

**Blueprint for Quality Enhancement
School of Law
February 20, 2009**

I. Vision, Mission and Goals

A. Executive Summary

1. Vision Statement:

- a. “The vision of the University of South Carolina School of Law is to be recognized as one of the leading public law schools in the region.”
- b. This remains an uninspiring “vision,” one not likely to distinguish the School of Law from any other. Revision of this statement will be a part of the strategic plan, which will be developed during the current calendar year, once we have responses from the accreditation visit this past fall (the American Bar Association and the Association of American Law Schools will each have a report).

2. Mission Statement:

- a. “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.”
- b. The School continues to do this, especially with respect to the State; the challenge is to expand the view to include the nation and the world. The hoped-for involvement of students from Indonesia will be an initial step.

3. Long-term Goals:

- Goal 1 - Construct a new building.
- Goal 2 - Generate greater revenues from private funds, grants, and

other sources to increase significantly the funding for student scholarships.

- Goal 3 - Increase faculty scholarly productivity while maintaining high quality teaching and high level of service.
- Goal 4 - Elevate law library to a major research facility.
- Goal 5 - Improve academic credentials of entering students.
- Goal 6 - Develop and implement a comprehensive and integrated plan to enhance interdisciplinary studies.
- Goal 7 - Restructure the professional skills curriculum to meet student needs, to comply with the revision of the ABA's accreditation standards, and to capture a possible source of revenue.
- Goal 8 - Significantly enhance the quality and quantity of communications to the academy, leaders of the legal profession, and alumni.

B. Goals, Initiatives and Associated Action Plans

1. Goal 1 – Construct a new building.

a. Description of Goal and the Indicator(s) Used to Assess Progress

The construction of the new facility remains the School's primary goal. A new facility will enable the School to provide educational programs that meet the highest expectations of contemporary students and faculty, while having the flexibility to adapt to developments in teaching and learning. The new facility will be a place where students and faculty want to learn, thereby enhancing the educational experiences of all.

b. Assessment of Progress to Date

The economic downturn has slowed progress considerably. Funds will not be coming from governmental sources. The cultivation of private donors is therefore essential to the attainment of this goal.

c. Short-Term Initiatives, Action Plans and Indicators for AY 2009-10

Initiative 1 (a) - Implement plan for solicitation of private gifts

The plan is in effect. The plan will be successful if the funds needed for the building are committed by the end of calendar year 2010.

Initiative 1 (b) - Maintain legislative contacts to insure that funding for the new facility will be included in the any bond bill

The coordination continues, though the hope is dim. The new law building has a high place in the CHE's plans for bonded funding. <http://www.che.sc.gov/Commission%20Calendar&Materials/Feb2009MtgMaterials/Agenda_Item_704ABC.pdf>

Initiative 1 (c) - The School will continue to work with the National Advocacy Center and other agencies of the federal government to enhance opportunity for obtaining federal funds for the new building.

Coordination with the NAC continues to be difficult, given the different schedules between the NAC and the School. Work toward an LL.M. program for federal attorneys is on hold, likely the victim of recent cuts in budgets. Discussion about a "Rule of Law Center" is in the initial stages.

Goal 2 - Generate greater revenues from private funds, grants, and other sources to increase significantly the funding for student scholarships.

a. Description of Goal and the Indicator(s) Used to Assess Progress

The goal is to find additional support for student financial aid and for other activities of the School. Progress is measured by the amount raised, in both endowment and annual giving.

b. Assessment of Progress to Date

Communications with alumni have been increased, with special emphasis on in-person contacts. For publications, electronic versions are replacing print (which have been cancelled on account of budget cuts). The law alumni association has been ineffectual; it will be re-organized during the spring semester 2009. Alumni donations to date in FY09 have decreased slightly since last year.

The School continues to face a significant challenge in that its tuition is the highest among state schools in the southeast. That fact, combined with the paucity of funds available for scholarships, makes it increasingly difficult for the School to attract the best, and most diverse, students.

c. Short-Term Initiatives, Action Plans and Indicators for AY 2009-10

Initiative 2 (a) - Restructure Development Office

The position of Director for External Relations remains unfilled, on account of budget constraints. The position needs to be filled, to enable the School to enhance alumni relations and publicity for School activities.

