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1989-1990 Annual Report

Georgia State University College of Law

Marjorie F. Knowles

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GEORGIA STATE UNIVERSITY

ANNUAL REPORT

FY 1990

COLLEGE OF LAW

MARJORIE F. KNOWLES, DEAN
INTRODUCTION

There have been significant accomplishments at the College of Law during the past year. The most visible achievement has been the ongoing renovation project, which will be completed on schedule, at the end of August. It has dramatically changed the face of the College. Last year, the faculty was moved from small, windowless offices on the ground floor to more spacious quarters on the fourth floor. This year, all administrative offices have been moved to the fourth and third floors, while student activities have been re-located to the second floor. These moves have cleared the way for the expansion of the Law Library to occupy a significant portion of the ground floor, and the remodeling of the remaining portions of the space for use by other programs of the College. Renovation of half of the Library has been completed; the remainder is scheduled for completion in late August. The Site Team which visited the College on behalf of the American Bar Association (ABA) this spring expressed its admiration for the renovation project. The College's application for final accreditation will be considered by the Committee on Accreditation of the ABA Section on Legal Education at its meeting in June.

Faculty scholarship has continued at a high level. Publications are listed in the Annual Report. This year two members of the faculty were awarded tenure by the Board of Regents, and two were promoted from associate to full professor. The College had the benefit of the presence of three visiting faculty members: Richard Atkinson, from the University of Arkansas; Nathaniel Gozansky, from Emory University; and Uwe Schneider, from the University of Mainz. We have recruited to the faculty two new members and one visitor for the coming year.

This year we have had over 1,700 applications for a first year class of 180. Our students continue to excel in trial competitions, appellate advocacy competitions, and in publication of the law review. Graduates continue to have high bar passage and placement rates.

Two distinguished speakers appeared this year as part of the Henry J. Miller Distinguished Lecture Series: Professor Herma Hill Kay, University of California at Berkeley School of Law, and then-President of the Association of American Law Schools; and the Honorable Patricia M. Wald, Chief Judge, United States Court of Appeals for the District of Columbia. Talbot D'Alemberte, President-Elect of the American Bar Association, and Professor Carrie Menkel-Meadow, University of California, Los Angeles, School of Law, have accepted invitations to participate in this Lecture Series next year.

The College and the Federal Reserve Bank of Atlanta co-sponsored the First Annual Southeastern Banking Law Conference. Representative Douglas Barnard and William Seidman, Chair of the Federal Deposit Insurance Corporation, were key parts of the program which was attended by over 150 bankers and lawyers from Georgia, Alabama and Florida. Planning has begun, with an Advisory Committee of distinguished banking law experts, for the Second Annual Conference to be held next spring.
FACULTY

The College of Law faculty has continued its pattern of high productivity in scholarship, excellent teaching, and important service to the law school and the legal community. Most of the faculty had articles published this year in noted law reviews. Five faculty members are working on casebooks and treatises in their specialty areas. Five members of the faculty contributed chapters to a three-volume treatise on Georgia Methods of Practice which was published this year by West Publishing Company. Three faculty members serve as Chief Reporters for committees undertaking massive revisions of Georgia law in the areas of evidence, trusts, and non-profit corporations. Several faculty members have been appointed as chairs and vice-chairs of American Bar Association (ABA) and State Bar of Georgia committees devoted to various substantive areas of law. The rapidly growing local and national reputation of the College of Law is evidenced by numerous invitations to our faculty to speak at and chair professional seminars and by appointment to major governmental committees. In addition to these accomplishments, faculty members remain devoted to their teaching and college administrative responsibilities. Faculty members have also contributed to University-wide efforts by their service in the University Senate and on various University committees. Below is a description of each faculty member's accomplishments in the last year.

Ronald Blasi organized and served as co-chair of the very successful First Annual Southeastern Banking Law Conference held here in Atlanta in February of 1990. The Conference, entitled "Conducting a Financial Business in a Restructured Industry," was co-sponsored by the Federal Reserve Bank of Atlanta and co-chaired by Edmund Willingham, Vice President and General Counsel of the Federal Reserve Bank, Atlanta. The keynote speaker was Dr. William Seidman, the Chair of the Federal Deposit Insurance Corporation. Over 130 participants attended the conference, including 30 bank CEOs from ten states. This year, Professor Blasi published a chapter in Bender's Federal Tax Service, entitled "Banking Institutions," and a chapter in Tomorrow's Banks: Developments Shaping the 1990s, entitled "Developments in Bank Taxation." He continues to publish columns in the Journal of Banking Law. Professor Blasi serves in the University Senate.

Professor Blasi also was appointed as chair of a subcommittee of the ABA Tax Sections Committee on Banking and Savings Institutions and was elected a director of Sorema Reinsurance Company. In the summer of 1989, Professor Blasi served as an instructor for the Bank Administration Institute School of Banking on the European Monetary System. In the fall and winter, Professor Blasi spoke at the Southern Center for International Studies and the annual Bank Tax Conference. Professor Blasi also arranged for the visit to the College of Law of Professor Uwe Schneider from the Federal Republic of Germany. Professor Blasi co-authored with Professor Schneider, "Banking Law in a Global Banking Market," published in Bank Information.

Dianne Brinson published an article on "Patent Misuse: Time for a Change," in the Rutgers Computer and Technology Law Journal. She also published two chapters, "The Corporation" and "Buying or Selling a Going Business" in Georgia Methods of Practice: Business Organizations (West Publishing Company 1989). Professor Brinson served as editor and contributor to the Computer Industry Bankruptcies monograph and as reviewer for the Banker's Legal Publishing Preview. She continues to serve as vice-chair of the ABA Committee on Bankruptcy in the Computer Industry. She also spoke on Corporate Law and Computer Law at Continuing Legal Education seminars sponsored by the College and by the Computer Law Section of the State Bar of Georgia.

James Bross has accepted a contract to write a chapter on "Georgia Water Law" for Clark's Water and Water Rights (1990 ed.). He continues his bi-monthly column on "Current Developments - Real Property" for the Probate and Property Journal. Professor Bross served as a panelist at the American Planning
Association Annual Meeting seminar on planning and the law. He represented the College at the LSAC Admissions Conference and at several regional conferences for pre-law students. He currently serves as a member of the Georgia State University Search Committee for the Academic Vice President and Provost as well as committees examining computer utilization, and the promotion and tenure process. Professor Bross chairs the Admissions Committee.

