

Executive Summary

Blueprint for Academic Excellence School of Law AY2017-2018

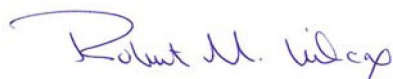
Introduction

The Law School has completed a comprehensive consultant study to identify paths forward in both reputation enhancement (rankings) and revenue growth. The School has also continued its hiring of outstanding teaching scholars, and faculty have placed articles in four of the top-15 law journals. A new medical-legal partnership clinic has been created with Palmetto Health and the Medical School. New senior staff have been hired from outside to lead the Office of Admissions and the Externship Program. A faculty member was appointed as Associate Dean for Diversity and Inclusion. The school's ranking continues to improve, from 92 to 88 in March 2017. Academic advisement has been enhanced.

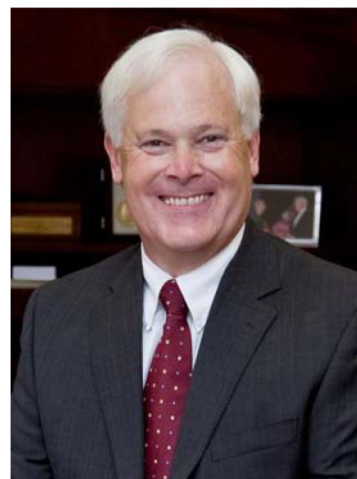
Highlights

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Robert M. Wilcox, Dean



UNIVERSITY OF
SOUTH CAROLINA
School of Law



Blueprint for Academic Excellence

School of Law

AY2017-2018

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Foundation for Academic Excellence

Mission Statement

The mission of the University of South Carolina School of Law is to provide students, through an in-depth legal education, with a foundation upon which they can build successful careers in the practice of law and public service; to contribute to the development of the law and legal theory through significant faculty scholarship on issues of state, national, and international importance; and to advance the administration of justice through service to the legal profession, the state, and the nation.

Updated: 08/25/2015

Vision Statement

The University of South Carolina School of Law aspires to be a law school of choice attracting excellent students from

South Carolina and elsewhere to work with faculty studying the most important and emerging legal issues of our

society. The School of Law must be financially accessible to qualified students and must have a reputation for (1)

excellence in teaching designed to engage and inspire students to learn; (2) excellence in faculty research to ensure

that students and the profession benefit from the most current ideas in the law; (3) curricular flexibility to ensure that the

educational program adapts as the legal profession changes; and (4) strong student support services.

Updated: 03/31/2017

Values

The School of Law is dedicated to providing a professional, civil, and inclusive educational and workplace environment for

all faculty, staff, and students.

Updated: 03/31/2017

Goals - Looking Back

Goals for the School of Law for the previous Academic Year.

Goal 1 - Strengthen academic reputation through enhanced experiential learning opportunities and growing quality and quantity of faculty publications

Goal Statement	Provide a rich curriculum with opportunities for students to develop a wide range of professional competencies, adequately advise students regarding the competencies needed, and develop a range of assessments evaluating student achievement of various competencies. Provide faculty with adequate support and opportunity to engage in robust scholarship production.
Linkage to University Goal	Educating the Thinkers and Leaders of Tomorrow Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners Spurring Knowledge and Creation
Alignment with Mission, Vision, and Values	Provides students with an in-depth legal education and contributes to the development of the law and legal theory through significant faculty scholarship.
Status	
Achievements	
Resources Utilized	

Goal 2 - Increase applicant pool and yield and raise entering class credentials

Goal Statement	Implement a clear strategic plan for increasing both the quality and quantity of the first-year applicant pool and enhancing the yield rate for matriculation of admitted applicants. For Fall 2016 admission, receive completed applications from not less than 75% of the total number of persons who register with the Law School Admission Council, identify themselves as South Carolina residents, and have an LSAT score of at least 155.
Linkage to University Goal	Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Consistent with aspiration to be a law school of choice attracting excellent students from South Carolina and elsewhere
Status	Completed with mixed results

Achievements	<p>Hired experienced Director of Admissions;</p> <p>Created a strategic, data-informed recruitment plan focusing efforts on colleges with identified populations of students with strong academic credentials (LSAT and GPA above current levels) and who are likely to have an interest in South Carolina;</p> <p>Strengthened outreach to prelaw advisors and prelaw organizations</p> <p>Trained staff to better track prospects and applicants;</p> <p>Organized recruitment teams of students, faculty, and alumni to contact admitted candidates;</p> <p>Developed a communications plan to coordinate targeted marketing messages using electronic, print, in-person, and web-based platforms;</p> <p>Refined models to predict enrollment and align scholarship offers with strategic enrollment goals;</p> <p>Achieved a significant increase in UGPA median for Fall 2016 entering class and held LSAT median steady from previous year.</p> <p>In the 2015-2016 admissions cycle, there were 204 persons registered with the Law School Admission Council who identified themselves as South Carolina residents and had an LSAT score of 155 or better. Our goal was to receive completed applications from no less than 75% of those candidates. We received applications from 140, or 69%, of those candidates.</p> <p>Overall applicant pool increase in the 2016-17 admissions cycle is 2%.</p>
Resources Utilized	Two professional and two support staff; \$40,500 travel budget; \$5,000

Goal 3 - Achieve not less than 75% full-time employment rate for graduates

Goal Statement	For all 2016 graduates, achieve an employment rate 9 months after graduation of not less than 75% in full-time, long-term jobs requiring bar passage.
Linkage to University Goal	Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Helping students build successful careers in the practice of law and public service. Strong student support services
Status	Completed with mixed results
Achievements	Employment figures for 2016 graduates are not yet available and are to be reported to the ABA on or before April 7, 2017. For the class of 2015, 64.5% of the total class had long-term full-time jobs requiring bar passage. This compares to a national average of 59.2%. A counsellor met with every first-year student to review resumes and LawFit assessment. Created database showing primary counsellor for each student, areas of interest, where student is from, and where the student would like to practice after graduation. Increased outreach to employers.
Resources Utilized	A Director of Career Services, two associate directors, one permanent and one temporary staff.

Goal 4 - Ensure a sustainable financial future for the School of Law

Goal Statement	Grow existing non-tuition revenue streams and develop additional sources of funding for the academic programs of the School of Law.
Linkage to University Goal	Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Provides additional resources to make law school financially accessible to qualified students
Status	Completed with mixed results
Achievements	Received an in-depth marketing study by Kenedy & Company, identifying areas with potential for new student growth, consistent with the resources of the law school and strengths of the university.
Resources Utilized	Contract with Kennedy & Co. (\$154,100) plus survey expenses (\$4,380) paid from Law School carry forward funds.

Goal 5 - A Sustainable University Rule of Law Center

Goal Statement	Increase programmatic efforts of the Rule of Law Collaborative with goal of creating a body of work to support grant funding for a Center.
Linkage to University Goal	Educating the Thinkers and Leaders of Tomorrow Spurring Knowledge and Creation Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Contribute to the development of the law and legal theory through significant faculty scholarship on issues of state, national, and international importance; advance the administration of justice through service to the legal profession, the state, and the nation.
Status	
Achievements	
Resources Utilized	

Goals - Real Time

Goals for the School of Law that are in progress for AY2017-2018.

Goal 1 - Provide active career assistance and realistic career opportunities nationally for graduates

Goal Statement	Enhance graduate placement through a career center which includes professional development advisement throughout a student's career and enhanced outreach to employers in local, regional, and national markets.
Linkage to University Goal	Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Helping students build successful careers in the practice of law and public service. Strong student support services
Goal Status	
Achievements	
Resources Utilized	
Continuation	
Action Plan for Achieving the Goal	Hire a new Career Services Director who is prepared to develop and manage a modern Career Center.
Upcoming Plans	

Goal 2 - Successfully move to new building before Summer 2017

Goal Statement	To occupy the new building and be ready for classes in that building in Summer 2017
Linkage to University Goal	Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The University of South Carolina School of Law aspires to be a law school of choice attracting excellent students from South Carolina and elsewhere to work with faculty studying the most important and emerging legal issues of our society.
Goal Status	
Achievements	
Resources Utilized	
Continuation	
Action Plan for Achieving the Goal	Move begins May 8, 2017
Upcoming Plans	

Goals - Looking Ahead

Goals for the School of Law that are slated for the upcoming year.