Initiative 2 (b) - Continue expenditure of "A" funds for tuition awards for law students

The authorization is now in the state code; the amount is included in the five-year budget projections, though there have been no new revenues, which means that the sum must come from funds that would have been spent for other purposes.

Goal 3 - Increase faculty scholarly productivity while maintaining high quality teaching and continued high level of service.

a. Description of Goal and the Indicator(s) Used to Assess Progress

Budget cuts have caused elimination of travel grants for tenured faculty and significant reduction for untenured faculty. The result is a substantial reduction in the ability of faculty to participate in the intellectual life of the nation. In addition, budget cuts have eliminate the ability to invite outside faculty to participate in colloquia at the School. The School does support faculty with funding for student research assistants. There is a continuing need for faculty to set higher ambitions for placement of their publications.

All faculty openings will remain unfilled through the 2009-10 academic year.

Prior action plans have mentioned hiring of an Associate Dean for Faculty Development. Although there continues to be support for that proposal, no suitable candidate exists.

b. Short-Term Initiatives, Action Plans and Indicators for AY 2009-10

Budget constraints prevent initiatives in the coming year.

Goal 4 - Elevate law library to a major research facility.

a. Description of Goal and the Indicator(s) Used to Assess Progress

The Director of the law library has conducted a review of the entire collection. Recent budget cuts have required significant reductions in spending. The impact of the reductions is all the greater in light of the continuing escalation of the cost of legal information which exceeds the general rate of inflation. As a consequence, the law library is no longer a major research facility; neither is it a public law library.

The library acquisitions budget is at the same level in absolute dollars as it was in FY 2004. In purchasing power parity terms, the current acquisitions budget is in even worse shape. The current budget does not permit maintaining the current collection, let alone rise to the level of a major research library. To meet these budget cuts, the law library has cancelled significant portions of its print collection – in particular, case reporters outside the Southeast and the statutory codes of eight states west of the Mississippi.

Budget cuts have also required changes in library personnel. The law library has no permanent professional cataloging assistance. A retired cataloger currently volunteers three hours per week. The quality of the library's online catalog will suffer over the long term. There are no current plans to replace a reference librarian who is leaving this month. This vacancy will cause the JD-trained librarians to teach extra sections in the required Legal Research course for 1Ls.

The one significant advance in the past year was the hire of an additional reference librarian who, along with student assistants, will provide research assistance to law school faculty.

b. Short-Term Initiatives, Action Plans and Indicators for AY 2009-10

Initiative 4 (a) - Enhance access to scholarly legal journals

Purchase the two major electronic indexes to legal scholarship (Index to Legal Periodicals and Index to Foreign Legal Periodicals) that the Law Library does not currently subscribe to. Access to these indexes would be available across the Columbia campus.

Initiative 4 (b) - Westlaw Patron Access

Purchase would allow the university community outside the Law School

and members of the general public to have access to a rich collection of legal material on Westlaw (All Primary Law (federal and all 50 states).

Goal 5 - Improve academic credentials of entering students.

a. Description of Goal and the Indicator(s) Used to Assess Progress

The class that entered in the fall of 2008 had academic credentials equal to that of 2007 and 2006, making the three classes combined the strongest in the School's history. The diversity of the class continues to be problematic. Budget cuts have restricted the School's ability to continue critical outreach activities – for examples, visits to campuses, participation in admission fairs, and communicating with potential applicants. Inadequate financial aid continues to pose a challenge to the efforts to attract minority students.

The law school admissions environment is increasingly competitive. With the opening of Charleston Law School five years ago, with other public law schools aggressively recruiting South Carolina students using non-resident tuition waivers or offering relatively low non-resident tuition, and with private schools deploying substantial scholarship resources to discount tuition, the School cannot confine recruitment efforts to South Carolina and continue to enroll an entering class with superior academic credentials. In addition, budget cutbacks have forced reductions in the scope of post-admission recruiting programs designed to bring admitted students to the School of Law to meet students and faculty, tour the facilities, and learn first-hand about curricular programs and student services. In particular, special events that had targeted admitted students of color and merit scholarship recipients will not be offered.

