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**MEMORANDUM FROM THE PRESIDENT  
UNIVERSITY OF WEST LOS ANGELES**

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To: All UWLA School of Law Students  
From: Robert W. Brown  
Re: Recent Events

May 18, 2005

Now that final examinations are completed for the spring semester, I want to address the many important issues that have arisen over the last months. First, I am very much aware of the student unrest at both campuses. As I hope you know, I am sympathetic to the needs and concerns of our students. Although I did not attend UWLA, I have a deep and abiding love for the mission of UWLA in changing lives and providing the opportunity of quality legal education. As other institutions have retreated from similar missions, I became even more strongly committed to placing UWLA back on firm financial and academic grounds because if UWLA fails, I fear that it will be a long time before another school fills the void.

I hope that all students will see the value in what UWLA provides and remain enrolled because I believe that the future of UWLA is very promising. It is my vision to have facilities in West Los Angeles and the San Fernando Valley that will be interactive from a technology perspective so as to accommodate the career pursuits of our students. We will place increasing emphasis on improving our "performance indicators," including bar passage rates, retention, and placement. I have been working very hard in the School of Law to use our connections in the legal profession to make certain that UWLA students are given increased consideration for jobs as they evolve.

UWLA is almost entirely tuition dependent. This fact makes the university extremely vulnerable to changes in enrollment and increases or decreases in the cost of tuition. Most universities strive to have a balance between tuition and other income. Generally that "other" income is from fundraising. Over the years, we have attempted to generate income through fundraising, and although we have met with some modest success, the financial burden of the institution continues to be funded primarily by tuition income.

I understand the burden that the increase in tuition places on our students. We have been aggressive this year in an effort to mitigate the need for future aggressive tuition increases.

We anticipate future increases not to exceed 6 % per year, and we hope we can avoid increases in the near future of even that magnitude.

When I became the leader of UWLA seven years ago, the institution was in dire condition and in danger of losing its accreditation. As a result, UWLA undertook a dramatic shift in its approach to its mission. UWLA had operated on a volume paradigm. That is, UWLA took in a great number of students and then reduced the population through attrition. Many students were given their opportunity to undertake the very difficult legal education regimen of attempting to become a lawyer. Unfortunately, it led to some perceived abuses. To correct this situation, the faculty installed the requirement of satisfactory LSAT scores and other heightened admission standards. Every student admitted should have at least the minimum competencies to be successful in law school and on the state bar. This meant, however, that the enrolled population at UWLA shrunk substantially almost overnight. It also meant that we had to support the same university infrastructure financially while falling far short of having the necessary number of students enrolled to do so. We managed to continue to operate and to build by relying on financial reserves.

The good news is that enrollments have now grown to the point where conceivably next year, we can have our first balanced budget in almost six years. One of the primary goals of every non-profit organization is to deliver its mission competently on a balanced budget. The fact that UWLA has no long-term debt is also extremely positive for the institution.

With this as the backdrop for our current situation, let me now address what I know to be serious student concerns. First, I know that there is a great deal of uncertainty regarding moving the WLA campus and that rumors abound regarding consolidating to one or the other of the campuses. Let me reiterate that I am committed to obtaining a new facility in West Los Angeles and remaining at our existing facility in the San Fernando Valley.

Sharing the West Los Angeles campus with high school students has been exceedingly difficult and challenging for all of us -- faculty, staff, and students -- but I know that it has been hardest on our students. You are paying a lot of money for a legal education and to sit in classrooms, use restrooms, and walk around a campus that is deteriorating by the moment is disheartening. We agreed to lease space to the high school four years ago because we had a great deal of unused classroom and office space and we needed the money to help offset deficits that occurred, as discussed above. While the arrangement with Animo did provide much-needed revenue, the relationship has become unsatisfactory.

We have been negotiating on two sites in West Los Angeles within a three-mile radius of our present campus. I do not want to inconvenience our students and their routines by our move. I am hopeful to be in a position to make an announcement very soon; however, to do so prematurely might hamper the proceedings. We are negotiating on a daily basis to reach an agreement so that we can make an announcement and allay the anxiety that we are all feeling as a result of the uncertainty. In a worst-case scenario, we can continue to hold classes at the current Inglewood location.

Many have advised abandoning our traditional west Los Angeles location and enrollment base and moving the entire operation to the Valley. It continues to be my strong belief that we must maintain a location on both sides of the Sepulveda Pass. I will not advocate forcing students in the San Fernando Valley to come to West Los Angeles or vice versa. With the continued help and support of our students that should not have to be the case.

As to the law review, both School of Law Dean Arvin and Assoc. Dean Kopkin are eager to resurrect the journal. The reason that it has been discontinued was not financial, but rather that we did not have enough students who were academically qualified, and had the ability to commit the significant amount of time to working on law review, and who had the interest in doing so. There are typically a handful of students every year who fit this description; however, it takes many more to publish a quality volume.

West Los Angeles campus students have voiced concern about the moot court room and the fact that it is no longer located in room 323. It was relocated to the area that formerly housed the bookstore during the spring semester in order to accommodate LSP students. It was our hope that this would actually be a better location and provide a more comfortable setting than leaving it in a room used by the high school students.

Regarding the career development position, I believed that we were making enormous headway under the direction of Sandra Matthews. Unfortunately, she had to be away on medical leave. She was optimistic that the leave would be temporary and we wanted to keep the job open for her when she returned. As a stop-gap measure, we hired a person to fill in temporarily, but as more and more time went by and it became clear that Ms. Matthews we not going to be able to return in a timely fashion, we began the process for filling the position permanently. We have, clearly, lost momentum; however, I am confident that we can regain that momentum with the hire of a suitable person.

At the heart of many of the concerns raised by faculty, students, and staff is a problem with communication. A dilemma that I constantly face is how, when, and what to communicate to students and other members of the university community. I understand the students' need to have answers because students are invested -- both financially and professionally -- in this school. However, please be assured that delaying the communication is only done because of inherent uncertainties or the risk to the transaction posed by dissemination.

There is clearly, no benefit in keeping interested parties in the dark about important matters. On the contrary, there is great benefit in letting people know as much as possible to the extent possible. However there is always the risk of disappointment occasioned by the premature building of false expectations. As a result, I must balance the need to be candid and frank with the inherent realities that doing so may prejudice a deal in progress and may be premature in that situations often change quickly.

There are some students who are persistent in attempting to provoke dissension and discord at UWLA. They would have you believe that I am a person who does not care about the future of UWLA and our students. Nothing could be further from the truth. I know that we have lost a great deal of good will with the students, particularly the students at the WLA campus, for

a number of reasons. It will time take to re-build that good will and trust, but I hope that you and your fellow students will work with me in that effort. I hope that students will know that I have dedicated myself to the proposition of building an institution that will fulfill its mission of providing access and opportunity to a career in the legal profession. Our students have choices and will undoubtedly exercise those choices to enroll in a program that best meets their needs. I am striving to make UWLA the very best that it can be and to place it on solid financial and academic grounds. I hope that you will join me in the achievement of this goal.

Robert W. Brown

A handwritten signature in cursive script that reads "Robert W. Brown". The signature is written in black ink and is positioned below the printed name.

President