Mark Budnitz’ article on “Chapter 11 Business Reorganizations and Shareholder Meetings” was accepted for publication by the George Washington Law Review. Professor Budnitz recently was awarded a fellowship by the Consumer Financial Services Committee of the American Bar Association. He served as a panelist at two sessions of the spring meeting of the ABA Business Law Section this spring. He also served as a panelist in the March 1990 National Institute on Consumer Financial Services. In conjunction with the Institute, he wrote a monograph entitled “Electronic Money in the 1990s.” He continues to serve on the Board of Directors of the Georgia Consumer Center and the Advisory Board to the Atlanta Legal Aid Society. Professor Budnitz continues to win praise from students and extern supervisors for his directorship of the College Externship Program. Professor Budnitz chairs the Library Committee.

George Carey chaired the United Way Fund Drive for the College of Law.

Norman Crandell continues his work as co-faculty advisor for the Moot Court Society and its competition teams. This year, he coached seven teams. Professor Crandell also organized the College’s hosting of the ABA regional competition here in Atlanta. Professor Crandell serves on the University Senate and six Senate committees. Professor Crandell continues to serve as an arbitrator for the General Motors – Better Business Bureau Arbitration Program.

Anne Emanuel published her article, “The Guilty But Mentally Ill Plea and Verdict and the Death Penalty” in the University of North Carolina Law Review. She continues her work as Reporter for the State Bar of Georgia committee which is revising the Georgia Trust Code. She has also been appointed as a member of the Board of Directors of the Federal Defender Program, Inc. She coached the Frederick Douglass Moot Court teams. Professor Emanuel is also faculty advisor to the student chapter of the American Trial Lawyers Association, an organization that competes in regional and national mock trial competitions.

Bill Gregory’s revised and updated edition of The Law of Agency and Partnership was published by West Publishing Company. Also, the chapter he co-authored with Professor Dianne Brinson appeared in Georgia Methods of Practice: Business Organizations. Professor Gregory presented two Continuing Legal Education seminars at the College of Law on “Ethical Problems in a Corporate and Business Context” and “The New Georgia Corporation Act.” Professor Gregory currently is working on a casebook on agency and partnership to be published by West Publishing Company. His co-author is Professor Hurst of the University of Florida Law School.

Bernadette Hartfield’s chapter on “Marriage and Children” was published in the 1989 update to An Introduction to Law in Georgia. She also published materials for a Continuing Legal Education seminar on “Jurisdictional Issues in Intrastate Adoption” for the Family Law Institute of ICLE. She was workshop chair and a panelist for the “Give Women Credit” portion of the Conference of Women in World Banking held last March. She was appointed to the advisory committee of the Association of American Law Schools (AALS) Section on Minority Groups. She also served as a co-presenter at the Southern Sociological Society Annual Meeting. She serves on the advisory committee of Georgia Court-Appointed Special Advocates, a subcommittee of the Governor’s Conference on Children and Youth. Professor Hartfield was asked to testify before the Georgia Senate Judiciary Committee on the Family Court System. She also serves as the College’s representative on the University Minority Faculty Concerns Committee.

Nancy Johnson has accepted a contract to write chapters of a book entitled Winning Research Skills to be published by West Publishing Company in 1990. She is the co-author of Legal Research Exercises (3d ed.), published by West Publishing Company in 1989. Her article on "Comparable Worth in Libraries: A Legal Analysis" was selected for reprint in The Best of Library Literature, 1988 (Scarecrow Press, 1989). She was a speaker at the AALS Conference for New Library Directors last January in San Francisco. She presented a program for the College of Law's Continuing Legal Education on "Legal Research for the Legal Secretary and Paralegal." She is the vice-president/president-elect of the Atlanta Law Libraries Association and the president of the Southeast Law Libraries Association COSELL Consortium. Professor Johnson also served the College of Law in 1989 as president of the GSU Law Alumni Club.

Steven Kaminshine's article, "The Cost of Older Workers, Disparate Impact, and the Age Discrimination in Employment Act," was accepted for publication by the Florida Law Review. Also published this year were his ten chapters on "Workers' Compensation in Georgia" in Georgia Methods of Practice (West Publishing Company). He lectured on "Employee Benefit Plans Under the ADEA" at an Employment Law Seminar sponsored by the Atlanta Bar Association and has also lectured on "The Status of Employment Law After the Supreme Court's 1988-89 Term" at a conference sponsored by the Society of Federal Labor Relations Professionals. Professor Kaminshine was appointed to serve on the Executive Board of the Labor and Employment Section of the Atlanta Bar Association. He was voted "Most Outstanding Professor" by the College of Law class of 1989. He serves as co-faculty advisor to the Moot Court Society, and on the University's Affirmative Action Committee. Professor Kaminshine is chair of the College of Law Curriculum Committee.

Dean Marjorie F. Knowles has continued her work on numerous boards, including the Atlanta Board of Ethics, the ALI-ABA Committee on Continuing Professional Education, the College Retirement Equities Fund, and the Georgia Commission on Gender Bias in the Judicial System. Professor Knowles is also on the organizing committee for the Bleckley Inn of Court. She speaks frequently to bar and community groups. Dean Knowles' research centers on sex-based discrimination in Georgia law.

E. R. Lanier serves as vice-chair of the International Law Committee of the ABA Section on General Practice and as Reporter for the Georgia State Bar Special Committee on the Advancement of International Understanding and Cooperation Among the Legal Professions of the World. He is a member of the Legal Education and Admissions Committee of the State Bar of Georgia. Professor Lanier serves as faculty advisor to the Delta Theta Phi legal fraternity and the International and Comparative Law Society. Professor Lanier serves as coach for the Jessup International Law Moot Court team. Professor Lanier has published several short articles on Georgia Practice in the Law Letter, the Georgia State University Law Review, and The Verdict.

David Maleski published a 1989 Supplement to his Proof of Causation in Private Tort Actions. Professor Maleski has a contract to publish a 1990 Supplement to Eldridge on Georgia Products Liability and a 1991 edition of Maleski's Georgia Products Liability for the Harrison Company. He continues to serve as the chair of the College's Promotion and Tenure Committee.
Charles Marvin published his "Proposal for a Federal Ombudsman" as a Consultant Paper for the Law Reform Commission of Canada. Professor Marvin currently is working on a book on Comparative Canadian - U.S. Public Law and a treatise on Georgia Administrative Law. The latter under contract with the Harrison Company. He has served for the past two years as judge for the Canadian National Round of the Jessup International Moot Court Competition. He spoke at the Third Annual Seminar of Administrative Law Judges on "The History and Jurisprudential Consequences of Independent Administrative Agencies and Administrative Procedure Acts" and at a meeting of the Atlanta Law Librarians Association on "Ongoing Information in Research Resources in European Community Law." Professor Marvin is a member of the Advisory Committee.