Budget cutbacks have also had a direct impact on co-curricular programs – for examples, moot court and mock trial teams have reduced the number of student participants and cancelled plans to attend competitions. Student organizations have been unable to send representatives to national meetings or to stand for election to regional or national boards, since attendance at conferences would be required.

b. Short-Term Initiatives, Action Plans and Indicators for AY 2009-10

Initiative 5 (a) - Develop and implement a plan to enhance the diversity of the student body and meet the academic and financial needs of minority students.

The School's efforts to enroll a more diverse student population depend

upon the availability of financial aid and the ability to attract a more diverse applicant pool.

Goal 6 - Develop and implement a comprehensive and integrated plan to enhance interdisciplinary studies.

a. Description of Goal and the Indicator(s) Used to Assess Progress

The School succeeded with one FEI hire – in environmental law (Professor Cinnamon Carlarne); the other FEI position failed, and because of budgetary constraints, will not be pursued – in emerging technologies.

b. Short-Term Initiatives, Action Plans and Indicators for AY 2009-10

As part of its process for strategic planning, the School will include comprehensive information about interdisciplinary studies.

Goal 7 - Restructure the professional skills curriculum to meet student needs, to comply with the revision of the ABA’s accreditation standards, and to capture a possible source of revenue.

a. Description of Goal and the Indicator(s) Used to Assess Progress

The School has not completed its revision of the “skills curriculum.” The Curriculum Committee continues its study of the curriculum, having identified a preliminary list of courses that meet the definition of “skills” teaching.

b. Short-Term Initiatives, Action Plans and Indicators for AY 2009-10

The School will complete a strategic plan.

Goal 8 - Significantly enhance the quality and quantity of communications to the academy, leaders of the legal profession, and alumni.

a. Description of Goal and the Indicator(s) Used to Assess Progress

As described previously, the School is reconsidering the position of Director of Public Relations.

b. Short-Term Initiatives, Action Plans and Indicators for AY 2009-10

Nothing is likely to be accomplished until after AY 2009-10, in light of budgetary constraints.

C. Summary of International Dimension

The Maymester Program continues to attract 30 law students to study in London. The *Journal of International Law & Business* has a rigorous set of requirements, supported by three faculty members, with the goal of reviving its publication – including a symposium in spring 2009. Efforts to establish a twinned degree program with an Indonesian law school have progressed.

II. Planning and Funding Model

A. Budget System Used Within Unit

The process of reviewing the budget with the Provost's Office and Budget Office produced a clearer understanding of the budget needs. More detail will be required from each senior administrator for each separate department. Budgets are received from Admissions and Student Affairs, Career Services, Clinics, Development, the Registrar's Office, and the Law Library in order to allocate the FY funds each year. The accompanying projection shows the likely future.

B. Plans for Enhancing Revenue Streams

The School of Law is funded primarily through tuition revenues and general appropriations. Private donations and earnings from endowments are modest. Indirect cost recoveries from grants are minimal. As described above, various initiatives continue to seek additional funds from other sources. Success is slow in coming.

C. Plans for Revising the Budget Allocation System

The dean and the newly hired Assistant Dean for Administration continue to work to provide better reporting of budget information to provide adequate tracking of expenses and planning for the future.

III. Unit Statistical Profile

A. Instructional

1. Number of applications for fall 2005, fall 2006, fall 2007, fall 2008 admission by level (certificate, first professional, masters, doctoral).

	applications
fall 2005	
fall 2006	1609
fall 2007	1995
fall 2008	2068

2. Number of admissions for fall 2005, fall 2006, fall 2007, fall 2008 by level (certificate, first professional, masters, doctoral).

	admissions	enrollment
fall 2005		
fall 2006	537	222
fall 2007	676	216
fall 2008	708	228

3. Freshmen [first-year law] retention rate for classes entering fall 2004, fall 2005, fall 2006, fall 2007

AY 2004-05
241 admitted fall 2004
- 7 withdrawals
- 2 dismissals
- 4 transfers after 1st yr
94.6% Retention

