

Executive Summary

Blueprint for Academic Excellence

School of Law

AY2018-2019

Introduction

With the completion of a new facility, pending changes in university budgeting practices, and changes in the needs of the profession, now is the right time for the School of Law to create a formal 5-year strategic plan to best position the School to continue to build its national reputation and to strengthen distinct areas of excellence that will differentiate the School from its peers. Currently the School has five informally developed strategic objectives: (1) Build a strong national faculty reputation; (2) Attract highly qualified entering students; (3) Maintain an affordable JD program; (4) Build a diverse community; and (5) Establish the School as a recognized public asset. During the past year, in pursuit of these objectives, multiple faculty have published in top-50 and top-20 law reviews; the admissions process was more selective than in the previous year, with a better yield rate and improvement in the quality of the class, although the LSAT median did not change. Efforts to change the tuition structure were placed on hold in 2017-18, and the School remains expensive by comparison with public peers. The School's first non-JD academic program, which will provide a new revenue source, is now ready for academic and administrative approvals. The school has made efforts to initiate future student pipelines with Benedict College and Claflin University. The School has sought to strengthen its role as a public asset by creating new clinics that improve access to justice for indigent South Carolinians, by hosting discussions on topics of civic importance, by allowing the use of its building by civic groups related to law, and by assisting the Legislature with faculty expertise on matters of policy development.

Highlights

1. Occupancy of new building
2. 43 articles and 6 books published by faculty, including 11 articles published in top-50 law reviews and 12 others in top-5 journals within a specialty.
3. Creation of a pediatric medical-legal partnership clinic and clinics representing veterans and victims of domestic violence.
4. Progress toward first non-JD master's degree program in health law systems.
5. New leadership in career services office to offer students more individualized career counselling.
6. Improved admissions selectivity and increased yield.



Robert M. Wilcox Dean



UNIVERSITY OF
SOUTH CAROLINA
School of Law



Blueprint for Academic Excellence

School of Law

AY2018-2019

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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: 03/05/2018

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: 03/05/2018

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: 03/05/2018

Goals - Looking Back

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

Goal 1 - 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	<ul style="list-style-type: none">•Educating the Thinkers and Leaders of Tomorrow•Spurring Knowledge and Creation•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.
Status	Completed successfully
Action Plan	Achieved May 2017
Achievements	Move Completed in Summer 2017
Resources Utilized	Law School used only existing personnel resources, other than professional movers contracted for under University procurement procedures.
Goal Continuation	Completed
Goal Upcoming Plans	Completed
Resources Needed	No additional resources required
Goal Notes	

Goal 2 - 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	<ul style="list-style-type: none"> •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	Progressing as expected (multi-year goal)
Action Plan	To provide in-kind support as requested by ROLC and to the extent possible to further the growth of the ROLC.
Achievements	ROLC is now well-funded by external grants and functioning largely independent of the School of Law.
Resources Utilized	One faculty member with teaching load reduction while serving as director of ROLC. Budgeted about \$9,000 in support of Women as Agents of Change seminar.
Goal Continuation	This is an on-going, but likely diminishing, commitment as ROLC build resources to establish its independent capabilities.
Goal Upcoming Plans	Prof. Samuels will continue to receive partial teaching relief. As appropriate the law school will allow some use of communications staff support. Law School will make facility available when possible for ROLC events.
Resources Needed	No additional law school resources will be required beyond the faculty personnel already committed.
Goal Notes	ROLC increasingly is operational without dependency on the School of Law.

Goals - Real Time

Goals for the School of Law that are in progress for AY2018-2019.

Goal 1 - Enhance student experiential learning opportunities.