Goal 1 - Strengthen academic reputation through enhanced experiential learning opportunities and by growing quality and quantity of faculty publications

Goal Statement	Provide a rich curriculum with opportunities for students to develop a wide range of professional competencies, adequately advise students regarding the competencies needed, and develop a range of assessments evaluating student achievement of various competencies. Provide faculty with adequate support and opportunity to engage in robust scholarship production.
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners Spurring Knowledge and Creation
Alignment with Mission, Vision, and Values	Provides students with an in-depth legal education and contributes to the development of the law and legal theory through significant faculty scholarship.
Goal Status	
Action Plan for Achieving the Goal	Implement two new clinical courses Recruit adjunct faculty for new capstone course Seek funding for a new Veteran's Legal Services Clinic Continue to reward exceptional research accomplishment
Resources Needed	A Veterans Clinic will require about \$1.5 million to renovate the Horry-Guignard House and annual operating costs of about \$160,000 for a faculty director and paralegal. Otherwise, no additional resources beyond those currently budgeted
Notes	Continuing debate regarding appropriate measures of faculty scholarship

Goal 2 - Increase quality and quantity of applicant pool and enhance yield rate for matriculation

Goal Statement	Provide adequate scholarship support to raise entering class median LSAT scores to 156 while maintaining or improving quality of other entering credentials. Receive completed applications from not less than 75% of the total number of persons who register with the Law School Admission Council, identify themselves as South Carolina residents, and have an LSAT score of at least 155.
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Consistent with aspiration to be a law school of choice attracting excellent students from South Carolina and elsewhere
Goal Status	
Action Plan for Achieving the Goal	Continue to build scholarship funds Continue to gather data needed for better yield modelling Continue focused recruitment of potential applicants Pursue non-resident tuition reform
Resources Needed	Goal of doubling scholarship budget with new annual scholarship funding of \$1.2 million

Goal 3 - Develop post- baccalaureate (non-J.D.) programs to attract new students.

Goal Statement	To successfully implement multiple certificate and degree programs consistent with institutional strengths and goals and having a strong likelihood of enrollment success
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Educates non-lawyers on key legal issues related to their careers and provides resources to support core J.D. educational mission
Goal Status	
Action Plan for Achieving the Goal	<p>Faculty design of academic programs to implement Kennedy & Co. recommendations</p> <p>Seek approvals from university, government, and accrediting authorities</p> <p>Hire director to begin staffing and marketing</p>
Resources Needed	<p>Initial costs estimated at \$475,000 prior to start of tuition revenue. Net tuition revenue is projected as positive in year one</p> <p>of operation.</p>

Goal 4 - Provide graduates with realistic opportunities to pursue careers regionally and nationally

Goal Statement	Provide individual counselling and access to information and assistance regarding careers both in and out of state.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Becoming a law school of choice attracting excellent students from South Carolina and elsewhere; strong student services
Goal Status	
Action Plan for Achieving the Goal	<p>Fully inform students throughout their law school career of the competencies needed to be considered for desired</p> <p>positions; Maintain a database of student interest and experience to allow for more proactive advice regarding potential</p> <p>positions; Establish strong alumni connections with the Career Center to provide students with assistance regarding jobs</p> <p>both in and out of state.</p>
Resources Needed	TBD upon arrival of new Career Center Director

Academic Programs

Program Rankings

Academic programs that were nationally ranked or received external recognition during the Academic Year.

J.D. Degree Program; US News & World Report; March 14, 2017; March 2017-18; Ranked 88 of 197.

Instructional Modalities

Innovations and changes to Instructional Modalities in unit's programmatic and course offerings that were implemented during the Academic Year.

Program Launches

Academic Programs that were newly launched during the Academic Year; those that received required approvals but which had not yet enrolled students are not included.

Program Terminations

Academic Programs that were newly terminated or discontinued during the Academic Year.

An MOU with Gadjah Mada University in Yogyakarta, Indonesia, for a twinned degree program was not renewed and was

formally terminated in August 2017 (due to lack of students from Indonesia able to complete JD requirements successfully).

Supplemental Info - Academic Programs

Any additional information on Academic Programs appears as Appendix 1. (bottom).

Academic Initiatives

Experiential Learning for Undergraduates

Initiatives, improvements, challenges, and progress with Experiential Learning at the Undergraduate level.

NONE

Experiential Learning For Graduate & Professional Students

Initiatives, improvements, challenges, and progress with Experiential Learning at the Graduate or Professional level.

The School of Law has four types of experiential programs, two of which are for academic credit and two of which are not. The academic credit programs are the Externship Program and the Clinical Legal Education Program.

The externship program has grown steadily since 2011 and places students in positions with judges as well as with lawyers in not for profit legal service providers; government agencies; and corporate legal departments. There is also a classroom component that allows for reflection and discussion of the experience. The initial program director resigned in early 2016, and a temporary replacement was hired to continue to expand placements and ensure full oversight of the quality of the experiences provided. Recently the temporary director was hired to fill the position on a permanent basis. To better ensure

consistency with other experiential programs, her position now reports to the Director of Clinics. Thus far in AY 2016-17, 37 students have enrolled in an externship program.

The Law School Clinic provides students with the opportunity to represent actual clients under the SC Supreme Court Student Practice Rule. The program has existed since the 1970s, but has recently experienced a complete changeover of faculty with the retirements of several long-term faculty. Clinical faculty are tenured or tenure-track and are now expected to publish on the same level as non-clinical faculty. In AY2016-17, a new land use clinic was staffed with a new hire, and a second new faculty member has been working on the creation of a medical-legal partnership with the Palmetto Richland

Children's Hospital. Another new clinical faculty member has been recruited to add a family law clinic in AY 2017-18.

Affordability

Assessment of affordability and efforts to address affordability.

The School of Law tuition and fees are among the highest for public law school in the Southeast. Our faculty and staff size and salaries are in line with those of other schools of similar student population. A recent study found little ability to adjust cost in those areas. Given the likelihood that we will not be able to enlarge our entering JD classes in the immediate future without significant harm to quality, we are focusing our efforts on finding non-JD sources of revenue. We are also focusing all private philanthropy efforts on scholarship creation.

Reputation Enhancement

Contributions and achievements that enhance the reputation of USC Columbia regionally and nationally.

Faculty have recently placed articles in the highest-level law reviews, including Stanford, Chicago, and Michigan. They have also authored books with major academic presses that have attracted attention nationally. One such book author has received a Fulbright Award to do research in Canberra, Australia in Spring 2018. Other faculty are frequently contacted by national media to discuss issues related to autonomous vehicles and police practices.

The new building is expected to enhance the school's reputation upon opening in 2017. The building will be used to host an academic conference co-sponsored by the American Bar Association.

The Law School's continuing relationship with the American Bar Association through our students' editing of the ABA Real Property Trusts and Estate Law Journal provides national reputation.

The Nelson Mullins Riley & Scarborough Center on Professionalism continues to be the most visible national voice on lawyer mentoring and this year also hosted a high-profile national conference on Access to Justice for Veterans.

Challenges

Challenges and resource needs anticipated for the current and upcoming Academic Years, not noted elsewhere in this report and/or those which merit additional attention.

The main challenge of affordability is addressed elsewhere.

Supplemental Info - Academic Initiatives

Any additional information on Academic Initiatives appears as Appendix 2. (bottom)

Faculty Population

Faculty Employment Summary

Table 1. Faculty Employment by Track and Title.

	Fall 2016	Fall 2015	Fall 2014
Tenure-track Faculty			
Professor, with tenure	18	19	19
Associate Professor, with tenure	10	10	13
Professor	0	0	0
Associate Professor	0	0	0
Assistant Professor	12	9	10
Librarian, with tenure	3	4	4
Librarian	2	3	2
Assistant Librarian	0	0	0
Research Faculty			
Research Professor	0	0	0
Research Associate Professor	0	1	1
Research Assistant Professor	0	0	0
Clinical/instructional Faculty			
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor/Lecturer	7	7	7
Adjunct Faculty	23	28	27

Faculty Diversity by Gender and Race/Ethnicity

Note: USC follows US Department of Education IPEDS/ National Center for Education Statistics guidance for collecting and reporting race and ethnicity. See https://nces.ed.gov/ipeds/Section/collecting_re

Table 2. Faculty Diversity by Gender and Race/Ethnicity, Fall 2016, Fall 2015, and Fall 2014.