Paul Milich's twelve chapters on "Trial Procedure" were published in Georgia Methods of Practice (West Publishing Company). He is completing work on The Rules of Evidence in Georgia and Federal Courts, to be published by West Publishing Company in 1991. Professor Milich continues as Chief Reporter of the Evidence Study Committee of the State Bar of Georgia and has made numerous presentations around the state to local bar associations and judicial education programs on the rules of evidence. He serves as a member of the Executive Committee and Secretary/ Treasurer of the Bleckley Inn of Court.

Patricia Morgan published her article "Judicial Tort Reform, Federal Commonlaw Inroads Into State Tort Damages" in the Arizona State Law Journal. She has completed her manuscript for Tax Fraud and Procedure in a Nutshell, scheduled for publication in April, 1990. She recently agreed to co-author the revision of a casebook on Tax Fraud and Procedure with U. S. District Judge Marvin Garbis. She continues her work as Reporter for the State Bar of Georgia Committee for the Revision of the Georgia Non-Profit Corporation Code. Professor Morgan is chair of the Faculty Recruitment Committee.

Mary Radford has published her article on "Sex Stereotyping in the Promotion of Women to Positions of Power" in the Hastings Law Journal. She chaired a Wills and Trusts Drafting Continuing Legal Education Seminar for the College of Law last fall. She served as professor-in-residence for the 1989 Summer Clerkship Program of the Atlanta law firm of Arnall, Golden & Gregory. Professor Radford continues to serve as a member of the Legislation Committee of the Fiduciary Section of the State Bar of Georgia and is a member of the State Bar of Georgia Committee for the Revision of the Georgia Non-Profit Corporation Code. She also lectures for the Bar Review of Georgia. She is a member of the Advisory Committee.


Roy Sobelson published his article, "The Ethics of Advertising by Georgia Lawyers: Survey and Analysis" in the fall, 1989, Georgia State University Law Review. Professor Sobelson is a member of the Planning Committee for the Atlanta Bar Association's Program on Domestic Violence. He also is a member of the Advisory Committee.

Cornell Stephens served as principal editor for Georgia Methods of Practice: Georgia Civil Practice and Procedure (West Publishing Company). He published chapters in this treatise on "Creditors' Rights in Georgia" and "Georgia Civil Practice and Procedure." Professor Stephens serves as a Magistrate in Dekalb County and is an Arbitrator for the Fulton County Superior Court. Professor Stephens was voted by the students "Most Outstanding Professor of 1990."
Kathryn Urbonya's two articles on excessive force claims were published this year in the *Civil Rights Litigation and Attorneys Fees Annual Handbook*. In July, the *National Law Journal* published her article, "Qualified Immunity." Professor Urbonya spoke at conferences in Los Angeles, Chicago, Boston and Atlanta on her specialty area of Civil Rights Litigation. She was appointed by Atlanta Mayor Andrew Young to serve as an attorney for the Civilian Review Board.

Professor Wiseman's article, "When the End Justifies the Means: Understanding Takings in a Legal System with Integrity," was published in the *St. John's University Law Review*. Professor Wiseman continues to serve on the Board of Directors of the Georgia Advocacy Office, of which he has been elected president. He also has been appointed by Governor Harris to serve on the Georgia Council on Developmental Disabilities, in which capacity he chairs the Policy Analysis Committee and is a member of the executive board. Professor Wiseman continues to mediate for the Justice Center of Atlanta. He is a member of the Advisory Committee. He also is chair of the Student Affairs Committee.

Three distinguished professors of law visited at the College of Law in the past year. Professor Richard Atkinson of the University of Arkansas (Fayetteville) taught courses in Wills and Trusts and Advanced Real Estate Transactions. Professor Nathaniel Gozansky of Emory University taught Family Law during the fall semester. Professor Uwe Schneider, member of the law faculty of the University of Darmstadt and the director of the Institute of German International Banking Law at the University of Mainz, visited in the spring and taught a course with Professor Blasi on Business Transactions in the European Economic Community (EEC). While in Atlanta, Professor Schneider also spoke at the Federal Reserve Bank of Atlanta, the Office of the Comptroller of the Currency, the Supreme Court of Georgia, and the ABA Tax Section's Mid-Year Meeting in Houston, Texas.

Visiting Professors Atkinson and Gozansky organized several faculty colloquia throughout the year. The colloquia typically revolved around current research projects of faculty members.

Mark Kadish joined the faculty this June and will direct the Litigation Skills Program in addition to teaching in the areas of Criminal Procedure, Evidence, and Trial Advocacy. Professor Kadish has over 22 years experience in the courtroom and is a nationally renowned criminal defense lawyer. Joining the faculty in the fall is Noelle Chutkan. Professor Chutkan taught at the University of West Indies, Kingston, Jamaica, before graduating at the top of her class at Emory Law School and joining King & Spalding. William Edmundson will visit the faculty next year. Professor Edmundson is currently at the University of Mississippi.

The current size of the faculty is insufficient to cover properly a full and part-time program, and leave sufficient time for faculty scholarship and service. Despite the fact that our faculty has done extremely well under these limitations, further development to support the College's program requires an expansion of the faculty. The University has authorized us to recruit two additional assistant professors as well as use one of the $100,000 "mentor" positions (still unfilled) to recruit for two additional assistant professor positions. This addition of four faculty members by FY '92 should ameliorate some of the problems our small numbers have created.
STUDENTS

Achievements

Our graduates continue to excel on the Georgia State Bar Exam. The success rate of Georgia State University College of Law graduates has been the highest of all schools in the state four of the past five examinations. This spring, 79 of 81 first-time takers passed the bar.

A Georgia State Moot Court team won the National Wagner Cup Labor Law Competition in New York City. Georgia State Moot Court teams made excellent showings in six other competitions and Georgia State's Mock Trial Competition teams made it to at least the semi-finals in all four competitions in which they participated. The Georgia State Mock Trial Competition team was invited to a Tournament of Champions in Akron, Ohio; this is an invitation limited to the top twelve programs in the country. Georgia State student Jimmy Faircloth won best oralist at that competition.