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.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Prepares students for active practice assisting clients effectively.
Status	Progressing as expected (multi-year goal)
Action Plan	<ol style="list-style-type: none"> 1. Continue to build demand for externships. 2. Bring active clinical faculty to 8, including new director. 3. Continue to periodically add Capstone Courses.
Achievements	<p>Greater number of students are enrolling in externships.</p> <p>Created two new clinics in 2017-18 with hires.</p> <p>Veterans Clinic to begin in August 2018</p>
Resources Utilized	New grant money supported hire of non-tenure track Veterans Clinic director.
Goal Continuation	The infrastructure is being put in place to begin service of the Veterans Clinic in Fall 2018. An additional tenure-track hire in the near future will be committed to clinical teaching.
Goal Upcoming Plans	One more full-time clinical, tenure track hire is expected.
Resources Needed	<p>Existing resources will be used to hire as replacement for retiring faculty member.</p> <p>Approximately \$1.5 million to renovate Horry-Guignard House to house Veterans Legal Clinic (if approved by the University for this use).</p>
Goal Notes	<p>Added two new clinics in 2017-18 and another will begin in 2018-19.</p> <p>Externship enrollment is increasing.</p>

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

Goal Statement	Increase both the quality and quantity of the first-year applicant pool and improve selectivity rates and yield rates of applicants, while raising the medians for LSAT and UGPA.
Linkage to University Goal	<ul style="list-style-type: none"> •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	Progressing as expected (multi-year goal)
Action Plan	<p>Ensuring the quality of our incoming class is an annual priority initiatives to continue and build on those implemented in 2016-2017 will include:</p> <p>Continue to analyze recruitment outcomes relative to competitor, SEC, and peer law schools</p> <p>Evaluate effectiveness of 2016-17 initiatives to inform decisions about investment of resources in future recruitment plans, including travel, events, and communications</p> <p>Continue to evaluate an electronic/video viewbook as RFP is returned, and develop content if project is feasible</p> <p>Develop prospect information portal and related web content as new website design and content management system is installed</p> <p>Continue to refine enrollment and yield models using new data collected from applications and post-admission follow-up</p> <p>Especially upon our move to the new building, examine the campus visit model to encourage visits by prospective students and to ensure that each visit creates a warm, personal, informative, and professional introduction to the law school.</p>
Achievements	<p>Worked with Kennedy & Company to revise model for scholarship awards;</p> <p>Continued to strengthened outreach to prelaw advisors and prelaw organizations, including USC Honors College and HBCUs.</p> <p>Raised 25th percentile on LSAT, with significant reduction in number of low LSAT performers accepted. Steady median LSAT, but improvement was significant, barely missing a 1-point improvement.</p> <p>Selectivity and yield both improved.</p> <p>Applicant pool for Fall 2018 is up 8% as of March 8 over same date 2017 and is already larger than total applicant pool in 2017.</p>
Resources Utilized	<p>Approximately \$500,000 in scholarship resources for the Fall 2017 entering class.</p> <p>Admissions office staffed by an assistant dean, an associate director, and two admissions staff.</p>
Goal Continuation	Focus continues to be upon achieving LSAT median improvement while minimizing any loss of diversity caused by reallocation of scholarship resources.
Goal Upcoming Plans	Present proposal to adjust amount of non-resident full-cost tuition to the BOT. Scholarship resources continue as school's top development priority.
Resources Needed	Approximately \$1.2 million dollars per year in additional scholarship resources.
Goal Notes	

Goal 3 - Full-time employment rate for graduates equal to or better than that of top-50 law schools.