	Fall 2016	Fall 2015	Fall 2014
Gender	75	81	83
Female	31	30	30
Male	44	51	53
Race/Ethnicity	75	81	83
American Indian/Alaska Native	0	0	0
Asian	3	3	2
Black or African American	2	3	3
Hispanic or Latino	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	0	0	0
Two or More Races	2	2	2
Unknown Race/Ethnicity	10	10	10
White	58	63	66

Illustrations 1 and 2 (below) portray this data visually.

Illustration 1. Faculty Diversity by Gender

2016 Faculty Gender

2015 Faculty Gender

2014 Faculty Gender

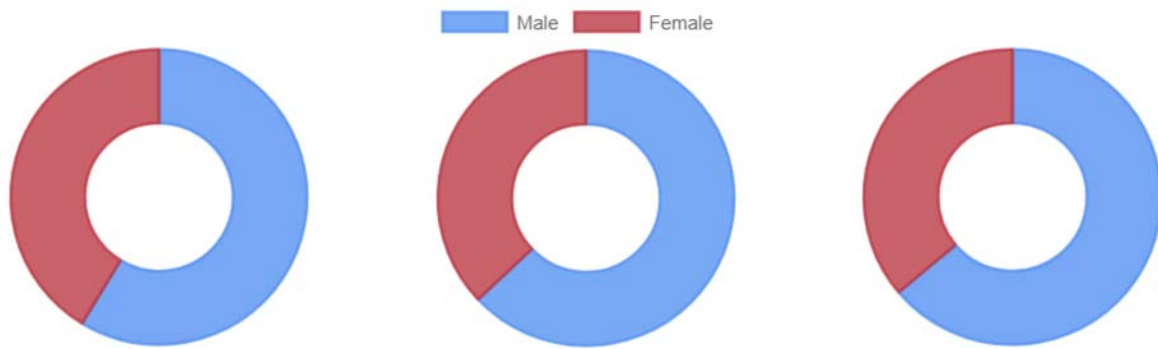
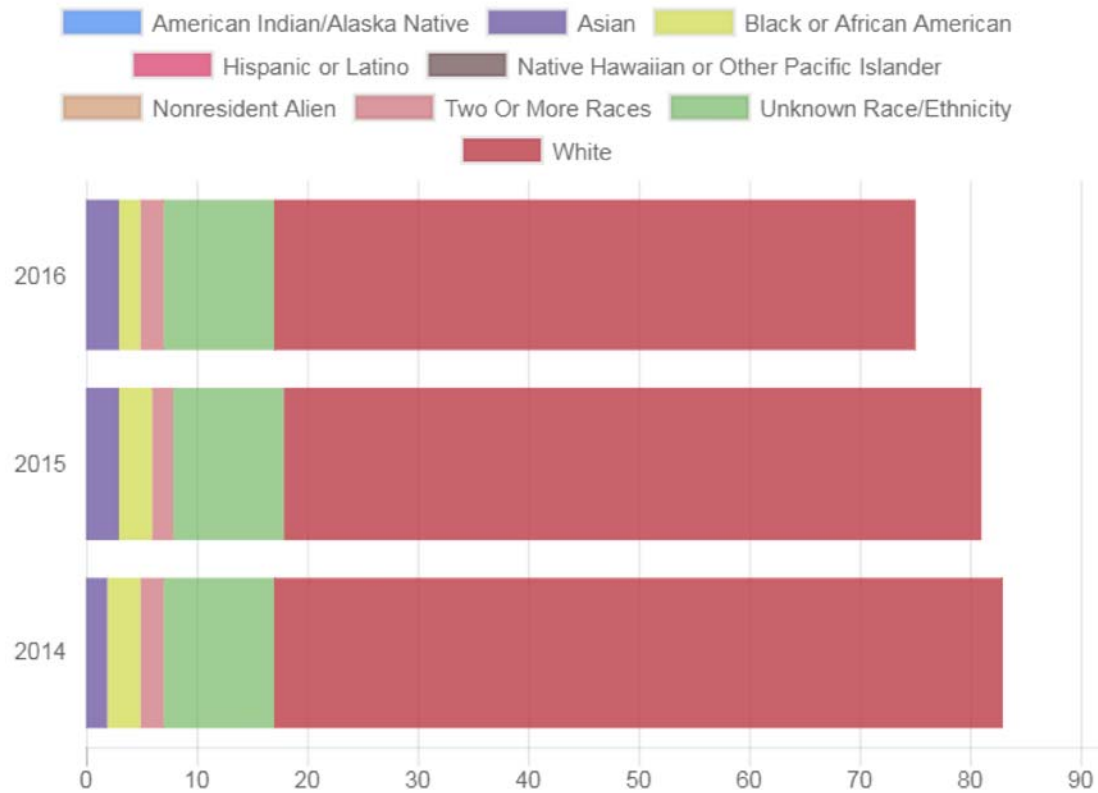


Illustration 2. Faculty Diversity by Race & Ethnicity



Faculty Information

Research and Scholarly Activity

Please refer to Appendix 3, which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:

- 1) The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.*
- 2) Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at: <http://sam.research.sc.edu/awards.html>) Amount of sponsored research funding per faculty member in FY YYYY (by rank, type of funding; e.g., federal, state, etc., and by department, if applicable).*
- 3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.*

We only recently became aware that Academic Analytics now measures Law School activity. We have traditionally

measured faculty publications in top-50 law reviews, top-5 specialty journals, and books. Law review prestige is

measured by school ranking. In 2016, the total number of law review articles published by South Carolina faculty rose

from 23 to 26; top-50 placements rose from 7 to 15; top-5 specialty journal placements decreased from 4 to 2; and books

dropped from 9 to 2. By comparison, the University of Indiana-Bloomington (a top-30 school) reports 16 articles, 4 top-

50, 3 top-5 specialty, and 8 books in 2016. Already in 2017, four faculty (including three who are not yet tenured) have

had articles accepted at top-15 journals (Stanford, Chicago, Michigan, and UCLA).

Faculty Development

Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes.

Optional

The Associate Dean for Faculty Development consults with faculty regarding article placement and ensures that junior

faculty are effectively mentored regarding scholarship development. He also coordinates work-in-progress

presentations. The Law School provides each faculty member with access to

The Law Library's Assistant Director for Faculty Services is a professional librarian who supports faculty research by

locating necessary source material, assisting with research strategy, and managing discrete research project

assistance

using a team of six student research assistants. She also provides current awareness services for the law faculty and gives presentations to the law faculty on the various services and resources available to them through the law library and the university's main library.

Supplemental Info - Faculty

Any additional content on Faculty Information appears as Appendix 4. (bottom)

Supplemental Academic Analytics Report

Content from Academic Analytics appears as Appendix 5. (bottom)

Teaching

Faculty to Student Ratio

The formula used to compute the ratio uses data from Faculty Population by Track and Title and Student Enrollment by Time Basis, as follows:

$$\frac{(Total\ Full-time\ Students + 1/3\ Part-time\ Students)}{((Total\ Tenure-track\ Faculty + Total\ Research\ Faculty + Total\ Clinical/Instructional\ Faculty) + (1/3\ Adjunct\ Faculty))}$$

Table 4. Faculty-to-Student Ratio, Fall 2016, Fall 2015, and Fall 2014

Fall 2016	Fall 2015	Fall 2014
1: 10.2	1:9.93	1:9.5

Analysis of Ratio

Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio.

The quantitative data shows a student faculty ratio of 10.2.

For Fall 2016, we reported a ratio of 11.2 to US News & World Report for ranking purposes. That publication requires a

different mathematical formula for calculation of the ratio.

We expect the ratio to remain essentially steady because of a steady student population forecast and because future

faculty hiring will only replace departing faculty.

Faculty Awards Nominations

Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other, during AY2016-2017.

Research Award Nominations

Recipient(s)	Award	Organization
Zug, Marcia	Fulbright Senior Scholar (University of Canberra)	Fulbright Scholar Program

Faculty Awards Received

During AY2017-2018 faculty of LAW were recognized for their professional accomplishments in the categories of Research, Service, and Teaching.

Research Awards

Recipient(s)	Award	Organization
Zug, Marcia	Fulbright Senior Scholar (University of Canberra)	Fulbright Scholar Program

Service Awards

Recipient(s)	Award	Organization
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Student Recruiting and Retention

Student Recruitment

Efforts, including specific actions, to recruit students into College/School programs.

