CALIFORNIA WESTERN
SCHOOL OF LAW | San Diego

Dean of Student Affairs and Campus Diversity

Leadership Profile
Spring 2021
Executive Summary

California Western School of Law (CWSL), one of California's most diverse, inclusive and innovative law schools announces the search for the Dean of Student Affairs and Campus Diversity (Dean of Students).

California Western School of Law is San Diego's oldest law school and will celebrate its 100th anniversary in 2024. CWSL is an ABA-approved (1962), AALS member (1967), independent, not for profit law school with over 650 JD students and the nation's only fully Spanish language LLM. Situated near San Diego's Little Italy district, CWSL was named in 2019 by U.S. News & World Report as among the top ten law schools in the country for ethnic diversity and among the nation's top three law schools for experiential education credits.

The Dean of Students provides vision, direction and strategic leadership to facilitate students' growth, personal and academic achievement, and career success through programs and services that support and enhance the mission and strategic directions of the School. CWSL aspires to help students develop and support their career and professional goals while providing a supportive learning environment. The Dean of Students leads the following departments and services that support the mission: Career and Professional Development Office (CPDO); Office of Admissions and the Office of Student and Diversity Services (which includes disability services, counseling and mentoring resources, and support for Commencement and major events, as well as support for a robust group of student organizations).

Reporting to Dean Sean Megan Scott who began her tenure as the President and Dean in August, 2020, the Dean of Students is member of the leadership team and works closely with the other deans, the faculty and students to advance the mission of the School. The Dean of Students will be a creative and resourceful leader with both the passion and the experience to advance the diversity, equity and inclusion aspirations of the school and to build on a deeply felt commitment to these values. The new leader will be a partner to the faculty and the academic deans in their efforts to support students and create an optimal climate for learning. By providing vision, direction and strategic leadership to departments, services, and programs that have a direct impact on the entire student life cycle from admission through the arc of the program of legal education to graduation, this position offers an opportunity to matter by helping to change the trajectory of students' lives.

The ideal candidate will be a natural collaborator, an excellent communicator and a valued leader of an experienced staff. A J.D. and administrative experience in student affairs in a law school setting will be assets to this role. Candidates with law school student affairs experience and a graduate degree in higher education, student affairs, counseling or other related field, as well as candidates with a J.D. and comparable administrative experience from another relevant setting will also be given full consideration. This search is moving on a quick timeline. The Dean of Students will be expected to begin as soon as possible but not later than the summer of 2021. For information on how to apply, submit a nomination or express personal interest in the role, please see the Procedure for Candidacy section on page 14 of this profile.
Role of the Dean of Student Affairs and Campus Diversity

The Dean of Student Affairs and Campus Diversity at California Western School of Law is responsible for coordination of the departments, services, and programs that have a direct impact on the entire student life cycle from admission through the arc of the program of legal education to graduation, focusing specifically on student learning, growth, and professional development. The Dean of Students oversees, supervises, and provides leadership to three central law student-focused departments, with a total of 11 staff members: Admissions, Career and Professional Development, and Student and Diversity Services. The Dean of Students works in close partnership with the Vice Dean for Academic Affairs, Associate Deans, and full-and-part-time faculty, and collaborates with other departments on campus. The Dean of Students reports directly to the Dean and is a member of the Dean’s senior leadership team, working closely with this team to ensure the implementation of the institution’s strategic priorities.

Essential job functions include:

- Prepare and administer annual operating budget for the Office of Student Affairs and Campus Diversity.
- Serve as primary institutional contact for all student needs.
- Oversee the day-to-day operations of the Office of Student Affairs and Campus Diversity (Admissions, Career and Professional Development, Student and Diversity Services.)
- Work closely with the Vice Dean for Academic Affairs to address various student issues including student misconduct.
- Serve as the Law School’s Title IX Coordinator: Respond to complaints of sexual misconduct and offer Title IX workshops, trainings, and presentations for the campus community.
- Promote a culture that embraces a diversity of backgrounds and ideas to foster a community of inclusion, civility, and engagement. Provide leadership in advancing programs and activities that build a strong sense of community and collegiality among students, faculty, and staff.
- Partner with the Director of Institutional Research and Associate Dean for Assessment to develop, manage, coordinate and implement assessment of strategic objectives, program outcomes and Student Affairs departmental goals.
- Oversee disability policies, procedures and services as the Section 504/ADA Officer for the law school.
- Work in partnership with faculty and other members of the law school community to uphold institutional standards while providing appropriate levels of support for students experiencing hardship or other interference with studies.
- Advise various constituencies of the law school (faculty, staff, administration and trustees) on student-related matters and serve on committees as requested by the Dean.
- Provide leadership, support and coaching for direct reports in the following departments and assist with the development and execution of their respective goals and priorities: Admissions, Career and Professional Development, Student and Diversity Services. Encourage alignment with best practices in the profession and support staff in their pursuit of professional development opportunities.
Provide academic advising to students on course loads, enrollment options, and compliance with requirements for graduation. Provide limited personal short-term counseling and assessment and referral assistance as needed.