Goal Statement	For all 2018 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	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Building Inclusive and Inspiring Communities •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
Action Plan	Better educate students as to potential career paths of JD recipients. Enhance individualized counselling. Encourage students to plan their career by focusing on needed competencies and by planning to achieve those competencies in a demonstrable manner while in law school. Use new building to bring employers onto campus to meet students formally and informally.
Achievements	Employment figures for 2017 graduates are not yet available and are to be reported to the ABA in April 2018. A counsellor met with every first-year student to review resumes and LawFit assessment. New director (Associate Dean) has begun changes to ensure greater individualized attention and institutional assistance for students. Positive changes in student use of the career services office are expected to occur as more students have earlier contact with the office.
Resources Utilized	An Associate Dean, a senior advisor, two associate directors, one permanent and one temporary staff provided services in 2017-18.
Goal Continuation	Continuing efforts to prepare students fully for interviews, to attract more employers to campus for informal contact with prospective students, and to make students better aware of their personal career goals, strengths, and challenges. Continuing effort to advise students regarding both traditional and alternative career opportunities for lawyers.
Goal Upcoming Plans	Two staff positions have become open and existing resources from those vacancies and one other will be allocated to upgrade services with additional technical and professional support personnel.
Resources Needed	Reallocation of existing personnel resources.
Goal Notes	

Goal 4 - Top-50 Research Productivity

Goal Statement	Provide faculty with adequate support and incentives to engage in robust scholarship production consistent with or better than that of a top-50 law school.
Linkage to University Goal	<ul style="list-style-type: none"> •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	Strong development of knowledge and academic reputation.
Status	Progressing as expected (multi-year goal)
Action Plan	<ol style="list-style-type: none"> 1. Reward faculty publication in top-50 law reviews and top-5 specialty publications within a field. 2. Nominate top research faculty for available endowed chairs. 3. Provide excellent administrative support and student research assistance.
Achievements	<p>Working on data compilation to evaluate placement among other law schools.</p> <p>Significant increase in top-50 publications in 2017.</p> <p>Nominated 3 research faculty to fill vacant endowed chairs.</p>
Resources Utilized	<p>Used existing resources only.</p> <p>Reallocated teaching resources to allow for greater research productivity.</p>
Goal Continuation	Continued growth in quality and quantity of faculty scholarship is expected.
Goal Upcoming Plans	Continue to reward top-50 publications and major books.
Resources Needed	No new resources.
Goal Notes	

Goal 5 - Develop Revenue Sources beyond JD Tuition

Goal Statement	Provide legal education to a larger population including individuals who do not intend to practice law.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	<p>Improves public knowledge of the law.</p> <p>Provides additional resources to make law school financially accessible to qualified JD students.</p>
Status	Extended to following Academic Year
Action Plan	<ol style="list-style-type: none"> 1. Develop academic programs for certificates or master's degrees in health Systems Law. 2. Obtain all necessary approvals. 3. Hire director of non-JD graduate study. 4. Create a technology advisory board to bring top leaders, especially in cybersecurity, to provide advice on current areas of need, to organize educational programs for non-lawyers and post-JD lawyer, and to attract top names in the area to campus. 5. Host a series of multi-day boot camps to build reputation. 6. Once a reputation exists and connections with key leaders in the field are developed, create a technology law (cybersecurity initially) degree and/or certificate program.
Achievements	Began to implement Kennedy & Co. recommendation to create non-JD degree programs in health law.
Resources Utilized	All work has been performed with existing staff and faculty resources. Future implementation will require additional personnel.
Goal Continuation	Must obtain approvals and begin to staff non-JD program
Goal Upcoming Plans	<ol style="list-style-type: none"> 1. Obtain law school and graduate school approval of health systems law program. 2. Submit for institutional and oversight approvals. 3. Hire director of non-JD programs
Resources Needed	<p>A full-time program director (approximately \$75,000 salary plus fringes). The first -year will be paid out of existing resources. Once program is operational, salary will be paid out of program income.</p> <p>Marketing resources will be required to launch new program.</p>
Goal Notes	