Hired an extremely energetic and experienced Director of Admissions who has brought significant recruiting, management, and creative skills to the admissions operation

Created a strategic, data-informed recruitment plan focusing efforts on colleges with identified populations of students

with strong academic credentials (LSAT and GPA above current levels) and who are likely to have an interest in South

Carolina

Strengthened outreach to prelaw advisors and prelaw organizations at key feeder schools by organizing events both on

the undergraduate campuses and to bring students and advisors to the law school

Trained staff on use of Law School Admission Council Customer Relationship Management tools to better track

prospects and applicants, allowing us to evaluate effectiveness of recruiting efforts

Collaborated with faculty, the Alumni and Career Services offices, and with Law Student Ambassadors to

organize "recruitment teams" of students, faculty, and alumni to ensure each admitted candidate has contact with

members of the law school community

Developed a communications plan to coordinate targeted marketing messages using electronic, print, in-person, and

web-based platforms, and updated and enhanced content to ensure that prospective students are aware of curricular

strengths and institutional initiatives

Refined models to predict enrollment and align scholarship offers with strategic enrollment goals, using data analytics

provided by Kennedy & Co. consultants, information gleaned through better and more frequent communication with

admitted applicants to discern "propensity to enroll" factors, and enhanced survey tools to gather data from admitted

candidates about factors that influenced enrollment decisions

Student Retention

Efforts at retaining current students in College/School programs.

Retention has not been a significant issue for the School of Law. In 2016, the School made a week-long course

mandatory for all entering students, preparing them for legal study at the outset of orientation in August. We offer

significant opportunities for 1Ls to receive voluntary group and individualized tutoring throughout the first year. At the

end of the first semester, the Associate Dean for Academic Affairs meets with every student on academic probation and

discussed a plan for academic improvement.

Student Enrollment & Outcomes

The following data was provided by USC's Office of Institutional Research, Assessment, and Analytics. Please note that Fall 2016 and AY2016-2017 data, where presented, are preliminary and unofficial.

Note: Student enrollment and outcomes data are calculated by headcount on the basis of primary program of student only.

Student Enrollment by Level & Classification

Table 5. Student Enrollment by Level & Classification.

	Fall 2016-2017	Fall 2015-2016	Fall 2014-2015
Undergraduate Enrollment			
Freshman	0	0	0
Sophomore	0	0	0
Junior	0	0	0
Senior	0	0	0
Sub Total	0	0	0
Graduate Enrollment			
Masters	0	0	0
Doctoral	0	0	0
Graduate Certificate	0	0	0
Sub Total	0	0	0
Graduate Enrollment			
Medicine	0	0	0
Law	609	620	621
PharmD	0	0	0
Sub Total	609	620	621
Total Enrollment (All Levels)	609	620	621