Admissions

Applications are up significantly from 1989. Total applications received this year exceed 1,750. As of June 1, 1990, the mean Law School Admission Test (LSAT) score of all admitted students was over 37. We continue actively to recruit qualified minority students. Students with lower than average test scores or undergraduate grade point averages are urged to take advantage of our special Summer Skills Program -- a five-week course designed to sharpen the skills of incoming students.

Student Organizations

The College of Law Alumni Club is dedicated and very active. It meets regularly and conducts an annual "phonathon" to raise funds for student scholarships. While still "junior" in the legal profession and generally not in a position to make major gifts, many of our graduates contribute financially to the College of Law.

The College of Law has always regarded participation in student organizations as an important part of the legal education experience and, for this reason, has encouraged the creation and activities of a wide variety of student organizations, some traditionally found in law schools, some less common. The Student Affairs Committee and the Assistant Dean exercise an oversight function with regard to the various student organizations of the College. Within the limits of available resources, the College supports student organizations with office space, use of classrooms for meetings when they are not used for classes, secretarial and copying support for academic activities and, in some cases, direct funding. We are proud of the accomplishments of these student organizations and will continue to support and encourage them.

The Student Bar Association (SBA) is the student government organization for the College of Law. Each student, upon official enrollment at the College, is automatically a member of the SBA. For fiscal year 1990, the Student Bar Association procured $25,000 from the Student Government Association of GSU for the financing of all law school organizations, excluding Moot Court and Law Review, which are separately budgeted. These funds give all organizations access to the student activity funds which are paid each semester by all law students. The SBA Finance Committee has established a procedure to dispense funds.

The Honor Court is an arm of the Student Bar Association, and every student enrolled at Georgia State University College of Law comes within its jurisdiction. The Honor Court exercises the jurisdiction provided for in the Code of Student Conduct which governs the College.
The Georgia State University Law Review is an important medium through which the school represents itself to the legal community and presents legal scholarship. The Law Review has been published twice a year by members of the student body of the College of Law. Three issues are planned for next year. Each issue includes articles contributed by members of the legal profession and student articles. The Fall issue also includes a review and analysis of legislation passed in the Georgia General Assembly's most recent session. This year, the third issue of the "Peach Sheets", as this legislative review is known, was published. This is an important activity and one that gives the GSU Law Review a special distinction.

Considerable activity has taken place during the 1989-90 academic year in connection with student affairs matters, the identification of student concerns and the coordination of faculty responses thereto. Dean Knowles has continued her practice, first established in 1986, of meeting periodically in open forum with the student body to communicate to them what important developments are occurring concerning the law school, and to listen and respond to student concerns.

The satellite Financial Aid Office established last year in the College of Law continues to work well. Both the Director and the Assistant Director of the University Financial Aid Office have continued to provide us with much positive feedback on its operations. Administrative and student affairs calendars focused on semester, monthly and weekly activity schedules have been set up in the student lounge to help identify, coordinate and monitor law school events. Also, students have been appointed as ex-officio members of the faculty committees on the Curriculum, the Library, and Student Affairs in order to increase student involvement in school administration and more effective communication and feedback between the faculty and the student body.

INSTRUCTION

In keeping with its mission, the College of Law offers high quality legal education leading to the Juris Doctor (J.D.) degree to both full and part-time students. With the recently instituted semester system, six semesters are required for full-time students, and nine semesters are necessary for part-time students.

Prior to the semester conversion in the summer of 1988, the Curriculum Committee reviewed all courses offered by the College. This review resulted in several recommendations for changes in hour equivalents to be awarded for particular courses and for restructuring of several courses, as well as in the conversion of the entire curriculum to the semester system. The required course in Litigation was changed from a year-long, two-hour per week course to a one-semester four-hour course. The hope is that the shorter, more intensive format for this simulation course will be an improvement. The change also insures that students will complete the required Evidence course before taking Litigation. Required courses in Constitutional Law and Criminal Law used to be taken in the first and second year, respectively. This is now reversed, and students take Criminal Law in the first year and Constitutional Law in the second. The reason for this change was the belief that first-year evening students are better able to handle the addition of Criminal Law rather than Constitutional Law to their heavy schedule in the Spring Semester of their first year.

The Curriculum Committee produced a Curriculum Planning Handbook to help students plan the courses of study. The third edition of the Handbook has been prepared for 1990-91. The Committee also organized a meeting with students where a panel of faculty members from different areas discussed course offerings and answered students' questions; these sessions will be a regular part of the College's program of academic advising.
Several new courses were approved by the faculty including Criminal Trial Practice, Advanced Real Estate Transactions, and a Seminar in Constitutional Law. The College continues to develop and expand third year lawyer skills courses that build on the first two years of substantive coursework and ready our students for the practice of law. This summer, Professors Blasi and Marvin are leading a program in Europe that offers a close-up study of the EEC and its organizations. The program has attracted students not only from the College of Law but also the College of Business at GSU and the law schools at Emory and Mercer.

The College of Law continues to develop a comprehensive academic support network to help facilitate minority students' access to the legal profession by increasing their chances of successfully completing law school. There are now two components of this network: the Summer Skills Program and the Retention Program. The Summer Skills Program is intended to improve the success rate of minority and other students deemed to be at risk of experiencing academic difficulty in law school. It is a pre-start program that takes place prior to the beginning of the academic program for first year students. The Retention Program takes place during the regular academic year and consists of tutorial assistance. Under the direction of a faculty member and the Assistant Dean, the structure of the program has been purposely kept loose to enable the tutors to respond to the varied needs of the students in question. Evaluations of the effectiveness of both programs are in progress though the College is aware that determining long-term impact will not be possible for a number of years.

STAFF

The present organization has proven to be an effective and efficient arrangement. This structure includes an Associate Dean for Academic Affairs, Assistant Dean for Student Affairs, Director of Administration, Director of Continuing Legal Education, Director of Development, and Director of the Law Library. The Assistant Dean reports to the Associate Dean and is responsible for admissions, financial aid, registration, records, and placement functions of the College.