Manage and facilitate relationships with external partners (i.e., Law School Survey of Student Engagement, Boards of Law Examiners, local and state bar associations).

Opportunities and Expectations for Leadership

The Dean of Student Affairs and Campus Diversity will report directly to CWSL's President and Dean Sean Scott and is a member of the Dean’s senior leadership team, working closely with this team to ensure the implementation of the institution’s strategic priorities.

In addition, the Dean of Student Affairs and Campus Diversity serves as the School's senior student affairs officer and chief diversity officer, and will be expected to:

Provide an overarching vision for Student Affairs and Campus Diversity to meet the needs of the California Western School of Law community.

The school recognizes the importance of comprehensive and coordinated efforts to support the student experience at CWSL. As the leader of the unit, the dean will understand best practices in law school student affairs, and will develop an assessment-based and data-informed model to support student learning, growth and professional development. The dean will work closely with individual students, student organizations and their leaders, and faculty/staff colleagues to enhance communication and mutual understanding and will align programs, services and activities to support the overall strategic plan. The school is in the midst of a strategic transformation and the Dean of Student Affairs and Campus Diversity will play a key role in supporting change, seeking student and community feedback, and ensuring that the goals for equity, diversity and an anti-racist climate are achieved. As a peer and colleague to the faculty and as a trusted advisor and advocate for students, the Dean of Students will balance sometimes conflicting agendas, viewpoints and approaches with professionalism, sophistication and a nuanced sense of how to accomplish goals within the School.

Provide visionary and strategic leadership for the future of diversity, equity and inclusion at CWSL.

The Dean of Students will work across departments and constituencies (faculty, staff, and students) to create a community that reflects and prioritizes diversity, equity and inclusion in all aspects of campus life ranging from the recruitment and retention of students, staff, and faculty to the creation and implementation of programs that enhance the experience, engagement, and success of those from historically underrepresented and marginalized groups (i.e., based on race, religion, ethnicity, gender, sexual orientation, gender identity, international student status, first-generation student status and disability).

The School aims to create a climate wherein commitments to diversity, equity and inclusion permeate throughout the entire institution. It will be important for the Dean of Students to work closely with the Vice Dean's Office to bring a fresh and critical look at these issues, develop a deeper understanding of the challenges facing society and enhance CWSL's ability to respond to those concerns.
As the key spokesperson for diversity, equity and inclusion, the Dean of Students will be a resource to centralize diversity efforts for the CWSL community. The new leader must seek to understand the stakeholders' perspective, and be able to facilitate dialogue among students, faculty and staff and communicate to others at the law school in an appropriate, effective and positive way. The Dean of Students will be able to address controversy clearly and diplomatically, structure effective compliance policies and procedures and facilitate the law school's response to grievances and complaints so that all parties feel heard and valued.

**Support the efforts in the Career and Professional Development Office (CPDO) to maximize outcomes and create opportunities for students.**

The changing legal profession adds both challenges and opportunities for students and their post-graduation planning. The Dean will support the efforts of the Career and Professional Development Office to identify professional opportunities for graduates, both in traditional legal professions and in a growing number of alternative/non-traditional careers for which the J.D. is the preferred or an attractive credential. The Dean’s profile on the campus and in the community will open doors for CWSL students and graduates through networking, personal contacts and alumni/friend engagement.

**Lead a comprehensive, data-informed strategy to achieve enrollment goals.**

Enrollment will be an essential component to ensuring CWSL’s continued upward trajectory. The new leader will be tasked with leading a coherent vision for admissions, and ensuring a student body of the size, preparation, diversity and character expected of CWSL. Student outcomes are important to articulate to prospective students and consider when making admissions decisions. Special attention should also be paid to yield efforts. It is expected that the Dean of Students will foster a high level of synergy and transparency to create a culture of collaboration where information is shared readily and robust dialogue and engagement in enrollment efforts at all levels of the process are encouraged. The Dean of Students will bring best practices and innovative approaches to anticipate future trends, challenges and opportunities in order to meet enrollment goals.

