellectual property law; it created dual degree programs (JD/LLMs) in environmental and natural resources law, international business transactions, and tax; it welcomed the relocation of the Journal of Energy and Natural Resources Law to Denver Law; and it began the nationally recognized Race to the Bottom blog in Corporate & Commercial Law Program.

In response to serious challenges in bar passage results in 2004-06, an intensive program was developed starting in 2008 with strong results since:

- Created and implemented data-driven initiatives to improve bar passage rates, including a new admissions and financial aid policy, more stringent requirements for students, and a post-graduate bar study program.
- Bar passage rate up 18 percentage points, from 10 points below state average in 2005 to 8 points above state average in 2014-15. The annual pass rate for DU graduates was 67% in 2005; it is now regularly between 85% and 90%.
- Denver Law was recognized as one of the most-improved law schools in bar passage by the *National Law Journal*.
- Alumni who were extremely unhappy with bar passage rates have gained confidence in the law school and are re-engaged.

2014 in Review

2014 was a strong year for the Sturm College of Law. Highlights include increased national recognition, continued improvements in bar passage and job placement, innovative new programming, distinguished visitors, and successful diversity initiatives. Details can be found [here](#).

2015 Strategic Plan

The Sturm College of Law adopted a new 2015 strategic plan that was built upon market data and feedback from key stakeholders. The plan builds upon the strengths of the 2009 Plan and positions the college, with the new dean's leadership, to anticipate and shape future strategic initiatives in response to the accelerating pace of change in legal education and the profession, as well as being an integral part of the University's new strategic plan. The 2015 plan includes three primary goals: Creating Practice-Ready and Professionally Empowered Graduates, Connecting with the Legal Community, and Producing High-Impact Scholarship. The college also recommitted to excellence in Diversity and Inclusiveness, Preparing Students for Globalized Practice, High-Quality Legal Education for non-JD Students; and Bar Passage. Details can be found [here](#).

The University of Denver: An Overview

Founded in 1864, DU is the oldest independent university in the Rocky Mountain region. It has become one of the West's premier private universities, recognized for its commitment to the public good, and for its track record of training thoughtful and creative leaders for the professions, public service, and entrepreneurship. With its dedicated faculty and staff and high-achieving students, the University plays an integral role in the cultural, social, economic, and educational life of the region, and increasingly beyond. The University highly values inclusive excellence, recognizing that its success is dependent on how well it values, engages, and includes the rich diversity of constituents in all it does. (Please visit <http://www.du.edu/cme/resources/inclusive-excellence.html> to learn more.)

The University of Denver is an independent, doctoral-granting research university with high research activity and extensive global reach. *U.S. News and World Report* lists the University of Denver among the nation's top 100 universities. The University enrolls nearly 12,000 students from all regions of the United States and 76 other countries in its distinguished undergraduate, graduate, and professional programs. With 71 percent of undergraduates participating in a university-funded study abroad program, the University of Denver is ranked No. 1 in the nation among doctoral and research institutions for international study experiences.

In fall 2015, there are 5,798 undergraduates and 6,074 graduate students. While 32 percent of the class is from Colorado, the majority of students are from out-of-state; 6 percent of students are international. Women comprise more than half of the class (55 percent); 22 percent are domestic minority.

The University's academic programs are organized into eight schools and colleges. Each program features cutting-edge curricula, professor-led courses, and access to the latest tools and technology. The 11:1 student-to-faculty ratio and small class sizes allow for personalized instruction as well as diverse opportunities for research, exploration, and critical thinking. There are 696 full-time appointed faculty members, of whom 90 percent have earned the highest degree in their fields.

The University of Denver campus is known throughout the region as a laboratory for 21st century learning. Its 125-acre campus nests in a residential neighborhood just minutes from downtown Denver, and many of its buildings are local landmarks. During the last 20 years, the University has invested more than \$624 million in the construction and substantial renovation of ten buildings. New buildings are currently under construction for the Daniel Felix Ritchie School of Engineering and Computer Science and the Josef Korbel School of International Studies, both of which will be ready for occupancy in 2016. The entire campus is also designated as an arboretum.