No significant changes in this structure have occurred since last year's report. However, several personnel changes did occur, and in some instances changes of job titles took place. The most important personnel change was the return of Associate Dean Charles Marvin to the faculty, and the assumption as of July 1, 1989, of the Associate Dean's duties by Roy Sobelson, a member of the College of Law faculty. In late February, Dean Sobelson had to step down for health reasons and Professor Paul Milich of our faculty has taken his place as Acting Associate Dean. Other new staff members include Charles Gilbreath, Assistant Director of Academic Affairs for the College, Suzanne Matthews, Assistant to the Dean, and Cynthia Fox-Giddens, Secretary to the Dean. During the past year organizational changes on the University level resulted in the centralization of GSU's development efforts. Consequently, the position of Director of Development at the College of Law has not been filled. The current Assistant to the Dean fulfills some of these duties and coordinates with the University Development Office on those activities that have been assumed by that Office.
INSTITUTIONAL EFFECTIVENESS

In general all planning conducted in the College of Law is guided by the Standards for Accreditation of the American Bar Association. Using these standards as guidelines, the College has established both short and long range objectives. These short and long range objectives are assessed periodically throughout the year, and a description of the College's accomplishments are detailed in the Self-Study prepared annually for the visit of the Site Team on behalf of the ABA and this Annual Report each year.

Specifically, college effectiveness in planning, evaluation and research is defined as the ability of its students to achieve their educational and professional goals and the ability of faculty members to accomplish their responsibilities in the areas of teaching, research/professional publications, and public service. Effectiveness in the quality of the program is measured against how it is perceived by our students, graduates, local and state Bar Associations and the American Bar Association. We measure our effectiveness by the performance of our students as shown by scores on final examinations, skills displayed in formal writing requirements, feedback from the courts and legal community on externships and clerkships, performance by our moot court teams at regional and national competitions, and the percent of our students who pass the state bar examination. Measures of faculty effectiveness include such things as assessment on the quality of syllabi and instructional resources used in classes, assigning grades according to clearly delineated criteria, peer review of teaching through classroom observations, and review of student course evaluations. Faculty are also expected to engage in appropriate research and scholarly activities. Effectiveness is measured by acceptance of research for publication in scholarly journals, by book publishers, government agencies, Bar and other professional organizations, and acceptance of papers for presentation at Bar and professional meetings.

All faculty are also expected to serve in various capacities in the College, University, and larger community (especially the legal community). These efforts include chairing and serving on committees, directing projects, and developing courses and programs. In addition, faculty are expected to perform service to the community and legal profession by conducting workshops and seminars for continuing legal education, delivering speeches and consulting as well as serving on the various committees of the Bar. Effectiveness, in this area, is judged by feedback from client groups, evaluation reports from CLE programs, and the extent of awards and professional recognition gained by individual faculty members.

The evaluation procedure for faculty members established in the College specifies that the Dean provide feedback in the three major areas of responsibility - teaching, research and service - to each faculty member. During an annual conference, the Dean reviews with each faculty member the accomplishments of the preceding year and plans for the future.

As a result of this ongoing planning and evaluation process, the College of Law believes it has an effective plan for reviewing its programs, faculty, and students in relation to the mission of the College of Law.

OBJECTIVES AND RECOMMENDATIONS

A review of our One-year Objective from a year ago:

Complete renovation project. The renovation project should be complete, nearly on schedule, by late August of 1990. It has been a long year working around the construction, the cramped, temporary space, and the noise and lack of consistent ventilation, but as the project nears completion it is obvious to
staff and students that the new space will allow us to serve the needs of our students and faculty more efficiently and effectively.

Recruit and hire two respected senior faculty members. We have not yet been able to attract the kinds of senior faculty members originally contemplated when we set this goal. As the faculty grows more experienced, the need for senior, mentoring faculty members has decreased and the University has allowed us to use one of these positions to recruit two junior faculty members next fall. In the meantime, we continue a careful search and hope to fill the other position in the coming year.

Secure funding for two additional faculty members. The University has responded to our critical need for additional faculty by authorizing us to recruit and hire two additional faculty members next year.

Establish effective development program. Substantial progress has been made on this objective. With the aid of a new faculty Development Committee and the Assistant to the Dean, Suzanne Matthews, the College has developed a plan and supporting literature to approach law firms and other potential contributors over the next year. Clay Long, senior partner of Long, Aldridge and Norman, has also assisted the College in developing its plan and identifying contacts for development efforts.

Secure funding and faculty to establish a client clinic at the College of Law. The resources for this important objective have not been made available to the College of Law. With many of our students going into solo or small firm practice right after graduation, the need is substantial for a live client clinic that will train these students in the practical tasks of lawyering.

Review staffing needs for each department. Despite the fact that applications to the College of Law have soared and financial aid and placement services for the students have expanded, the College has reduced its overall staff by a small amount over the past year. This is part of our continuing effort to streamline our administrative processes.

Library - Increase acquisition funding by 15%. The acquisition budget of the College of Law increased by only 4.0% last year. This amount is inadequate to maintain and keep current the existing collection, let alone add new titles that are in demand at a University law library.

Administration - Complete the student records computer system. Through the efforts of Dean Sobelson and Charles Gilbreath of our College and James Greene and Mark Elliot of the University Registrar's Office, we have nearly completed the task of transferring all student records (going back to 1983) to the University computer system. This ensures greater efficiency in record storage and retrieval.

Implement local area computer network linking all faculty. This objective will be completed by the end of the upcoming year.

Students - Scholarships and Financial Aid Improvement. Our financial aid office, in conjunction with the University's office, has established new procedures to improve the delivery of financial aid services to our students. Funding for minority scholarships is adequate but funding for non-minority, merit scholarships is inadequate. A combination of University Foundation funds and increased contributions from outside the University is needed to give us a fighting chance of attracting the best students in the region to Georgia State.
1990-91 OBJECTIVES

For the coming year, the College has established as its goals the following (not in order of priority):

* Completion of renovation project and full utilization of the new space.
* Increase scholarship funds for both minority and non-minority scholarships.
* Implementation of plans for community-wide fundraising for scholarships, library acquisitions, and faculty recruitment and development.
  * Recruit and hire four new junior faculty members.
  * Recruit and hire one senior, distinguished professor.
  * Secure funding and staffing for a client clinic.
  * Secure a 15% increase in acquisition funds for the library.
  * Improve retention rate of minority students.
  * Create a support network for minority students using existing student organizations and minority attorneys in the Atlanta area.
  * Improve our minority recruitment efforts.
* Streamline our applications and admissions process.
* Review staffing needs and job assignments for each department.
STATISTICAL DATA AND LISTING

Faculty

New Appointments

Atkinson, Richard, appointed Visiting Associate Professor for the academic year. Professor Atkinson was on leave from the University of Arkansas School of Law. He received the J.D. degree from Yale University School of Law in 1974.