Illustration 3. Undergraduate Student Enrollment by Classification

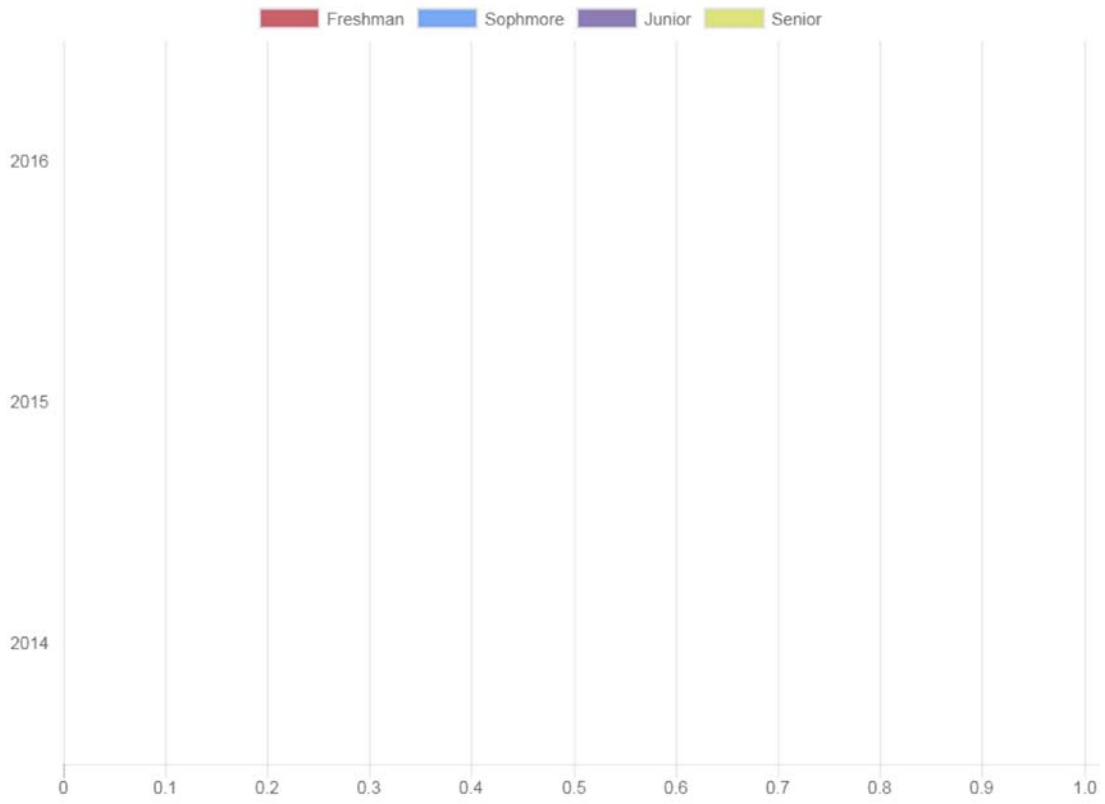


Illustration 4. Graduate/Professional Student Enrollment by Classification

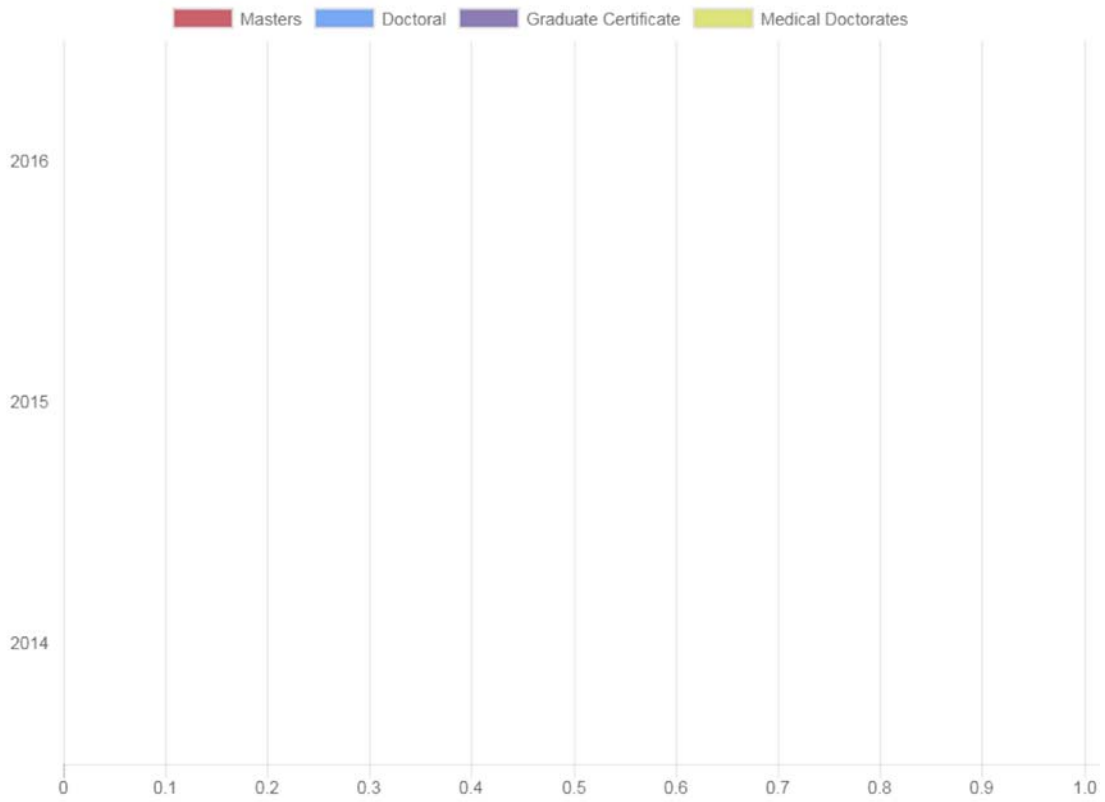
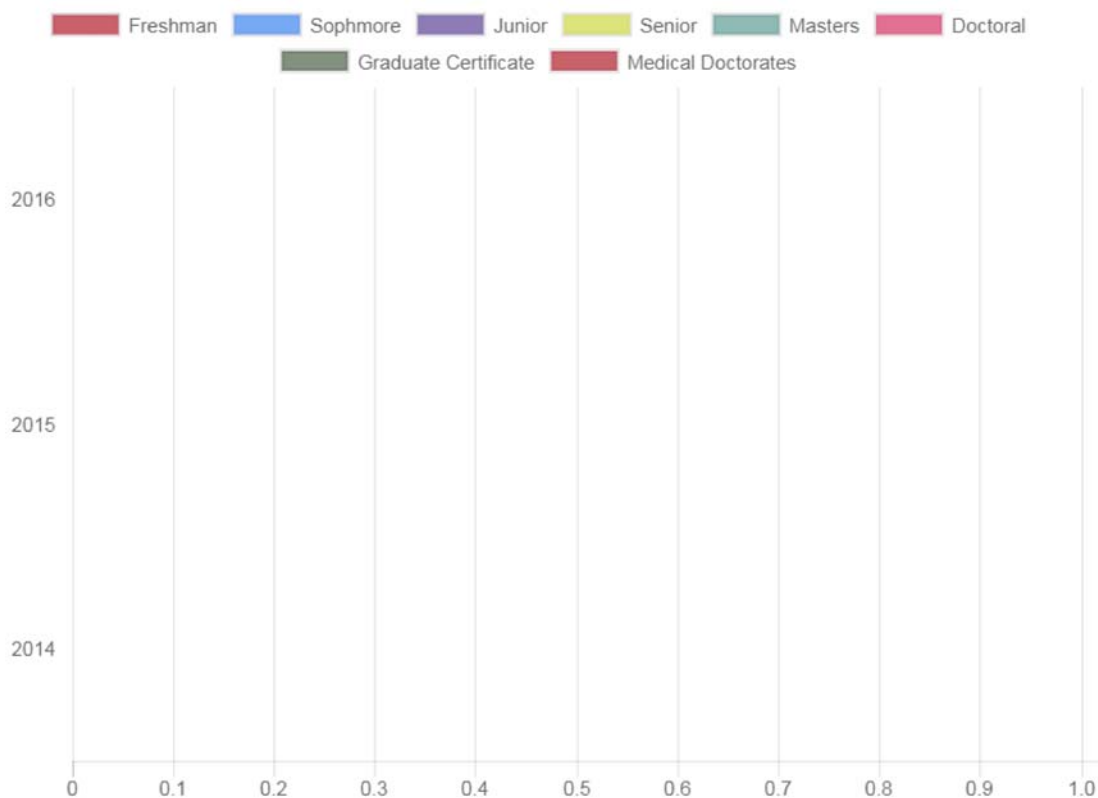


Illustration 5. Total Student Enrollment by Classification (All Levels)



Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status.

	Fall 2016 (preliminary)	Fall 2015 (official)	Fall 2014 (official)
Undergraduate	0	0	0
Full-Time	0	0	0
Part-Time	0	0	0
Graduate/Professional	609	620	621
Full-Time	607	618	616
Part-Time	2	2	5
Total - All Levels	609	620	621
Full-Time	607	618	616
Part-Time	2	2	2

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2016 (preliminary)	Fall 2015 (official)	Fall 2014 (official)
Undergraduate	0	0	0
Female	0	0	0
Male	0	0	0
Graduate/Professional	609	620	621
Female	266	267	272
Male	343	353	349

Illustration 6. Undergraduate Student Diversity by Gender

2016 Undergraduate Gender

2015 Undergraduate Gender

2014 Undergraduate Gender

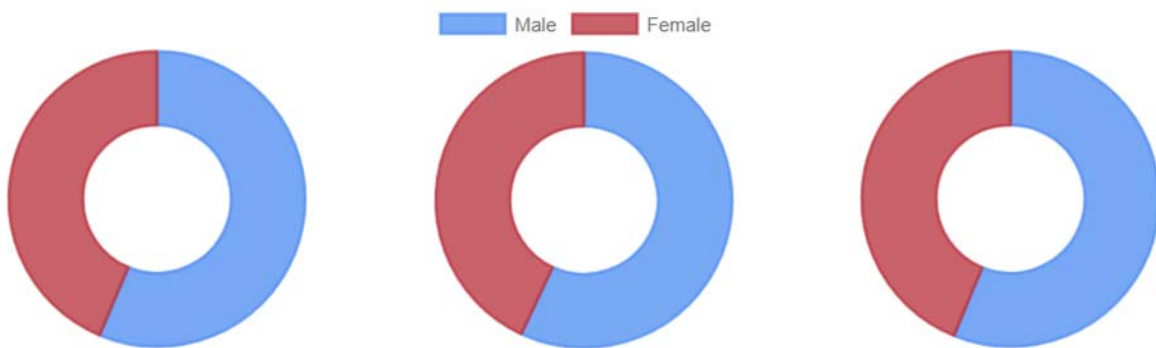


Illustration 7. Graduate/Professional Student Diversity by Gender

2016 Graduate Gender

2015 Graduate Gender

2014 Graduate Gender



Student Diversity by Race/Ethnicity

Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2016 (preliminary)	Fall 2015 (official)	Fall 2014 (official)
Undergraduate	0	0	0
American	0	0	0
Indian/Alaska Native			
Asian	0	0	0
Black or African	0	0	0
Hispanic or Latino	0	0	0
Native Hawaiian or	0	0	0
Other Pacific Islander			
Nonresident Alien	0	0	0
Two or More Races	0	0	0
Unknown	0	0	0
Race/Ethnicity			
White	0	0	0
Graduate/Professional	609	620	621
American	3	3	3
Indian/Alaska Native			
Asian	10	10	6
Black or African	63	63	56
Hispanic or Latino	27	26	31
Native Hawaiian or	1	0	0
Other Pacific Islander			
Nonresident Alien	1	1	2
Two or More Races	11	11	13
Unknown	20	21	14
Race/Ethnicity			
White	473	485	496