The University has total revenues of \$450 million and total endowment assets in excess of \$651 million. Thanks, in part, to its sound fiscal management, its outstanding faculty and high-achieving students, and its growing stature nationally (the institution has made frequent appearances on *U.S. News and World Report's* list of up-and-coming universities), the University has increasingly been regarded as a good investment for donors and philanthropists. In 2014, the University completed its most successful fundraising campaign in its history, ASCEND: The Campaign for the University of Denver, securing nearly \$490 million for its priorities.

The University also benefits from an incredible setting. With 300 days of sunshine a year, there are plenty of reasons to get outside. Not only is Colorado the country's most popular ski destination, it also is home to four national parks, 42 state parks, and many outdoor recreation areas for boating, hiking, camping, swimming, snowmobiling, bird-watching, world-class fishing, hunting, and biking. As a result, Colorado has the fittest and leanest population in the nation. DU students, faculty, and staff draw on the great outdoors and on the vibrant city of Denver for a diverse array of recreational opportunities, cultural attractions, and sporting events.

In recent years, Denver has emerged as an attractive destination for an increasingly diverse and talented workforce; it is the fastest growing city for millennials and entrepreneurs. Metro Denver has a population of 2.7 million people, with a growth rate that has consistently outpaced the national rate every decade since the 1930s. Denver has one of the nation's strongest metropolitan economies; median household income in the metro area is 15.6 percent higher than the national median income.

About the Chancellor

The University's new chancellor, Rebecca Chopp, PhD, is starting her second year and comes from Swarthmore College in Pennsylvania. There she served as president and passionately upheld the College's longstanding commitment to admitting the most highly qualified students without regard for their financial circumstances. Before joining Swarthmore, Dr. Chopp served as president of Colgate University, where she led a comprehensive strategic plan that expanded the University's academic space, strengthened academic programs, and developed new interdisciplinary centers. She also served as provost and executive vice president for academic affairs at Emory University and as a dean at Yale University. Dr. Chopp is a widely published author and editor. A native of Kansas, Dr. Chopp received a BA from Kansas Wesleyan University, an MDiv from St. Paul School of Theology, and a PhD from the University of Chicago. Each of her alma maters has honored her with distinguished awards, and she has received six honorary doctorates from other colleges and universities. Chancellor Chopp's biography can be found at <http://www.du.edu/chancellor/chancellorbio/>.

In her first year at DU, Dr. Chopp embarked on the Imagine DU Process, a listening tour engaging over 2,500 members of the DU community—students, faculty, staff, alumni, and friends—as well as business and civic leaders in the Denver metro area, to learn more from each other about how DU can best fulfill its mission in a fast-changing world. Over the summer, as part of Transformative Directions, DU created a draft plan based on those conversations and research from around the country. The resulting vision—called [DU IMPACT 2025](#)—is now available, and the community is now in the process of providing feedback so that leadership can refine the document before finalizing its strategy for the future. The Sturm College's 2009 strategic plan anticipated many of the key directions of DU IMPACT 2025.

The Provost

The Dean reports to the Provost and Executive Vice Chancellor Gregg Kvistad. Dr. Kvistad has served the University of Denver as a professor and administrator for more than two decades. In 1992, Dr. Kvistad became chair of the University's political science department and served in that capacity for six years, until he was named the dean of the Division of Arts, Humanities and Social Sciences. He continued as dean until 2006, when he was named the University's chief academic officer. Dr. Kvistad's academic career began at the University of Minnesota, where he received his bachelor's degree in political science. He then moved to the West Coast to pursue his graduate studies in political science at the University of California, Berkeley, where

he received his master's and doctorate degrees. Dr. Kvistad's research areas are comparative politics and political economy.

The Role and Responsibilities of the Dean of the Sturm College of Law

The Dean will set the standard for the intellectual engagement and accomplishments of the faculty of the Sturm College of Law, provide strategic vision and operational leadership to all aspects of the academic and scholarly program, and nurture an environment and community that supports the college's faculty and students. In particular, the dean will assure that the college continues to serve its students with academic programs of the highest quality and effectiveness, building professional and ethical character, and promoting excellence through diversity in programming, and faculty and student recruitment. Supporting the college's research mission, the dean will promote opportunities to advance the scholarly activities of the faculty, including the opportunities that interdisciplinary approaches afford. In pursuing these responsibilities, the dean will work collaboratively with the Chancellor and Provost and with vice chancellors, other deans and department chairs at the university to develop and carry out the broader strategy of the university and to engage with Denver, the region, and beyond.

