



**PETER A. ALLARD
SCHOOL OF LAW**

THE UNIVERSITY OF BRITISH COLUMBIA

November 23, 2016

Dean of the School of Law
University of Oregon
c/o WITT/KIEFFER
Attention: Werner Boel
3414 Peachtree Rd, Suite 352
Atlanta, GA 30326

Via email: OregonLawDean@wittkiewer.com

Dear Members of the Search Committee:

I am writing to express interest in being considered for the position of Dean of the School of Law at the University of Oregon. The law school's long history of leadership and innovation in legal education has been nurtured through the generations by outstanding faculty and staff and a deep commitment to student success and to public service. I would be honored to have the opportunity to meet with the committee to discuss the opportunities and challenges that lie ahead for the School of Law.

The Oregon Law position profile notes the opportunities that the new dean will have to articulate a vision and a strategic plan, to create a sustainable funding model through innovation, to focus on student recruitment and student support, to strengthen connections with alumni and others, to maintain excellence and enhance academic reputation, and to maintain and build upon Oregon Law's public service mission. This letter will briefly summarize some of the ways in which my experience aligns with the responsibilities noted in this leadership profile.

I recently completed two terms as dean at the Allard School of Law at the University of British Columbia, the maximum number permitted under our university's policies. I greatly enjoyed working with faculty, staff and students on a wide range of academic initiatives. One particularly important project was the development and implementation of a highly consultative strategic planning process designed to achieve excellence in research, teaching and public engagement within a supportive, inclusive and diverse environment. This consultation process included substantial opportunities for engagement with the profession and community. The key goals of the plan included establishing the law school as one of the world's great centers for legal education and research. Both the planning process and the plan itself served to energize and inspire the law school and external communities.

As Dean, I worked closely with our finance and administration team, the university and others on innovative approaches to obtaining the resources needed to support excellence within the law school. We created new master's degree level programs focused on key areas of market demand. We introduced online learning components for our course-based master's program. We also entered into joint legal education agreements with other leading law schools, such as Tsinghua University, that would bring new students, resources and perspectives to our J.D. program.

I focused considerable energy and resources on student recruitment and support. UBC Law's students are among the strongest in Canada based on numerical credentials and diversity. As one example of that diversity, the law school now enrolls more indigenous students than any other Canadian program. We enriched and expanded our curriculum in a number of ways, including through new specializations in areas such as business law, and new clinics and experiential learning opportunities for J.D. students. We improved staff and programming in student services and career services to ensure that students had the support they needed to succeed in law school and beyond. I worked closely with our career services staff to expand employment opportunities for students across the province and nation, as well as in the US and internationally. Our J.D. graduates continue to maintain high employment rates in careers requiring a law degree. Beyond these programmatic commitments, my own direct involvement with students included attendance at student-focused events, regular "Caffeine with the Dean" sessions, town hall meetings, and small group lunches for interested students.

I devoted substantial attention to external relations, including alumni engagement and development. We rebuilt our law alumni organization, enhanced communications, and tripled our level of alumni engagement. I led efforts to design, to secure funding for, and to complete our new \$56 million, LEED Gold law building. We also secured much-needed donor funds to support experiential learning, student financial aid, faculty research, and other key programs. In January 2015, we were able to announce an additional \$30 million naming gift for the law school. This was the largest individual gift in UBC's recent \$1.5 billion campaign and the largest in the history of Canadian legal education. This transformational gift brought the total of my UBC fundraising activities to approximately \$90 million.

I also led specific strategic initiatives that dramatically improved the law school's quality and reputation. We sought to broaden the impact of faculty research and to expand career opportunities for graduates by raising the profile of the law school, both nationally and internationally. We recruited an outstanding and diverse group of faculty members who are committed to leadership in their fields and to excellence in their teaching. We enhanced support for teaching, faculty research and community engagement. We created new opportunities to enhance our J.D. program and faculty research culture by attracting visiting professors from Oxford, Melbourne, Harvard, and other leading law schools. One of my important priorities as dean was to represent the law school locally, provincially, nationally and internationally. We created a Dean's Advisory Council that included leaders in the profession, government, business and judiciary, including the Chief Justice of Canada as Honorary Chair. I served as President of the Canadian Council of Law Deans, as a member of the Approval Committee for the new accreditation regime for law schools in Canada, and as a Board member of the International Association of Law Schools. Our efforts met with considerable success. Keeping in mind the

usual caveats regarding rankings, UBC's Allard School of Law is now recognized as one of the top law schools in Canada and #31 in the QS world ranking of law schools.

Leading public law schools, such as the School of Law at the University of Oregon, have special responsibilities relating to student access and support, excellence in research and teaching, community engagement, and innovation. These overarching values are reflected in my work as an academic leader in the United States and Canada. I was able to support the growth of public service through a range of initiatives at UBC. We enhanced career services related to public interest, non-profits and government. We expanded pedagogically appropriate clinical programs in areas of community need. We provided a forum for discussion and debate. We also supported faculty members who sought to address important public issues through research, scholarship and active engagement with policy makers and the broader community.

My work at UBC built upon my prior roles as an academic leader in the United States. Before joining UBC, I served as Senior Associate Dean for Academic Affairs at the University of Houston Law Center and Director of the law school's Health Law program. As associate dean, I was directly involved with the Faculty's budget, student services (including admissions, academic advising, and career services), curricular offerings, relationships with adjunct faculty, and a range of academic programs. I worked with staff and faculty to achieve important goals, including the rationalization of our curriculum, the expansion of faculty research support, and a successful ABA reaccreditation review. I was honored to twice receive the "Student Advocate" award from our student government, along with a special recognition award from our Asian Law Students Association. I was pleased to be able to contribute to legal education in the United States through service activities within the Association of American Law Schools, the Law School Admissions Council and the ABA Section on Legal Education.

As Director of the Health Law & Policy Institute at the University of Houston, I worked with faculty and staff to foster teaching and research. The Institute received special funding of \$350,000 per year from the Texas legislature to carry out health policy research and to offer advice and support to the legislature in this important area. My role as Director involved both supervision of research projects and a significant level of interaction with legislators and staff. The health law program was ranked #1 in the United States by the U.S. News & World Report during my tenure as Director and we were successful in renewing legislative funding, despite a difficult budgetary climate for the state. I have, I should add, continued my scholarship in American and comparative health law through a range of publications, including co-authorship of a leading U.S. health law casebook.

This is an exciting and challenging time for public higher education, for law schools, and for our broader society. I am keenly interested in the University of Oregon's School of Law because of its strong commitment to public service, the strength of its faculty, its focus on student success, and its regional and national leadership in areas of great importance to our economy and society. These factors create an extraordinary opportunity to work with the law school community, alumni and others to continue to build on the law school's long history of leadership to create new opportunities for students and graduates, and to support faculty research and engagement in one of the leading public law schools in the United States. I hope that this brief cover letter has expressed not only my excitement and enthusiasm about the prospects ahead for the School of

Law but also some sense of the values and record of accomplishment that I might bring to this important role.

I appreciate the great responsibilities assumed by members of the Search Committee and thank you for your consideration.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'MABobinski', written in a cursive style.

Mary Anne Bobinski