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

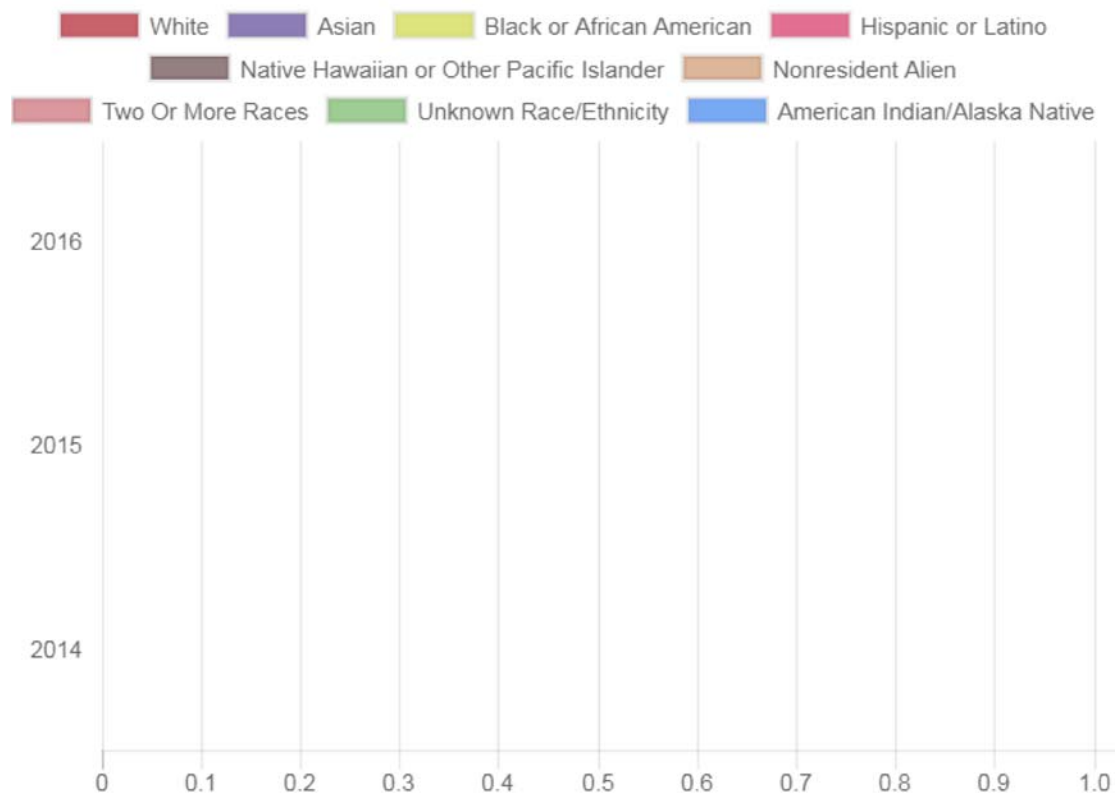
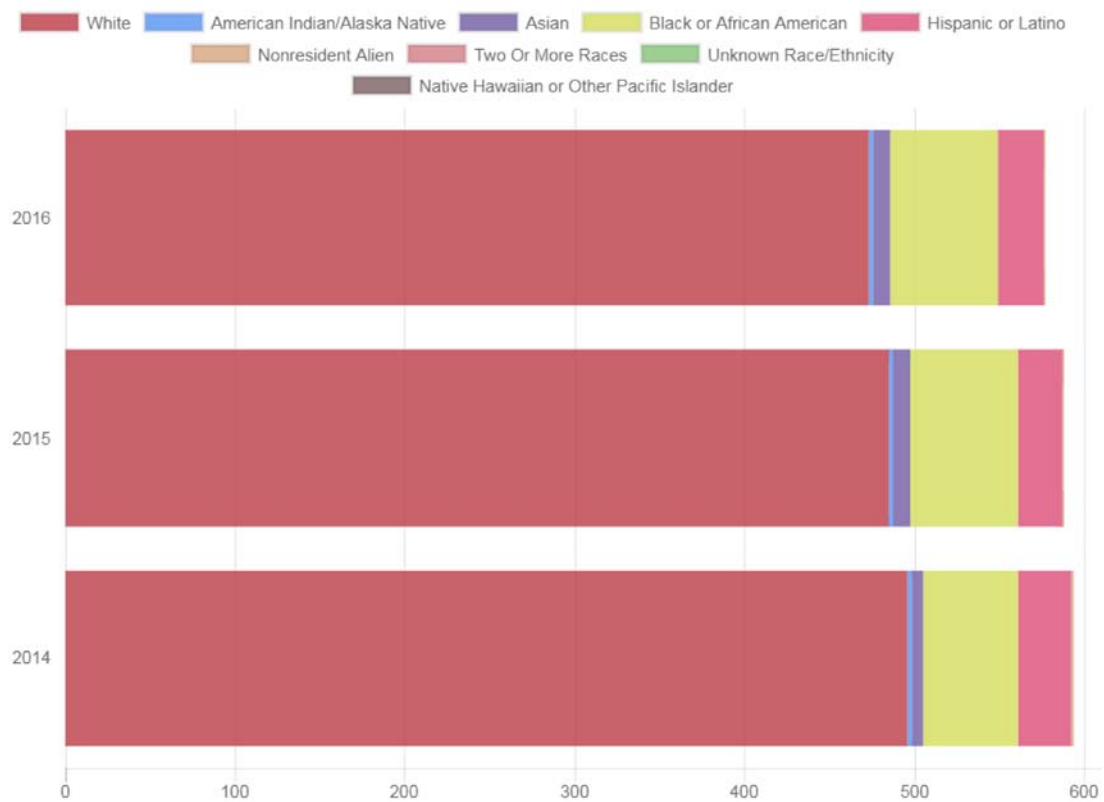


Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity



Undergraduate Retention

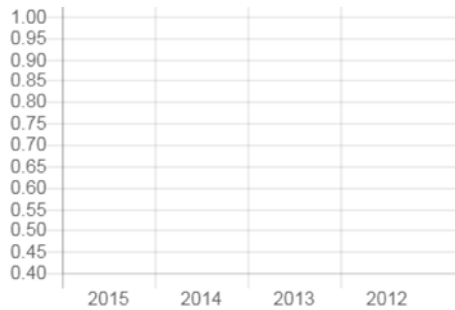
Table 9. Undergraduate Retention Rates for First-time Full-time Student Cohorts

	First Year	Second Year
Fall 2015 Cohort	0%	N/A
Fall 2014 Cohort	0%	0%
Fall 2013 Cohort	0%	0%
Fall 2012 Cohort	0%	0%

Illustration 10. Undergraduate Retention, First- and Second Year

First Year

Second Year



Student Completions

Graduation Rate - Undergraduate

Table 10. Undergraduate Graduation Rates for First-time Full-time Student Cohorts at 4-, 5-, and 6 Years.

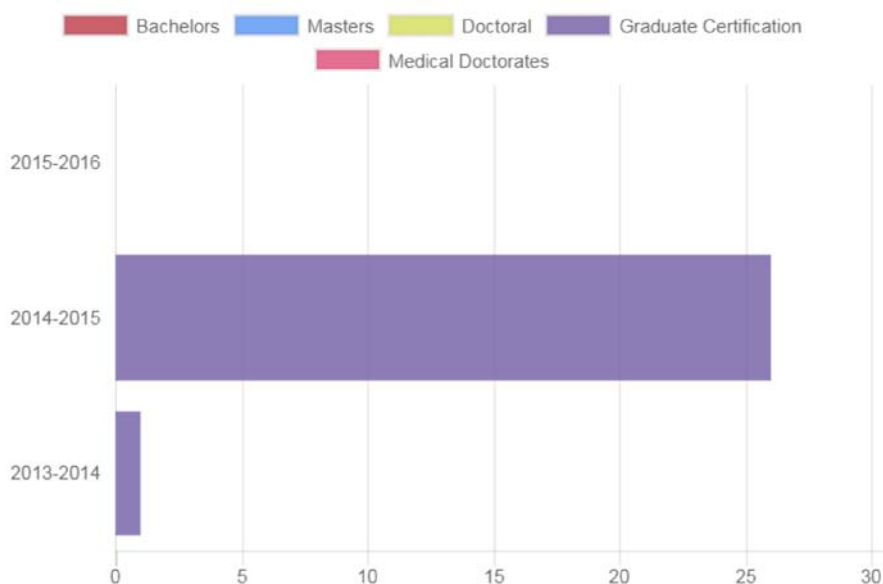
	4-Year	5-Year	6-Year
Fall 2010 Cohort	0%	0%	0%
Fall 2009 Cohort	0%	0%	0%
Fall 2008 Cohort	0%	0%	0%

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2015-2016	AY2014-2015	AY2013-2014
Bachelors	0	0	0
Masters	0	0	0
Doctoral	0	0	0
Medical	0	0	0
Law	193	204	202
Pharmacy Doctorate	0	0	0
Graduate Certificate	0	26	1

Illustration 11. Degrees Awarded by Level



Alumni Engagement & Fundraising

Alumni

Substantial activities, engagements, and initiatives with alumni during AY2016-2017, focusing on relationships and activities with alumni.

Law Alumni events for the 2016-2017 fiscal year include:

Law Alumni Weekend (October)

Fall Alumni Event in Greenville (October)

Endowed Scholarship Luncheon (November)

Charleston Alumni Breakfast (December)

Charleston Oyster Roast (February)

Compleat Lawyer Awards (April)

Donors to the new building reception (May)

Dean's Circle and Law Guardian Society Reception (May)

Alumni BBQ in Columbia (June)

In Fall 2016, we created the "Alumni and Giving" webpage providing information on upcoming events, ways to give back,

and alumni resources. In January we launched our new monthly e-newsletter for alumni. The winter issue of *the fine

print magazine for alumni was mailed in February. It is produced twice a year. Stewardship efforts have included a note

of congratulations to an alum if he/she has received a promotion or opened a new firm. Our birthday e-cards continue to

be sent. Prospects assigned to Sarah Hughes have received monthly "updates" including information on programs of

interest like the Coastal Law Lab or the Dean's speech to 1Ls during fall orientation.

Development, Fundraising and Gifts

Substantial development initiatives and outcomes during AY2016-2017, including Fundraising and Gifts.

1. Building preparations are on-going as we make sure donor intentions are paired correctly to the appropriate space

in the new building. Follow up continues for a few lagging gifts.