**Devise reporting mechanisms and clear metrics and leverage technology in ways that lead to institutional change.**

Using data, the new leader will develop and communicate monitoring strategies to assess programs, policies and procedures and establish appropriate, measurable goals. It is also expected that the Dean of Students will foster a culture of data-informed decision making, transparency and accountability. Additionally, the new leader will leverage technology to continue to modernize operations and create efficiencies.
Professional Qualifications and Personal Qualities

The ideal candidate will have the following professional qualifications and personal characteristics:

**Student-centered**: The Dean of Students will work in close coordination with students, faculty and staff and will cultivate trust, enhance communication and provide transparency with regard to the School's relationships with students. The new leader will be a friendly, accessible, and highly visible presence for students and will work closely with student leaders and students at large to maintain open lines of communication. Providing a comfortable and supportive environment for learning is a priority for CWSL and the Dean of Students plays a key role in ensuring that the School achieves that goal. The dean will work with the faculty and academic affairs colleagues to support an environment of collaboration and to develop partnerships to advance the school's strategic priorities. The Dean of Students will have the interpersonal skills and inclination to develop positive and effective relationships with students and colleagues across the CWSL community.

**Experienced manager and leader**: The Dean of Students will be an experienced professional, able to work independently and to provide leadership, direction, standards of accountability and change management to an experienced staff. The new leader will lend stature to the role, and will engage fully in the school's goal of becoming a more fully realized diverse and anti-racist community.

**Crisis manager**: California Western School of Law has a focused concern on matters of student health and wellbeing. The Dean of Students lends leadership and support to the staffs in student affairs, academic affairs and public safety, and to families and others to provide collaboration and communication in times of student crisis and other campus emergency situations. The Dean of Students should demonstrate the ability to make independent judgments under pressure, react calmly and respond effectively in emergencies. The new leader should have excellent problem-solving skills and experience in crisis situations.

**Advocate on behalf of a diverse community**: The Dean of Students will have a record of success in advancing a global and inclusive agenda on campus. Through experience and commitment, the new leader will have the skills to clearly articulate a vision for diversity, equity and inclusion within the context of a robust student affairs program. The new leader will have demonstrated capacity to work effectively with people from diverse backgrounds and to foster sensitivity to diversity and an inclusive campus culture.

**Active collaborator and inclusive leader**: The Dean of Students will be a strong partner in the senior administration who actively engages in programs, services, and events. The Dean of Students will be an inclusive leader who works with faculty, administrators, and staff to ensure an environment of open communication and cooperation that reinforces CWSL’s mission inside and outside of the classroom.

**Excellent communicator**: The Dean of Students will have outstanding oral and written communication skills including the ability to impart complex information with clarity to a range of constituencies including faculty, students, administrators, family member and local officials as well as to media outlets.
Staff development: The Dean of Students will have a proven track record in recruiting, hiring, training, motivating, evaluating and retaining high-performing staff.

Policy development: The Dean of Students will demonstrate the ability to analyze operating policies and procedures and formulate recommendations to improve service quality and efficiency. A strong working knowledge of nondiscrimination laws, regulations and policies including, but not limited to Title IX and ADA will be important in the role.

Team player: The Dean of Students should demonstrate the capacity to function effectively as part of a senior management team, including having the ability to think strategically and display incisive intellect and willingness to actively explore, critique and propose new ideas. The Dean of Students will have the professionalism to fully support and execute the decisions of the team regardless of personal point of view.
About California Western School of Law

Overview

California Western School of Law is San Diego’s oldest law school and will celebrate its 100th anniversary in 2024. CWSL is an ABA-approved (1962), AALS member (1967), independent, not for profit law school with over 650 J.D. students and the nation’s only fully Spanish language LLM. Situated near San Diego's Little Italy district with views of the bay, the downtown campus consists of a classroom building, administrative building and a modern, four-story library dedicated by US Supreme Court Justice Anthony Kennedy in 2000.

While trends in legal education come and go, CWSL's focus has always been on preparing graduates to practice law through its more than 40 simulation and experiential courses that offer hands-on learning and a variety of clinics where students represent actual clients in criminal, immigration, trademark, legal aid and internet law. CWSL has an 85% employment rate within 10 months of graduation. The bar passage rate for 2017 graduates who took the bar exam within two years of their date of graduation was 81.15%.

CWSL is the recipient of numerous community service awards, including the State Bar of California President's Pro Bono Service Award, and the federal government’s President’s Higher Education Community Service Honor Roll. The law school is also home to numerous outstanding programs, including the California Innocence Project, Community Law Project, and New Media Rights Program. The faculty are dedicated to teaching, research, and service to the community.