Gozansky, Nathaniel, appointed Visiting Professor for the fall semester 1989. Prof. Gozansky was on leave from the Emory University School of Law. He received the LL.M. degree from Yale University in 1965.

Kadish, Mark J., appointed Associate Professor effective May 1, 1990 on a fiscal year basis. Professor Kadish previously maintained a private law practice. He received the J.D. from New York University School of Law in 1967.

Lord, Georgia K., appointed Temporary Lecturer. Ms. Lord received the J.D. degree from the University of South Carolina College of Law in 1984.

Returning from Full-Year Leave Taken for the 1988-89 Academic Year

None

Transfers from Non-teaching Positions

None

Resignations

Atkinson, Richard, Visiting Associate Professor left at the end of his temporary appointment, effective May 1990.

English, Jodie A., Assistant Professor, took another position in Indiana, effective at the end of summer semester, July 1989.

Gozansky, Nathaniel, Visiting Professor, left at the end of his temporary appointment, effective December 1989.

Lord, Georgia K., Temporary Lecturer, took another position outside of Georgia State University effective at the end of her contract period, May 1990.

Terminations

Siuta, Patricia, Assistant Professor and Director of Lawyer Skills Development.

Retirements

None

Deaths

None
Leaves of Absence for Entire Academic Year, 1989-90

None

Leaves of Absence for less than the Entire Academic Year

Hogue, L. Lynn, Professor, was on research leave of absence Fall Semester 1989.

Transfers to Non-Teaching Positions

None

Change in Status

Brinson, J. Dianne, granted tenure, effective August 21, 1989

Johnson, Nancy P., granted tenure, effective July 1, 1989

Milich, Paul S., granted tenure, effective August 21, 1989

Radford, Mary F., granted tenure, effective August 21, 1989

Sobelson, Roy M., granted tenure, effective July 1, 1989

Wiseman, Patrick, granted tenure, effective August 21, 1989

Promotions

Blasi, Ronald W., from Associate Professor to Professor, effective August 21, 1989.

Emanuel, Anne, from Assistant Professor to Associate Professor, effective August 21, 1989.

English, Jodie A., from Assistant Professor to Associate Professor, effective August 21, 1989. Professor English resigned her appointment before the effective date of this promotion.

Hartfield, Bernadette W., from Assistant Professor to Associate Professor, effective August 21, 1989.

Scott, Charity, from Assistant Professor to Associate Professor, effective August 21, 1989.

Emeritus Faculty

None

Those Receiving Advanced Degrees

Maleski, David J., Professor, received the M.S. degree at Georgia Institute of Technology, 1989.

Those Doing Graduate Work not Included in Previous List

None

Research Projects

Blasi, Ronald W.

Article on tax exempt financing
Banking Law paper on fragmentation of financial institutions
Bank reporting and compliance requirements
Global models for deposit insurance

Brinson, J. Dianne
Article on copyright misuse
Monograph on computer industry bankruptcies

Bross, James
"Georgia Water Law" in progress

Budnitz, Mark E.
Chapter 11 Business Reorganizations and Shareholder Meetings
Standard of Care Imposed Upon Banks Under Proposed Revision of Article IV of the Uniform Commercial Code.
Payor banks' duty of care in modern check processing

Emanuel, Anne S.
Article on Trust Law and Portfolio Investment Theory
Model Trust Code for Georgia Bar Commission
Spendthrift trusts and bankruptcy laws

Gregory, William
Casebook on law of partnership and agency

Hartfield, Bernadette W.
Problems of theory and practicality in delimiting marital property
Research on PKPA and ICPC

Hogue, L. Lynn
Article on Schelmer v. Fireman's Fund Insurance Co.
19th Century Constitutional History
Kaminshine, Steven

Age discrimination by employers
Subjective hiring decisions and the Watson Case under Title VII.
Lower court responses to Wards Cove Packing in Title VII cases.

Knowles, Marjorie F.

"Georgia Women and the Law", in progress

Lanier, E. Ray

Text on personal jurisdiction

Maleski, David J.

Book on sociobiology and the law of risk
Book on product liability

Marvin, Charles

Book on comparative Canadian-U.S. public law
Georgia administrative law

Milich, Paul S.

Evidence: "Similar transactions" under Georgia law vs. FRE 404(b)
Rules of evidence in Georgia and Federal Courts
Hearsay in the law of evidence

Morgan, Patricia T.

"Tax Fraud and Procedure in a Nutshell", in progress
Tax Procedure and Tax Fraud, Cases and Materials, in progress
Business Planning casebook, in progress
Civil tax penalties and standards of conduct for the return preparers.
Non-profit corporation code revision

Radford, Mary F.

Article on feminist theories of sex discrimination
Use of subjective factors in sex discrimination cases
Fiduciary legislation
Scott, Charity
   Article on anti-trust law and medical staffs

Sobelson, Roy M.
   The lawyer as advocate/witness

Stephens, Corneill
   Completing article on UCC 2-207

Urbonya, Kathryn
   Municipal liability from high speed chases

Wiseman, Patrick
   Statutory interpretation in the Rehnquist Court
   Judicial deference to non-judicial decision makers

Publications
Blasi, Ronald W.
   "Banks and Trust Companies", R. W. Blasi and C. J. Judson, Chapter I:22,
   "Core Deposit Amortization", Journal of Bank Taxation, Vol. 2, No. 2,

Brinson, J. Dianne
   "Proof of Economic Power in Sherman Act Tying Arrangement Case: Should
   Economic Power be Presumed When the Tying Product is Patented or
   Property Law Review.
   "Buying or Selling A Going Business", in Georgia Methods of Practice:
   "The Corporation", in Georgia Methods of Practice: Business Organizations,

Bross, James
   "Current Developments - Real Property", published bi-monthly in Probate
   and Property.
Emanuel, Anne S.


Memorandum in Opposition to the USRAP, 24 Fiduciary Law Section Newsletter 10 (1990).

Gregory, William


Hartfield, Bernadette W.


Kaminshine, Steven


Lanier, E. Ray


Marvin, Charles


Milich, Paul S.


Morgan, Patricia T.