Goals - Looking Ahead

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

Goal 1 - Expand research focus

Goal Statement	To develop an applied research presence including faculty and law students.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	<p>The best students are attracted by opportunities to work on cutting-edge issues while in law school.</p> <p>An opportunity may exist to enhance revenues through research in ways not previously attempted.</p> <p>Faculty interested in applied research can be the top in their field, but do not typically publish in traditional law reviews. This focus makes a position at USC attractive to them.</p>
Status	Newly Established Goal
Action Plan	<ol style="list-style-type: none"> 1. Identify potential model for applied research, looking first at technology and the future of the legal profession, because of existing faculty resources. 2. Identify and resolve potential hurdles to implementation, including UCTP expectations and resource needs.
Achievements	Preliminary discussion phase with faculty.
Resources Utilized	Unknown at this time.
Goal Continuation	Long-term change requires discussion and planning before implementation.
Goal Upcoming Plans	<ol style="list-style-type: none"> 1. Develop concept for new research model involving faculty and students providing applied research on a monetized basis. 2. Identify any potential barriers to implementation.
Resources Needed	Undetermined at this time.
Goal Notes	

Goal 2 - Develop a Strategic Plan

Goal Statement	Design and implement a 5-year Strategic Plan for the School of Law
Linkage to University Goal	<ul style="list-style-type: none"> •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Planning is necessary to ensure viability and relevance in changing financial and professional environments.
Status	Newly Established Goal
Action Plan	<ol style="list-style-type: none"> 1. Bring faculty into process in Spring 2018. 2. Hire a consultant in Summer 2018. 3. Faculty and staff committees will draft a plan by Spring 2018 for approval by end of AY 2018-19.
Achievements	Initial planning for design of strategic planning process has occurred.
Resources Utilized	Existing faculty and staff.
Goal Continuation	Most of work begins in 2018, continues through Spring 2019.
Goal Upcoming Plans	<ol style="list-style-type: none"> 1. Develop RFP for consultant and hire consultant in Summer 2018. 2. Faculty and staff committees work on plan formulation in Fall 2018. 3. Draft for consideration in Spring 2019.
Resources Needed	\$50,000 budgeted from existing carry-forward funds.
Goal Notes	Budgeted to cost \$50,000

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 20, 2018; March 2018-19; Ranked 88 of 192.

Instructional Modalities

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

With the new building, we have experienced enhanced use of Pinopto to record classes for student use outside of class. Technology also used more frequently to connect electronically with experts outside of Columbia as guests during a class.

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.

Carolina Health Advocacy Medicolegal Partnership Clinic (CHAMP Clinic). Although the clinic is a part of the law school's existing clinical legal education program, and thus is technically not a new program, an MOU has been created between the School of Law, Palmetto Richland Hospital, and the Medical School. The clinic is now operational.

Program Terminations

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

None

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. In AY 2017-18, 46 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. All but one member of the clinical faculty are tenured or tenure-track and are now expected to publish on the same level as non-clinical faculty. The one exception will direct the new Veteran's Clinic beginning in Fall 2018. Because of this clinic's grant-funded nature and different expectations in terms of clients represented, tenure was not considered practical. Two new clinics began 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. Recent experience shows that admitted applicants are receiving financial offers from other more highly ranked schools that are as much as \$20,000 per year below our net cost.

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 has been used to host major academic conferences and additional conferences are

planned in 2018-19 to expose others to our school.

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 is developing a reputation for work on using technology to help improve access to justice.

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.

Affordability is our major challenge.

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 2017	Fall 2016	Fall 2015
Tenure-track Faculty	41	40	39
Professor, with tenure	20	18	20
Associate Professor, with tenure	7	10	10
Assistant Professor	14	12	9
Librarian, with tenure	0	0	0
Research Faculty	0	0	0
Research Professor	0	0	0
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
Clinical/instructional Faculty	7	7	7
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	7	7	7
Lecturer	0	0	0
Visiting	0	0	0
Adjunct Faculty	26	26	31

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

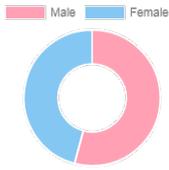
Table 2. Faculty Diversity by Gender and Race/Ethnicity, Fall 2016, Fall 2015, and Fall 2014.