Mission

California Western School of Law is committed to using the law to solve human and societal problems. Its mission is to train ethical, competent and compassionate lawyers, representative of our diverse society, who can use the law effectively and creatively.

CWSL recognizes that, in the 21st century, the rapid rate of change will accelerate and create further challenges. It also recognizes the pervasive perception, and partial reality, that the legal system and lawyers have helped to create, rather than solve, the problems our evolving society confronts.

While continuing to graduate lawyers well-equipped to practice law, CWSL also seeks to graduate creative problem-solvers committed to the improvement of our legal system and society. Its graduates will not merely react to problems but will anticipate them and be ready to devise innovative and responsible solutions to serve the needs of their clients and the broader community.

Further, by contributing to legal scholarship, participating in public deliberations about legal matters and serving as a community legal education resource, CWSL will continue to make significant, measurable contributions to the solution of problems in its community, our society and the world.
Demographics

Student Body

In the 2020-2021 academic year, total enrollment equaled 682 students. Fifty-nine percent were women, and 46% were students of color.

For the class entering in fall of 2020, CWSL received 1,615 applicants. Forty-six percent of the class were students of color. The average age of students in the entering class was 26.

Fall 2020 Entering Class Demographics

- Total J.D. entering students: 220
- Women: 61%
- Ethnic minorities:
  - Asian: 8%
  - African American: 3%
  - Caucasian/White: 49%
  - Hispanic/Latino: 17%
  - Native American/Alaskan Native: 1%
  - Native Hawaiian/Other Pacific Islander: 2%
  - Two or More: 18%
  - Did not Indicate: 2%
- Outside San Diego: 64%
- Outside CA: 27%
- International: 1%
- Language fluency:
  - Fluent in any other language (including Spanish): 38%
  - Fluent in Spanish: 20%
- Military service: 5%
- LGBTQ: 13%
- Most popular major: Political Science
- Most popular undergraduate school: San Diego State University
Academics

California Western School of Law offers the following degree programs:

- Juris Doctor
- Juris Doctor/Master of Business Administration (with SDSU)
- Juris Doctor/Master of Social Work (with SDSU)
- LLM/MCL Program for International Lawyers
- Spanish Language LLM

Academic Initiatives

The traditional curriculum is completed with innovative programs that advance students' educational experiences throughout the three years while helping them enter the legal profession:

- Legal Skills Program, which is taught by full-time faculty members.
- STEPPS Program (Skills Training for Ethical Practice and Professional Satisfaction), which consists for two three-credit courses taken in the fall and spring of second year, and focuses on the substantive law of professional responsibility and the application of legal knowledge through a series of specific lawyering tasks.
- Clinical Externship Program, a 13-week program that gives third year students the opportunity to earn academic credit for legal work in not-for-profit agencies, private law offices, courts, corporations or government agencies.
- Study Abroad Programs: With CWSL's focus on international law, many students spend a session learning about law in other countries.
- Clinics and Experiential Courses: CWSL’s experiential classes include live-client clinics, simulation courses, and externships, all of which provide students with an opportunity to "learn by doing." Clinics are faculty supervised learning experiences that are a combination of a classroom component and representation of real clients with real issues.
- Consortium for Innovative Legal Education (CILE), a cooperative model for legal education consisting for four independent ABA and AALS-accredited American Law Schools.
Leadership

Sean M. Scott, President and Dean

Sean Megan Scott began her appointment as the president and dean of California Western School of Law in August 1, 2020. One of only a handful of women of color to be named president and dean of an American law school, Dean Scott combines her fresh perspective, bold ideas, and wealth of experience in every facet of legal education—in the classroom, as an administrator, as an academic industry leader—to guide California Western School of Law forward.

Dean Scott’s academic interests include legal education, contracts, and disability rights. Her most recent article, *Contractual Incapacity and the Americans with Disabilities Act*, was published in the *Dickinson Law Review* and has been recognized by JOTWELL as one of the best works of recent scholarship in the areas of both contracts and elder law. Dean Scott speaks frequently on the topic of legal education and the diversification of the legal academy. She recently participated as a panelist at a conference hosted by the University of Miami School of Law on the topic of COVID and its impact on civil rights, and as a panelist for a webinar hosted by the Society of American Law Teachers (SALT) on anti-racist hiring practices.

Since 1994, Scott has taught Contracts, Law of Sales, and Race, Gender and the Law at LLS. An innovator inside her own classroom, students have responded by giving her numerous honors, including the Student Bar Association’s prestigious Excellence in Teaching Award and the Black Law Students Association’s Distinguished Faculty Award.