The Sturm College of Law has been an innovator in legal education and there are significant opportunities to strengthen its place in the national landscape, working in collaboration with the faculty of the College of Law and the greater DU community. Among other priorities, the new dean will be expected to:

Continue to drive innovation

The college has built a strong foundation for further innovation under the dean's leadership, in alignment with the overall strategic plan for the University and in response to continuing and accelerating change and challenges in legal education and the profession. A continuing array of outstanding programs will further shape the strategic identity for the Sturm College of Law as a leader in the experiential learning movement and other areas, and increase its impact nationally and internationally. The dean will be an inspiring leader, sharing vision, strategy and tactics with the faculty, who have already been highly engaged in strategic thinking and in working together to define new priorities for the college and achieve them. The dean will also have a keen sense of developments in the legal profession and drive and facilitate innovations in the college of law that anticipate the constantly changing needs of the legal profession and society.

Lead the development of new resources

As is true in institutions across the nation, funds raised externally will be required for new initiatives and to complement the resources provided by tuition. Donors have provided strong support for the work of the college and are committed to continuing to do so. The dean will be a successful and energetic leader in the fundraising effort for the college, working in conjunction with the faculty, the advisory board and university advancement, fostering excellent relationships with donors and building new ones. The dean will also drive efforts to expand and diversify the offerings of the college of law to enhance the revenues of the college.

Provide Leadership in Interdisciplinary Collaboration

Cross-unit, interdisciplinary initiatives are at the heart of DU's new strategic plan. The dean, as a key leader of DU, will play a critical role in the investigation, initiation, and development of such initiatives. At the same time, the dean will lead the continued development of truly integrated, cutting edge interdisciplinary programs with the Daniels College of Business, the Josef Korbel School of International Studies, the Daniel Felix Ritchie School of Engineering & Computer Science, and other academic units including the Graduate School for Social Work, the Colorado Women's College, and the Divisions of Arts, Humanities and Social Sciences to support the education of students whose careers will demand a blend of these areas of study.

Continue to raise the visibility of the college and focus on its key constituencies

In recent years, the Sturm College of Law has reconnected with its alumni and focused attention on their professional interests and commitment to the college. The dean will lead in continuing to strengthen the national reputation of the college, significantly elevating all elements of its profile within the academic legal profession, with alumni, within the regional and national legal communities, and among donors and supporters. The dean will also extend the engagement of the college with the communities of which it is a part and deepen its impact on those communities: the scholarly legal community, the legal profession, the judiciary, the citizens of the state and the region, and beyond.

Lead and inspire diversity and inclusiveness efforts

Law schools in the 21st century must embrace the mission of educating future lawyers by equipping them with the tools necessary to be successful in meeting the needs of an increasingly multicultural society. The Dean will work closely with faculty and staff to ensure that principles of inclusive excellence are firmly embedded in every aspect of the student experience, including admissions, operations, academic programs, student services, and career and professional development initiatives. The Dean will continue ongoing efforts to engage the entire DU community in creating an environment where every student can reach his or her full potential.

Inspire and support excellence in teaching and evaluate programmatic outcomes

The Sturm College of Law places a high value on excellence in teaching. The faculty takes special pride in the first-year Lawyering Process program at the college that prepares students to understand the law broadly and develop as ethical professionals. They also take pride in teaching students to master competence in the practical skills required in the law. The internships and clinical experiences that are an essential part of the curriculum are distinctive at the college for this focus. The dean will lead the faculty in the development of new methods for teaching and learning within the college, further developing the academic and mentoring relationship among faculty and students, and reinforcing the college as a positive force within the national movement to reform and renew legal education. Teaching and programmatic success will be assessed and measured by results: graduates practicing with high ethical standards, increased diversity in the workforce, even higher bar passage rates, employment after degree completion and the pride of the legal community hiring graduates, and other key assessment factors linked to stated learning outcomes.