	Fall 2017	Fall 2016	Fall 2015
Gender	48	48	47
Female	22	22	19
Male	26	26	28
Race/Ethnicity	48	48	47
American Indian/Alaska Native	0	0	0
Asian	3	3	3
Black or African American	1	2	2
Hispanic or Latino	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	0	0	0
Two or More Races	1	1	1
Unknown Race/Ethnicity	0	1	0
White	43	41	41

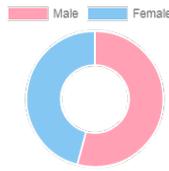
Illustrations 1 and 2 (below) portray this data visually.

Illustration 1. Faculty Diversity by Gender

2017 Faculty Gender



2016 Faculty Gender



2015 Faculty Gender

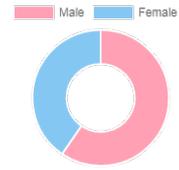
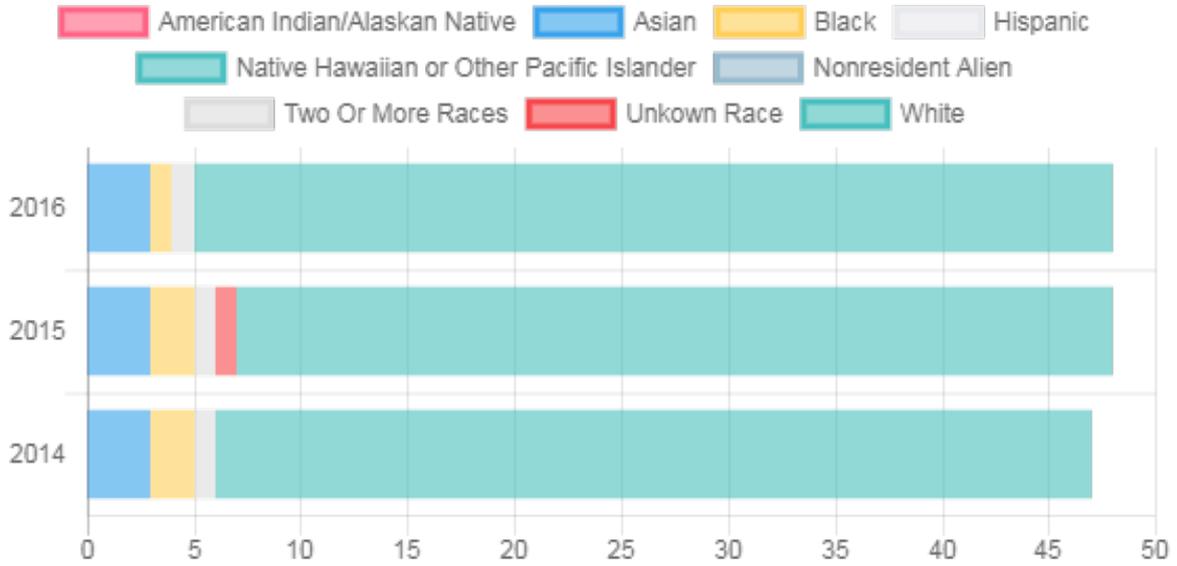


Illustration 2. Faculty Diversity by Race & Ethnicity



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 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 2017, the total number of law review articles published by South Carolina faculty rose from 26 to 43; top-50 placements fell slightly from 15 to 11; top-5 specialty journal placements improved from 2 to 12; and books improved from 2 to 6. No uniform comparative data with other school is available, but three schools shared data they had collected for re-accreditation purposes this year. By comparison, the University of Maryland (ranked #48) reports 26 articles, 6 top-50, 6 top-5 specialty, and 1 book in 2017. University of Cincinnati (ranked #72) reports 7 articles, 2 top-50, 1 top-5 specialty, and 3 books in 2017. University of Baltimore (ranked #112) reports 15 articles, 7 top-50, 2 top-5 specialty, and 2 books in 2017.