2. Sarah Hughes was hired in August 2016 as the new Senior Director of Development for the School of Law.

3. Travis Tester was hired in January 2017 as the new Associate Director of Development. He is the first full-time

Associate Director in this office. He has been charged with raising funds for the Law Carolina Fund and increasing

alumni participation.

4. As of March 10, we have met and exceeded our unit goal of \$2M; alumni participation is tracking at 6.2%.

5. Through our first fall appeal letter, we received a \$25,000 gift from a donor.

6. The Third Year Pledge Project was created this year to promote participation and giving back by asking 3Ls to

make a four year pledge to the Law Carolina Fund. In previous years, this project asked for an outright gift for the current

fiscal year. Going forward, we are asking them for four year pledge commitments with their first give in the next fiscal

year. This campaign takes place after spring break to graduation.

Supplemental Info - Alumni Engagement & Fundraising

Any additional information on Alumni Engagement and Fundraising appears as Appendix 6. (bottom)

Community Engagement

Description

Community engagement and community based research, scholarship, outreach, service or volunteerism conducted during AY2016-2017, including activities at the local, state, regional national and international levels.

Constitutional Scholars Pipeline Program (for Richland One middle school students)

Orientation service project at 14 different public service agencies including Homeworks, Harvest Hope, South Carolina Legal Services, Appleseed Legal Justice Center, the domestic violence shelter, local libraries, St. Lawrence Place, Habitat for Humanity, CASA, Child Protection & Advocacy, Richland County Public Defender's Office (all 1Ls with faculty, staff, and other law students)

15 IT Seminars, free to the legal community and public, on issues including consumer protection, identity theft, cybersecurity, legal services client needs, and cloud-based family law software.

Law Faculty have led or participated in a variety of ROLC projects, including international engagement on violent extremism, rule of law and the environment, rule of law engagement globally, and multiple programs in Washington, DC and abroad on related issues; research and outreach through: Columbia World Affairs Council, Palmetto Forum, President's Leadership Dialogue; School of Law Board member of Appleseed Legal Services.

Professor Seth Stoughton made numerous presentations for law enforcement organizations and serves on the Citizen's Advisory Council for the Columbia PD. He has appeared widely to discuss policing issues on national media including the Los Angeles Times, The Christian Science Monitor, NBC News, U.S. News & World Report, NPR, The Washington Post, Slate, the BBC, and South Carolina Lawyer's Weekly, as well as media outlets in Germany, Switzerland, Israel, Scotland, and the Netherlands.

Volunteer Tax Assistance (VITA)

Faculty taught several courses at the NAC for DOJ support staff

Faculty presented workshop for hearing officers at the SC Department of Employment and Workforce and for attorneys at the Federal Aviation Administration in Washington, DC.

A professor has worked with the SC General Assembly on two substantial pieces of legislation, including research, drafting, and testifying and has provided unpaid legal advice to University Hill Neighborhood

Association.

Stephanie Nye coordinated the law school's United Way of the Midlands campaign

Media Law School (national)

Disaster Assistance CLE

Fundraising campaigns for Harvest Hope

Professor Linnan is participating in three national "socialization" events this year in Indonesia, connected with the publication of an interfaith book.

Workshops for agency general counsel and work on access to justice issues through the Center on Professionalism

Color of Justice programs in Upstate, Columbia, Charleston; Charlotte-Mecklenburg Bar program (educating middle and high school students from underrepresented groups about role of lawyers and opportunities in the law)

Law Library Circuit Riders provide legal research assistance for the public, both in-person and via web)

Extensive list of student volunteer Pro Bono projects, including work assisting attorneys handling pro bono cases; Office of Disciplinary Counsel; domestic violence legal advocacy; intake work for free medical clinic; Harvest Hope Food Bank; the Homeless Legal Clinic; Juvenile Re-entry Project; juvenile arbitration; mediation in magistrate's court; Public Defender's Offices; assistance in Probate Court; guardian ad litem assistance for youth and vulnerable adults; SC Access to Justice Commission; Appleseed Legal Justice Center; the SC Bar's Pro Bono Program; Volunteer Lawyers for the Arts; consumer assistance; legal assistance to veterans; preparation of wills; and Spanish-language interpretation with legal matters.

Faculty and Staff participation in volunteer Lawyers4Vets Clinic.

Student Organizations engaged in community service, education, or outreach include BLSA, Carolina Equality, Children's Advocacy Law Society, Environmental Law Society, Health Law Society, International Law Society, Phi Alpha Delta and Phi Delta Phi, Service Members & Veterans in Law, South Carolina Against Trafficking, Student Animal Legal Defense Fund, and Women In Law, among others

- Blanket drive (Moot Court Bar)
- Halloween Carnival for residents of St. Lawrence Place & others (WIL)
- WIL 5K Race (open to the community and benefits Sexual Trauma services)
- Cinderella Project (WIL and SC Bar Young Lawyers)
- Salvation Army Toy Drive (SBA)

Student Externships (for academic credit) with courts, government agencies, and non-profit legal services providers.

Professor Smith is a member of multiple national advisory boards regarding transportation and autonomous vehicle development

Community Perceptions

How unit assesses community perceptions of engagement, as well as impact of community engagement on students, faculty, community and the institution.

We have not engaged in any formal assessment for most initiatives. The impact of several significant programs is assessed by survey of participants.

Incentivizing Faculty Engagement

Policies and practices for incentivizing and recognizing community engagement in teaching and learning, research, and creative activity.

No specific incentive is provided for community engagement by faculty.

Supplemental Info - Community Engagement

Any additional information on Community Engagement appears as Appendix 7. (bottom)

Collaborations

Internal Collaborations

Intra-Law School Collaborations:

Ben Means and Susan Kuo

Joe Seiner and Ben Means

External Collaborations

Seth Stoughton and Brandon Garrett

Eboni Nelson, Ronald Pitner, and Carla D. Pratt

Nathan Richardson, Yusuke Kuwayame, Skyler Roeshot, Alan Krupnick, and Jan Mares

Kevin Haeberle and Merritt B. Fox

Kevin Haeberle and M. Todd Henderson

Elizabeth Chambliss and Dana Remus

Supplemental Info - Collaborations

Any additional information about Collaborations appears as Appendix 8. (bottom)

Campus Climate and Inclusion

Campus Climate & Inclusion

Activities unit conducted within AY2016-2017 that were designed to improve campus climate and inclusion.

The Law School has engaged in a variety of activities and measures to improve campus climate and inclusion. As

described below, efforts have focused on the following areas: 1) increasing the number of talented and diverse

applicants and enrolled students; 2) providing support for all students in their career development; and 3) continuing our

efforts to building community among students, faculty, and staff. Also, the law school appointed a faculty member,

Professor Susan Kuo, as its first associate dean for diversity and inclusion.

Admissions

This year, the law school has undertaken measures to increase our yield of talented and diverse students including:

Inviting diverse prospects to apply for admission and offering waiver of the application fee. Prospects are identified

through, inter alia, the Law School Admission Council's Candidate Referral Service;

Offering scholarships to diverse admitted candidates for recruitment and retention purposes;

Recruiting diverse admitted candidates with the help of diverse alumni who serve on recruitment teams of alumni,

students, and faculty members; and

Demonstrating the law school's commitment to inclusion by inviting and purchasing event tickets for admitted candidates

to attend the annual Black Law Students Association Banquet.

We have also participated in pipeline events for middle and high school students interested in attending law school. Law

students and staff served as panelists at events sponsored by the South Carolina Bar Association Young Lawyers

Division Colors of Justice program in Aiken and Spartanburg. Law students, faculty, and staff also participated in the

Business at Moore Summer Program, a week-long program for high-school juniors from underrepresented groups in

business.

Career development

Whenever possible, the law school promotes employment opportunities with student organizations, including affinity

organizations such as Carolina Equality Alliance (CEA), the Black Law Students Association (BLSA), and Women in Law

(WIL). The law school seeks opportunities for training on issues of diversity and inclusion offered by the National

Association for Law Placement (NALP) and the University. Each year, at least two members of the Career Services office

attend the NALP annual education conference and receive training on advocating for diversity in legal education and

legal employment. This year, one office members received training to become a Safe Zone Ally.

For the past two years, the Career Services office has partnered with BLSA to host a lunch program to provide tips on

interviewing, including advice about interview attire. We have also provided professional work wear to students in need.