AY 2005-06
227 admitted fall 2005
+ 5 Gulf Coast Students added 9/05

232 1Ls for fall 2005
 - 4 withdrawals
 - 2 Gulf Students did not return S'06
 - 2 dismissals
 - 5 transfers after 1st yr
 94.4 % Retention

AY 2006-07
 220 admitted fall 2006
 - 5 withdrawals
 - 1 dismissals
 - 5 transfers after 1st yr
 95% Retention

AY 2007-08
 216 admitted fall 2007
 - 9 withdrawals
 - 7 dismissals
 - 3 transfers after 1st yr
 91.2% Retention

4. Number of majors [JDs] enrolled in fall 2005, fall 2006, fall 2007, fall 2008 by level (headcount and FTE; undergraduate, certificate, first professional, masters, doctoral).

	FT	PT
fall 2005	739	1
fall 2006	706	1
fall 2007	665	2
fall 2008	682	1

5. Number of graduates in fall 2007, spring 2008, and summer 2008 by level (undergraduate, certificate, first professional, masters, doctoral).

fall 2007	9
spring 2008	201
summer 2008	4

6. Four, Five and Six Year Graduation rates for three most recent applicable classes (undergraduate only).
7. Total credit hours generated (regardless of major) for fall 2007, spring

2008 and summer 2008.

fall 2007	9,872
spring 2008	9,797
summer 2008	460

8. Number of faculty by title (tenure-track by rank, research by rank, etc.), as of fall 2005, 2006, 2007, 2008 (by department where applicable).

	2005	2006	2007	2008
full		20	20	16
associate		10	12	11
assistant		8	11	12
other		3	6	6

9. Total continuing education units: None

B. Research and Creative Accomplishments:

10. Numbers of publications in calendar year 2008 by category:

Books – 6
 Book Chapters – 7
 Law Review Articles – 10
 Book Reviews – 3

11. Number of research paper presentations at national or international conferences in calendar year 2008: 94
12. Number of performances and/or juried exhibitions at national or international venues in calendar year 2008: None
13. Summary of sponsored research activity to include grant applications submitted and awarded, arranged by sponsoring agency: None
14. Total extramural funding processed through SAM in FY 2008, and Federal extramural funding processed through SAM in FY2008. (Provided by SAM at <http://sam.research.sc.edu/awardrpt.html> or <https://sam.research.sc.edu/uscera>. Contact SAM Office at 7-7093 for

guidance if needed.)

Children's Law Office	2,183,485
IOLTA, Pro Bono	50,216
Total	2,233,701

15. Total research expenditures per tenured/tenure-track faculty for FY 2008, by rank and by department if applicable.
16. Amount of sponsored research funding per faculty member (by rank, type of funding; e.g., federal competitive versus non-competitive, state, etc., and by department if applicable).
17. Percentage of unit faculty with sponsored research activity (by rank and type of activity).
18. Number of faculty serving as co-investigators in cross-unit grant applications.
19. Number of faculty cross-appointed in Centers and/or Institutes.
20. Number of patents, disclosures and licensing agreements in calendar year 2007. None
21. Number of proposals submitted to external funding agencies during calendar year 2008 (by type and by department if applicable). None

C. Faculty Hiring:

21. Number of faculty hired in AY 2008-09 by department and rank. 4:

Assistant Professor of Law:

Cinnamon Piñon Carlarne [FEI position]
Jaclyn Cherry
Benjamin Means

Librarian:

Stephanie Marshall

22. Number of post-doctoral scholars (Ph.D., non-faculty hires) in FY 2007:
None
23. Anticipated losses of faculty by year for the next five years:
- AY 2008-09 - None
- AY 2009-10 - Ladson Boyle - TERI retirement (12/31/09)
James Flanagan - TERI retirement (12/31/09)
Stacy Etheridge, reference librarian (2/20/09)
- AY 2010-11 - Katharine Butler
- AY 2011-12 - None
- AY 2012-13 - None
24. Number of Faculty Excellence Initiative (FEI) applications submitted in
AY 2007-08; number approved: One
25. List Center of Economic Excellence endowed chair applications submitted
for AY 2008-09; note those approved. None
26. Number of Centenary Plan (CP) applications submitted in AY 2008-09;
number approved. None