Radford, Mary F.


Sobelson, Roy


Stephens, Corneill


Urbonya, Kathryn

"No Qualified Immunity for the Use of Excessive Force During an Arrest", Civil Rights Litigation and Attorney Fees Annual Handbook 175 (1989).


Wiseman, Patrick


Professional Activities

Blasi, Ronald

Founded First Annual Southeastern Banking Law Conference

Instructor, Bank Administration Institute School of Banking, University of Wisconsin

Consultant to New York Tax Legislative Study Commission

Course Leader, Bank Tax Course (New York, Boston, Atlanta), Executive Enterprises

Member, Editorial Advisory Board, Journal of Bank Taxation

Member, Committee on Government Submission, American Bar Association, Tax Section.
Blasi (cont.)

Speaker, Bank Tax Institute, Orlando, Florida.

Member, Taxation of Financial Institutions Committee, National Tax Association-Tax Institute of America

Member, Committee on Teaching Taxation, American Bar Association, Tax Section.

Brinson, J. Dianne

Vice-Chair, ABA Committee on Bankruptcy in the Computer Industry.

Member, ABA Committee on Computer Programs.

Member, ABA Committee on Inequitable Conduct.

Member, Computer Law Section and Bankruptcy Law Section, State Bar of Georgia.


Speech, "Georgia Corporation Law." GSU CLE Seminar.

Reviewer, Bowker's Legal Publishing Preview.

Member, Computer Law Section and Bankruptcy Law Section, State Bar of Georgia.

Bross, James

Editorial Board, Land Use and Environmental Law Review

Associate Editor, Probate Property.

Faculty at seminar on planning and law at the American Planning Association Annual Meeting.

Represented College of Law at LSAC Admissions Conference, UGA Graduate and Prof. Schools Day, Georgia Pre-Law Club, and Mercer Pre-Law Club.

Budnitz, Mark E.

Member, Board of Directors, Georgia Consumer Center

Member, Advisory Committee, Atlanta Legal Aid Society

Member, Consumer Financial Services Committee, American Bar Association.


Panelist, Programs presented by FTC, Electronic Funds Transfer and Interest Rate Committees, American Bar Association, Business Law Section.

Awarded a Fellowship by Consumer Financial Services Committee, American Bar Association.
Crandell, Norman

Arbitrator - GM/BBB - Automobile Consumer/GM Arbitration. Approximately six arbitrations per quarter (Summer, Fall, Winter, Spring).

Emanuel, Anne

Member, Board of Directors, Federal Defender Program, Inc.
Reporter, Trust Revision Committee, State Bar of GA.
Coach, Frederick Douglass Moot Court Team
Co-chair, Panelist, "Give Women Credit," Women in World Banking Conference.
Lecture on an Independent Judiciary to Columbia University/USIA sponsored by delegation of Ugandan jurists and government officials.
Fernbank PTA, Board Member Co-Chair, Book Fair

Gregory, William

CLE - Ethical Problems in a Corporate and Business Context.

Hartfield, Bernadette

Speaker, Black Students on White Campuses Conference, "Racism - Whose Problem Is It; Where Do We Go From Here?", Atlanta, GA.
Testified before Georgia Senate Judiciary Committee on Family Court System
Speaker, Career Day, Northside High School
Subcommittee Chair, Fifth District, Governor's Conference on Children and Youth.
Advisory Board, Georgia Court-Appointed Special Advocates
Advisory Committee, Section on Minority Groups, Association of American Law Schools.
Co-Presenter, Southern Sociological Society Annual Meeting.
Workshop Chair and Panelist, "Give Women Credit", Conference of Women in World Banking.

Hogue, L. Lynn

Presented a lecture at the College of Law on "The Trial pf Jesus".
Member of the Reaccreditation Committee to CBN University for the Southern Association of Colleges and Schools.
Member of the doctoral committee on Jay Pinkston Whitlow, doctoral candidate in the College of Education; his dissertation is on the development of accreditation standards for private schools in the state of Tennessee.
Hogue (cont.)

Served as an arbitrator for the American Arbitration Association.

Johnson, Nancy

Co-Chair, AALL, Conference of Newer Law Librarians


President, GSU College of Law Alumni Club

Speaker, Conference on Professional Development, Emory University.

Adjunct Professor, Clark-Atlanta Univ., School of Library Science.

Vice President/Pres. Elect., Atlanta Association of Law Librarians.


Instructor, GSU CLE, "Legal Research for the Legal Secretary and Paralegal."

Speaker, AALS Program for New Library Directors, San Francisco, CA.

Kaminshine, Steven

Secretary-Treasurer and Executive Board member, Labor and Employment Law Section, Atlanta Bar Association.

Chair-elect, Labor and Employment Law Section, Atlanta Bar Association.

Presentation, "Employee Benefit Plans under the Age Discrimination in Employment Act", Employment Law Seminar sponsored by the Atlanta Bar Association.


Most Outstanding Professor, Student Bar Association, GSU College of Law, 1989.

Faculty Advisor to National Labor Law Moot Court Team which won championship in national competition held in New York City.

Knowles, Marjorie F.

Member, Atlanta Board of Ethics

Member, Georgia State Bar Task Force on the Involvement of Women and Minorities in the Profession. Chair, Sub-Committee on Legal Education.

Member, Georgia State Bar Committee on Professionalism

Member, Commission on Gender Bias in the Judicial System

American Bar Representative on the AALS/ABA/LSAC Joint Task Force - Minority Clearinghouse Project.

Trustee, College Retirement Equities Fund
Marvin, Charles

Advising the Law Reform Commission of Canada on legislative drafting and administrative law.

Thesis Evaluation Panel Member for David Maleski’s Master’s Thesis at Georgia Tech on “Genetic Risk, Tort Law and the Inherited Predisposition for Dangerous Behavior.”


Luncheon Speaker, “The U.S.-Canada Free Trade Agreement,” Atlanta Capitol Kiwanis Club.

Speaker, ”Foreign Policy vs. Informal Citizenry: Intelligence, Mosaics and Disinformation,” GSU Philosophy Club.

Judge, Canadian National Round of Jessup International Moot Court Competition. Montreal, Quebec.


Judge, Canadian National Round of Jessup International Moot Court Competition, Toronto, Ontario.

Stewardship Committee of Glenn Memorial United Methodist Church, Decatur, Georgia.

Milich, Paul

Arbitrator, American Arbitration Association.