Community

To foster a greater sense of community at the law school, we provide opportunities for students, faculty, and staff to learn

about and from one another. These opportunities range from formal course offerings, to student activities, to speaker

events. The law school has also developed a policy for responding to hate and bias incidents.

Courses and programs

In our curriculum, students have a large variety of "perspective" courses from which to choose, including Federal Indian

Law, International Human Rights, Jewish Law, Poverty Law & Policy, Race, Class & Education, Law & Social Justice,

Liberty, and Women and the Law. These courses strengthen and broaden our students' understanding of the law in its

broader social context and prepare them to represent clients from all walks of life.

In addition to traditional courses, the law school sponsors a "Supreme Court Talks" lunch program at which students,

faculty, and staff can learn about recent or upcoming United States Supreme Court cases. As part of this lunch program,

Professor Eboni Nelson gave a presentation, Diversity (or the Lack Thereof) in the Legal Profession: Challenges and

Opportunities Post-Fisher v. University of Texas, addressing the Supreme Court's latest case on affirmative action

admissions policies in higher education.

The law school also offers educational and experiential events. This year, the law school partnered with the American

Bar Association's Standing Committee on Disaster Response and Preparedness to bring a Legal Disaster Poverty

Simulation to Columbia. Law students and faculty participated in this simulation to learn about the legal issues disaster

survivors face in the wake of a hazard event and the challenges faced by survivors from low-income

communities.

Student organizations and activities

Two new student groups have joined the wide array of student organizations at the law school: Older Wise Law

Students (OWLS) and the Student Task Force on Diversity and Inclusion (D&I Task Force). OWLS will address the

needs of nontraditional law students, including students returning to school to pursue a second career and students who

are married or have children. Nontraditional students often face different challenges from their counterparts who attend

law school directly (or within a year or two) after graduating from college. The life and work experiences of these

students add depth to our student body, and we are pleased to be able to offer these students an organizational

home.

The D&I Task Force works with Associate Dean Kuo and is comprised of student representatives from the law school's

affinity groups (American Constitution Society, BLSA, CEA, Christian Legal Society, Federalist Society, Service Members

and Veterans in Law, and WIL), the Student Bar Association, and other interested students. This group participated in

training exercises to build trust within the group and to learn how to ask discuss difficult or controversial topics. The Task

Force brought in speakers to educate it on diversity and inclusion initiatives, including Dr. John Dozier, SC's Chief

Diversity Officer, and Mr. Tiger Wells, a local attorney and leader within the legal community. Task Force

members have also created a bulletin board at the law school that solicits community input on diversity and inclusion

matters.

The Task Force is currently developing a Civil Conversations program and planning two nonalcoholic "happy hour"

events to build community and foster conversation at the law school. The Civil Conversations program will be a lunch

program at which smaller groups of students, faculty, and staff can discuss topics relevant to diversity and inclusion

under the guidance of trained facilitators from Dr. Dozier's office. The happy hour events will provide an opportunity for

the law school community to gather for popcorn and boiled peanuts or coffee and doughnuts.

If successful, we will host additional Civil Conversations and happy hour events at regular intervals throughout the next

school year. The Task Force is also developing a course proposal for reading groups, patterned after the Group

Reading program at Yale Law School and with the goal of incorporating additional perspectives into the law school

curriculum, and a proposal for a first-year orientation program, patterned after endeavors undertaken at other law

schools, such as Harvard Law School.

Speaker events

Sean Darling-Hammond, an expert on transformative pedagogy and education law, gave presentations to law school

faculty and students in January. The main purpose of his visit was to discuss his 2015 Berkeley La Raza Journal article,

Creating Wise Classrooms to Empower Diverse Law Students: Lessons in Pedagogy from Transformative Law

Professors. In this article, Mr. Darling-Hammond and his co-author, Professor Kristen Holmquist, address the failure of

law schools to create educational environments that allow students from all backgrounds to thrive. Drawing from the

authors' study of eleven law professors identified as especially effective at ensuring the academic success of

students from diverse backgrounds, the article identifies ten "habits" shared by these "transformative

professors." In his

presentation, Mr. Darling-Hammond shared the results of the study and discussed the benefits of inclusive pedagogy.

At the end of March, Danielle Holley-Walker, Dean of Howard University Law School and former Associate Dean for

Academic Affairs and Distinguished Professor of Law at SC Law, will give a lunchtime talk at the law school addressing

women in the legal profession. She will discuss barriers that prevent women from ascending to leadership within the

legal profession and strategies to combat gender disparities. In particular, she will emphasize the need for women to

seek their own pathways to success. Dean Holley-Walker will also provide the keynote presentation at the BLSA

Banquet.

Climate and inclusion policy

In response to faculty concerns and news of hate incidents at Universities across the country, the law school has

reaffirmed its commitment to providing a safe and inclusive environment for students, faculty, and staff by drafting a

policy for responding to hate or bias incidents at the law school.

Supplemental Info - Campus Climate & Inclusion

Any additional information about Campus Climate and Inclusion appears as Appendix 9. (bottom)

Concluding Remarks

Quantitative Outcomes

Explanation of any surprises with regard to data provided in the quantitative outcomes throughout this report.

We discovered in 2015-16 that a children's law program which had been approved as a certificate program had been

miscategorized at its creation. It was more properly re-characterized as a concentration for JD degree students. That

change explains the variation in Graduate Certificate recipients (Item 4).

While not a surprise, the data shows a continued need to address faculty diversity (especially minority male faculty) in

future hiring. Among tenured and tenure-track hires in the past five years, we have made steady progress in achieving

gender diversification.

Cool Stuff

Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.

Our initial summer registration for the Coastal Law Program in Charleston is underway and already is nearing the break-

even point financially for the first year. We expect to be at or near projected enrollment for this summer's program, which

will result in some net revenue.

Our new website finally goes live in late March 2017. This year we also added a second communications staffer and

expect these changes will positively affect student recruitment and alumni engagement.

Appendix 1. Academic Programs

Appendix 2. Academic Initiatives

Appendix 3. Research & Scholarly Activity

**Office of Research
Information Technology & Data
Management**

School of Law

**Fiscal Year 2016
and prior**



Faculty Information

RESEARCH AND SCHOLARLY ACTIVITY

The following refers to Appendix 1, 2 & 3 , which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:

- 1) The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.
- 2) Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at: <http://sam.research.sc.edu/awards.html>) Amount of sponsored research funding per faculty member in FY YYYY (by rank, type of funding; e.g., federal, state, etc., and by department, if applicable).
- 3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.

Identified areas of challenge and opportunities with faculty research and scholarly activity, referencing Academic Analytics data (through 2015) and the report provided by the Office of Research's Information Technology and Data Management, including specific plans to meet these challenges or take advantage of the opportunities.

Summary of Extramural Proposal Submissions by Source

Appendix 1

PI Home Department	Amount First Year	Federal	Other	Private/Non-Profit	State
Children's Law Center	1,166,763	4		2	2
Law, School of	389,481		1	3	
Total Count	12	4	1	5	2
Total FY2016 First Year	1,556,244	571,063	116,643	380,938	600,000

Extramural Funding by Source, Department, Faculty & Rank Appendix 2

PI Home Department	Department Total	PI Name	Primary Job/Rank	Tenure Status	Total Funding	Federal	Private, Non-Profit	State
Children's Law Center		Morris, Carolyn	PROJECT MANAGER		5,916,878	4,706,243	58,100	699,599
Total Children's Law	5,916,878							
Law, School of		Nelson, Eboni	PROFESSOR	TENURED	114,836		114,836	
Law, School of		Robinson, Pamela	CLASSIFIED		15,000		15,000	
Total Law	129,836							
Total FY2016 Funding	6,046,714				6,046,714	4,706,243	187,936	699,599

Patents, Disclosures, and Licensing Agreements

Fiscal Year 2014, 2015 and 2016

Appendix 3

School of Law FY2014 - FY2016				
	Invention Disclosures	Provisional Patent Applications	Non-Provisional Patent Applications	Issued Patents
TOTALS:	0	0	0	0

Note: Nationalized-PCTs, divisionals, and continuations are not included in these numbers.

Source: Office of Economic Engagement

Appendix 4. Faculty Information

Appendix 5. Academic Analytics Report

Appendix 6. Alumni Engagement & Fundraising

Appendix 7. Community Engagement

Appendix 8. Collaborations

Appendix 9. Campus Climate & Inclusion