From 2008 to 2016, Dean Scott served as senior associate dean and associate dean for faculty at Loyola Marymount University Loyola Law School in Los Angeles (LLS), where she established the school’s Master of Science in Legal Studies (MLS) program. Additionally, she was instrumental in reengineering the school’s curriculum to add subject-matter concentrations and first-year electives. Leveraging LLS’ unique location in downtown Los Angeles near the tech epicenter of Silicon Beach, Scott helped launch the school’s Cybersecurity and Data Privacy Law program, available as an area of focus to Juris Doctor, Master of Law and MLS candidates. Additionally, she helped orchestrate Loyola Law School’s Fashion Law Project to assist designers and entrepreneurs in the nearby Los Angeles Fashion District.

Scott currently serves on the Board of Governors of the Society of American Law Teachers (SALT) and is a past member of the Board of Directors of the California Women’s Law Center. Before joining academia, Scott was an associate in the Los Angeles office of Manatt, Phelps & Phillips, LLP. She earned her Juris Doctor from New York University School of Law.

Board of Trustees

California Western School of Law is governed by a board of trustees which includes members of the judiciary, the practicing bar, and the business world. Trustees provide fiscal governance and oversight of all law school operations, and provide key insights gained through their years of practice and work in the private and public sectors. A list of the current members of the Board of Trustees can be found here.
San Diego

San Diego is a culturally-vibrant, economically-thriving metropolitan area that offers opportunities unlike any other city. The location at the heart of the region's legal and political community allows students to walk, bike, or take public transit to many nearby internship and service opportunities.

Beautiful Climate

It would be difficult to think of a better place to endure the rigors of law study. The average daily temperature ranges from 65 degrees in January to 77 degrees in August. With 267 days of sunshine a year, residents of the area have plenty of opportunities to explore the 50 miles of accessible beaches.

Cultural Opportunities

World-class theater thrives in this city. Just five minutes from campus is the world-famous Old Globe Theater complex. Find more live theater at the San Diego Repertory and La Jolla Playhouse. The Civic and Balboa Theaters and the San Diego Symphony host local, national and international music, dance, and theater companies year-round mere blocks from campus.

The crown jewel of San Diego, the 1,017-acre Balboa Park, is a short walk from campus and features world-class museums, the San Diego Zoo, hiking trails, jogging paths, and more.

The Gaslamp Quarter, Seaport Village, Horton Plaza and Old Town offer a splendid variety of restaurants, shops, sights and entertainment a short walk or trolley ride from campus. Los Angeles is less than two hours away by car and Baja California, Mexico is just 20 minutes south.
Recreational Opportunities

San Diego is a paradise for personal athletic pursuits. In addition to the long stretches of sandy beaches, there are more than 200 parks and recreational facilities in the City. Nearby mountains provide hiking trails in summer and challenging ski slopes from late fall to early spring. For desert buffs, a 90-minute drive away is the spectacular Anza-Borrego Desert. The county of San Diego offers more than 60 golf courses, including the public Torrey Pines Golf Course which hosts PGA tour events. Baseball fans can watch the San Diego Padres play at beautiful Petco Park.

Business and Industry

Located in downtown San Diego, California Western is a 5-minute walk from the heart of the region's legal and business centers. Students walk to internships and clerkships at the courthouse, public agencies, and law firms, and benefit from their proximity to the legal community.

As a major Pacific Rim city, San Diego has developed a strong and diversified economic base. A world-renowned center for wireless telecommunications and bio-technology, the region also boasts a strong manufacturing core. Military, tourism and agriculture continue to have a strong presence.

Two major universities, the University of California, San Diego and San Diego State University are located within the city, and feature dual and joint degree programs with California Western. In addition, the Scripps Institute of Oceanography and the Salk Institute, both world-renowned research facilities, are nearby.
Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as three separate documents a letter of interest addressing the themes in this profile, a CV or resume and a statement on diversity.

WittKieffer is assisting California Western School of Law in this search. For fullest consideration, candidate materials should be received by April 2, 2021.

Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:

Sheila Murphy and Shelley Arakawa, J.D.
CWSLDeanSACD@wittkieffer.com

California Western School of Law is committed to using the law to prevent and solve human and societal problems. In conjunction with our mission - to train ethical, competent, and compassionate lawyers, representative of our diverse society and equipped to use the law effectively and creatively on behalf of all members of society - we value a rich diversity among our students, alumni, faculty, and staff, as well as in the larger communities of which we are a part. The law school is an Equal Opportunity Employer dedicated to affirmative action and to excellence through diversity. The law school provides reasonable accommodations to qualified applicants with disabilities upon request.