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 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.

Teaching resources have been adjusted to encourage more research productivity and greater engagement of faculty in the work of the law school outside of class.

Four faculty were nominated for vacant endowed chairs (three research and one teaching), and three more chairs will be made available in 2018-19.

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 2017, Fall 2016, and Fall 2015

Fall 2017	Fall 2016	Fall 2015
1:7.9	1: 10.2	1:9.93

Analysis of Ratio

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

8.9 is the ratio reported in November 2017 to U.S. News, reflecting a change in their calculation method that is similar to the method prescribed here. Our report was based upon 605 FT students, 49 FT faculty, and 1/3 of 57 PT faculty.

Faculty Awards Nominations

Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other, during AY2017-2018.

Research Award Nominations

Recipient(s)	Award	Organization
Black, Derek	Russell Research Award	USC

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
Eagle, Joshua	One of Five Best Environmental Articles of 2015	Land Use and Environment Law Review
Zug, Marcia	Outstanding Faculty Publication (Article)	School of Law
Black, Derek	Outstanding Faculty Publication (Article)	School of Law
Zug, Marcia	Fulbright Senior Scholar (University of Canberra)	Fulbright Scholar Program

Service Awards

Recipient(s)	Award	Organization
Gupta-Kagan, Josh	Robert D. Spencer Volunteer Award	Protection and Advocacy for people with Disabilities
Seiner, Joseph	Faculty Service Award	School of Law

Teaching Awards

Recipient(s)	Award	Organization
Fox, Jacqueline	Outstanding Classroom Teacher	School of Law
Bockman, Robert	Outstanding Faculty Member	School of Law

Other Awards

Recipient(s)	Award	Organization
Snow, Ned	G.G. Dowling Award	School of Law

Student Recruiting and Retention

Student Recruitment

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

Implemented 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 multiple events both on the undergraduate campuses and at the new law school building. Particular efforts this year were directed at USC Honors College (promoting existing 3/3 program), Wofford, and Claflin University.

Regularized contact with admitted students and added multiple dates requiring updated expressions of continuing interest to allow for effective re-allocation of very limited scholarship resources.

Collaboration with faculty, the Alumni and Career Services offices, and with Law Student Ambassadors results in "recruitment teams" of students, faculty, and alumni to ensure each admitted candidate has contact with members of the law school community

Purchased production of 12 recruitment videos through Student Bridge to enhance web-based recruitment.

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. We offer significant opportunities for 1Ls to receive voluntary group and individualized tutoring throughout the first year. At the end of each semester, the Associate Dean for Academic Affairs meets with every student on academic probation and discusses a plan for academic improvement.

Student Enrollment & Outcomes

The following data was provided by USC's Office of Institutional Research, Assessment, and Analytics.

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 2017	Fall 2016	Fall 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
Professional Enrollment			
Medicine	0	0	0
Law	619	609	620
PharmD	0	0	0
Sub Total	619	609	620
Total Enrollment (All Levels)	619	609	620