Further strengthen faculty scholarship and the intellectual climate

The Sturm College of Law has a faculty that strongly embraces the scholar-teacher model (with each endeavor informing and improving the other) and the value of impact – that their work should change the world, whether in law, policy, or both. The university and the college expect a rich intellectual climate among those who form the college of law community, an array of legal experience, and a robust network of partners in the fields of legal practice, to provide the ideal climate in which students learn. While faculty productivity has doubled in the last five years, the dean will continue to inspire and encourage scholarship and innovation as essential characteristics of the faculty of the college of law.

Desired Qualifications and Characteristics

The dean of the Sturm College of Law at the University of Denver will be an energetic, confident, and entrepreneurial leader who can build on the momentum and successes of the college to date, continue to inspire the faculty and students with a sense of pride and purpose, and infuse the college and its programs with the highest quality. He or she must have the political acumen, powers of persuasion, and compelling personal leadership style necessary to lead the activities of the college. Proven experience as a leader of people, in addition to an outstanding and successful track record as legal educator, manager, communicator, and fundraiser, are required for success. The successful candidate will possess a J.D. degree or equivalent. He or she normally will have an outstanding record of teaching, research, and service that will warrant appointment as full professor or, alternatively, a significant record as an executive leading a legal or related enterprise in a complex setting. In addition, the candidate will possess:

- the ability to lead strategic thinking on a continuous basis, in conjunction with the faculty and the college's other administrative leaders, as well as build consensus for a vision of excellence for the college going forward, and to develop and realize strategic initiatives to achieve it in the context of the University's strategic plan and developments in legal education and the legal profession;
- a deep understanding of legal education, the legal profession, and the business of law, and a strong sense of future directions in each, including the role of technology in each;
- a demonstrated talent for developing trust and excitement among existing and prospective donors and friends, and a talent for, and commitment to, major fundraising;
- the ability to lead sophisticated and effective alumni development, mentoring, internships, and related activities;
- the ability to articulate and create enthusiasm for the college's vision, goals, accomplishments, and needs to a broad range of external constituencies including alumni, academic, cultural and social institutions, and the legal and business communities;
- a demonstrated commitment to interdisciplinary programs and collaborative efforts across the university and the political skills to drive them;
- the ability to provide creative and distinctive academic leadership to the college and its programs, exercising extraordinary academic judgment, and continually seeking opportunities to advance academic excellence;
- the intellectual leadership and curiosity to provide guidance to a program of scholarship in and for a vibrant community of scholars;

- sensitivity to diversity and a commitment to creating and sustaining an inclusive environment, and to supporting and cultivating a distinguished, accomplished, and diverse faculty and student body;
- deep respect for and engagement with students, coupled with a commitment to attract the strongest of them, to help them identify and achieve their career goals;
- the ability to monitor and assess learning outcomes;
- superior interpersonal skills, including an ability and commitment to listening and problem-solving, an ability to handle conflict and ambiguity, an ability to earn respect and trust across constituencies and levels of the institution, and an ability to make hard decisions;
- experience in building consensus, demonstrating a willingness to seize opportunities, while assuming responsibility for appropriate risks;
- commitment to the University of Denver's values of excellence, innovation, engagement, integrity, and inclusiveness; and
- strong leadership, management, and organizational skills.

The dean will make critical contributions to the continued development of a distinguished institution that has been on a strong upward trajectory. This is an exceptional opportunity for an individual with drive, skill, experience, and entrepreneurial spirit to play a meaningful role in shaping the future of the Sturm College of Law and DU. The new dean will embrace these opportunities, helping to realize the full potential of the college and the University.

Compensation

Salary and benefits will be competitive.

Applications and Nominations

Please send all nominations, inquiries, and expressions of interest in confidence by email to Douglas Scrivner, Chair of the Dean Search Committee c/o Korn Ferry at DenverLaw@KornFerry.com

The search is ongoing and will continue until an appointment is made. The anticipated start date is July 2016.

The University of Denver is committed to enhancing the diversity of its faculty and staff and encourages applications from women, minorities, members of the LBGT community, people with disabilities, and veterans. The University is an equal opportunity/affirmative action employer.