Member, American Arbitration Association Small Claims Advisory Board, Atlanta, Georgia.

Member, Evidence Study Committee, Georgia State Bar Association.

Member, Executive Committee, American Inns of Court, Atlanta, GA.

Radford, Mary

Pro Bono Representation of Georgia Death-Row Inmate

Consultant, Ford Foundation.

Summer Professor in Residence, Arnall, Golden & Gregory.

Chair, Wills and Trust Drafting, CLE Seminar, GSU College of Law.

Scott, Charity

Presented series of lectures on “Law and Medicine” to Morehouse School of Medicine.
Sobelson, Roy

Interviewed on various legal ethics issues by the Channel 11 television news, the Los Angeles Daily Journal, the Gwinnett Daily News, the Atlanta Business Chronicle, and others.

Member of planning committee, and scheduled speaker, for program by the Atlanta Bar Association on domestic violence.

Stephens, Cornell

Outstanding Professor of the Year, selected by the Student Bar Association, 1990.

Co-Chairman, Georgia Athlete-Agent Regulatory Commission

Judge, Magistrate Court of DeKalb County, Georgia

Arbitrator for Fulton County Superior Court.

Arbitrator for American Arbitration Association

Urbonya, Kathryn

Speaker at CLE program in Chicago on excessive force; program Chair and speaker at Section 1983 conference in Atlanta; speaker at PLI conference on Section 1983 in New York.

Speaker at Civil Rights CLE Conference in Boston and Chicago on the use of excessive force; speaker in Los Angeles on substantive defenses in civil rights actions; CLE sponsored by Georgetown University; interviewed by Channel 5 on the legality of excluding a black juror during Sheriff Richard Lankford's trial.

Appointed by Mayor Andrew Young to be the attorney for a civilian review board (1989-91 term)

Wiseman, Patrick

Certified Mediator, Neighborhood Justice Center of Atlanta.

Member, Board of Directors, Georgia Advocacy Office.

Member, Developmental Disabilities Council of Georgia (appointed by Governor Joe Frank Harris).

Invited Participant, Georgia Chief Justice's Commission on Professionalism, Second Annual Convocation on Professionalism.
Curricula

Course Additions

Law 6031  Litigation Lecture
Law 7137  Computer Law
Law 7188  European Community Law
Law 7212  European Business Transactions
Law 7432  Real Estate Seminar
Law 7487  Trial Advocacy I
Law 7488  Trial Advocacy II
Law 8086  Law Litigation Clinic – U.S. Attorney

Course Discontinuations

None

Changes in Course Title

<table>
<thead>
<tr>
<th>Number</th>
<th>Old Title</th>
<th>New Title</th>
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</thead>
<tbody>
<tr>
<td>Law 6000</td>
<td>Constitutional Law I</td>
<td>Constitutional Law: Federalism</td>
</tr>
<tr>
<td>Law 6020</td>
<td>Legal Profession</td>
<td>Professional Responsibility</td>
</tr>
<tr>
<td>Law 6030</td>
<td>Litigation</td>
<td>Litigation Workshop</td>
</tr>
<tr>
<td>Law 7100</td>
<td>Business Associations I</td>
<td>Agency and Partnership</td>
</tr>
<tr>
<td>Law 7101</td>
<td>Business Associations II</td>
<td>Corporations</td>
</tr>
<tr>
<td>Law 7115</td>
<td>Civil Rights/Civil Liberties</td>
<td>Constitutional Law: Civil Rights (2 hours)</td>
</tr>
<tr>
<td>Law 7116</td>
<td>(2 hours)</td>
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<tr>
<td>Law 7145</td>
<td>Constitutional Law III</td>
<td>Constitutional Law: First Amendment (3 hours)</td>
</tr>
<tr>
<td>Law 7165</td>
<td>Criminal Procedure</td>
<td>Criminal Procedure I</td>
</tr>
<tr>
<td>Law 8046</td>
<td>Family Law Clinic</td>
<td>Civil Litigation Clinic</td>
</tr>
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</table>

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| Organizational Area: College of Law | Prepared By: Marjorie F. Knowles, Dean |

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Needs</th>
<th>One-Year Objectives</th>
<th>Five-Year Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well-respected, provisionally accredited law program.</td>
<td>Sufficient additional space to assure &quot;permanent and adequate&quot; facilities as required for full ABA accreditation.</td>
<td>Complete renovation project and fully utilize space.</td>
<td>Receive full ABA accreditation.</td>
</tr>
<tr>
<td>Faculty with comprehensive teaching expertise in all areas of legal instruction.</td>
<td>The presence of a senior faculty member will serve as role model and mentor for junior faculty.</td>
<td>Recruit and hire a respected senior faculty member.</td>
<td>Plan for AALS membership and membership in the Order of Coif.</td>
</tr>
<tr>
<td></td>
<td>Increase quality and quantity of faculty research output. Increase funding for faculty development.</td>
<td>Recruit and hire four new junior faculty members.</td>
<td></td>
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<tr>
<td></td>
<td>Space, faculty and other support personnel for a live-client clinic to involve 20 students per semester.</td>
<td>Secure funding and authorizations for faculty and other expenses related to establishment of a client clinic.</td>
<td>Develop a small client clinic to involve 20 students per semester.</td>
</tr>
<tr>
<td>Competent and enthusiastic administrative and staff support.</td>
<td>Assure proper distribution of resources among administrative units.</td>
<td>Review staffing needs for each department.</td>
<td>Streamlined and efficient administrative structure.</td>
</tr>
</tbody>
</table>
## FY 1999

### SELF EVALUATIONS BY MAJOR ORGANIZATION AREAS: STRENGTHS, NEEDS, OBJECTIVES

**Organizational Area:** College of Law  
**Prepared By:** Marjorie F. Knowles, Dean

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<td>Good basic collection in law library.</td>
<td>Larger acquisition budget.</td>
<td>Secure 15% increase in acquisition funding.</td>
<td>Build strength in collection.</td>
</tr>
<tr>
<td>Good quality of students attending College of Law.</td>
<td>More scholarship money and other resources to attract and retain outstanding students, those in financial need, and more minority students.</td>
<td>Establish effective development program.</td>
<td>Develop endowed scholarship fund.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase available scholarship funds.</td>
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<tr>
<td></td>
<td></td>
<td>Improve our minority recruitment and retention efforts.</td>
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</tbody>
</table>