Illustration 3. Undergraduate Student Enrollment by Classification

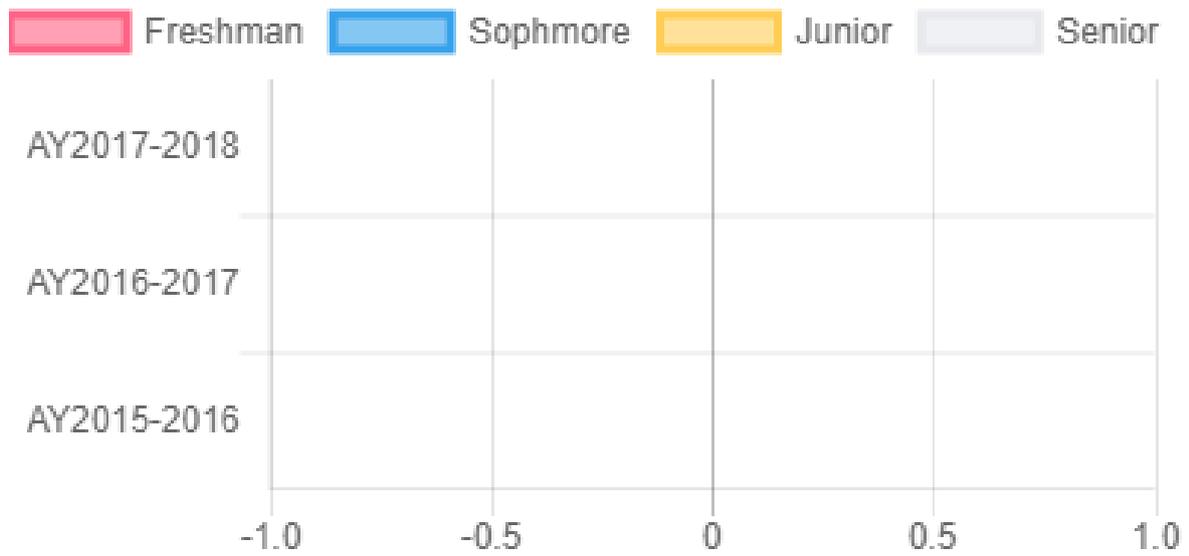


Illustration 4. Graduate/Professional Student Enrollment by Classification

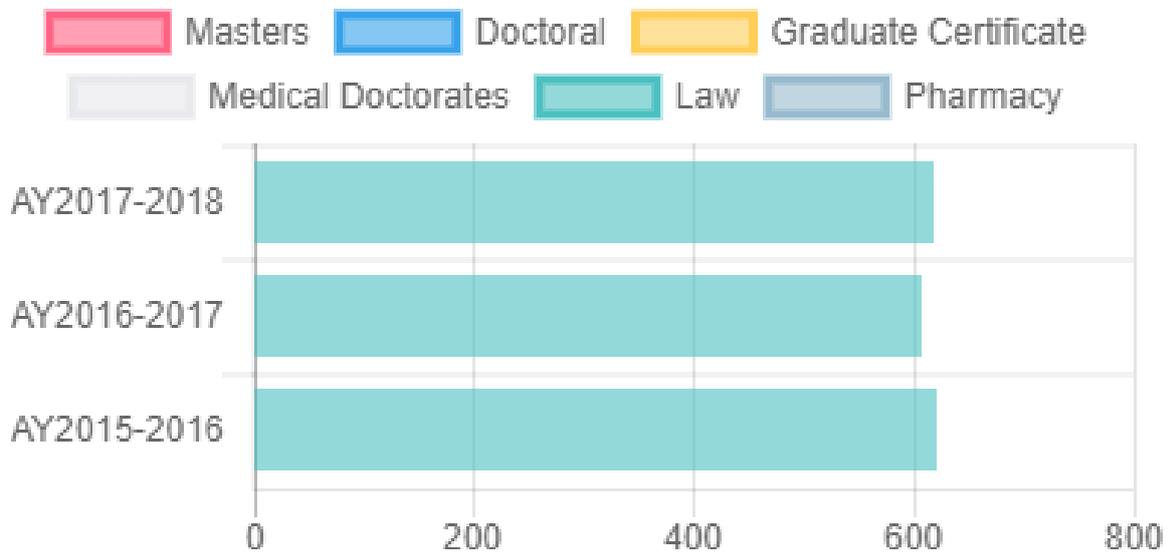
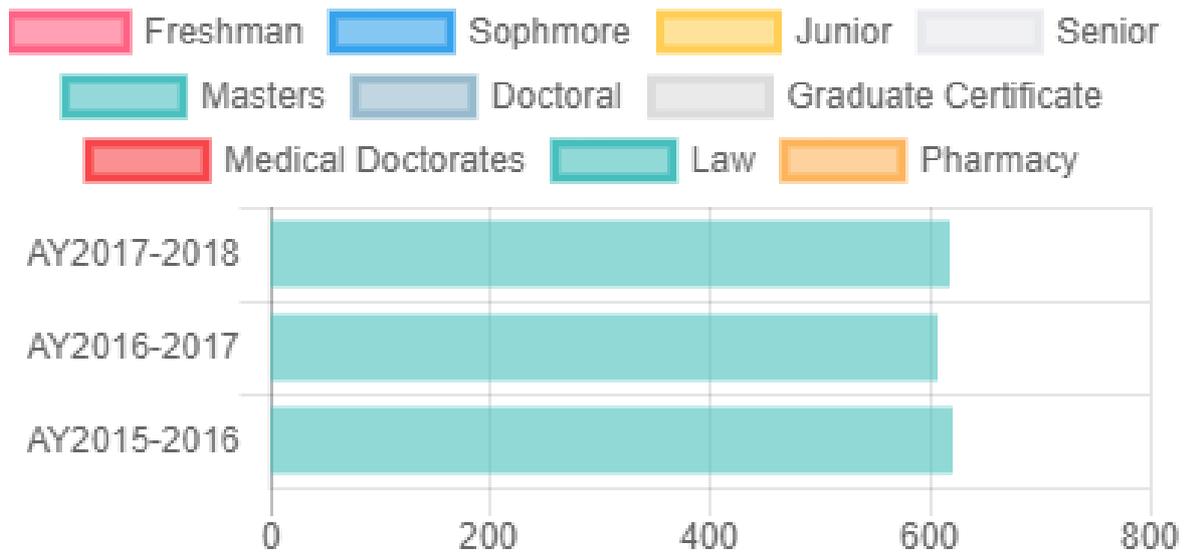


Illustration 5. Total Student Enrollment by Classification (All Levels)



Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status.

	Fall 2017	Fall 2016	Fall 2015
Undergraduate	0	0	0
Full-Time	0	0	0
Part-Time	0	0	0
Graduate/Professional	619	609	620
Full-Time	619	609	618
Part-Time	0	0	2
Total - All Levels	619	609	620
Full-Time	619	609	618
Part-Time	0	0	0

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2017	Fall 2016	Fall 2015
Undergraduate	0	0	0
Female	0	0	0
Male	0	0	0
Graduate/Professional	619	609	620
Female	275	266	266
Male	344	343	354

Illustration 6. Undergraduate Student Diversity by Gender

2018 Undergraduate Gender



2017 Undergraduate Gender

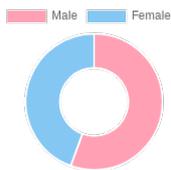


2016 Undergraduate Gender

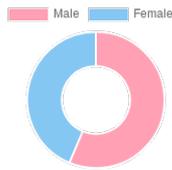


Illustration 7. Graduate/Professional Student Diversity by Gender

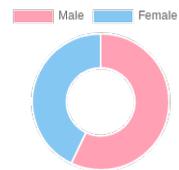
2018 Graduate Gender



2017 Graduate Gender



2016 Graduate Gender



Student Diversity by Race/Ethnicity

Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2017	Fall 2016	Fall 2015
Undergraduate	0	0	0
American Indian/Alaska Native	0	0	0
Asian	0	0	0
Black or African	0	0	0
Hispanic or Latino	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	0	0	0
Two or More Races	0	0	0
Unknown	0	0	0
Race/Ethnicity			
White	0	0	0
Graduate/Professional	619	609	620
American Indian/Alaska Native	2	3	3
Asian	11	10	10
Black or African	59	63	63
Hispanic or Latino	30	27	26
Native Hawaiian or Other Pacific Islander	1	1	0
Nonresident Alien	0	1	1
Two or More Races	12	11	11
Unknown	21	20	21
Race/Ethnicity			
White	483	473	485

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

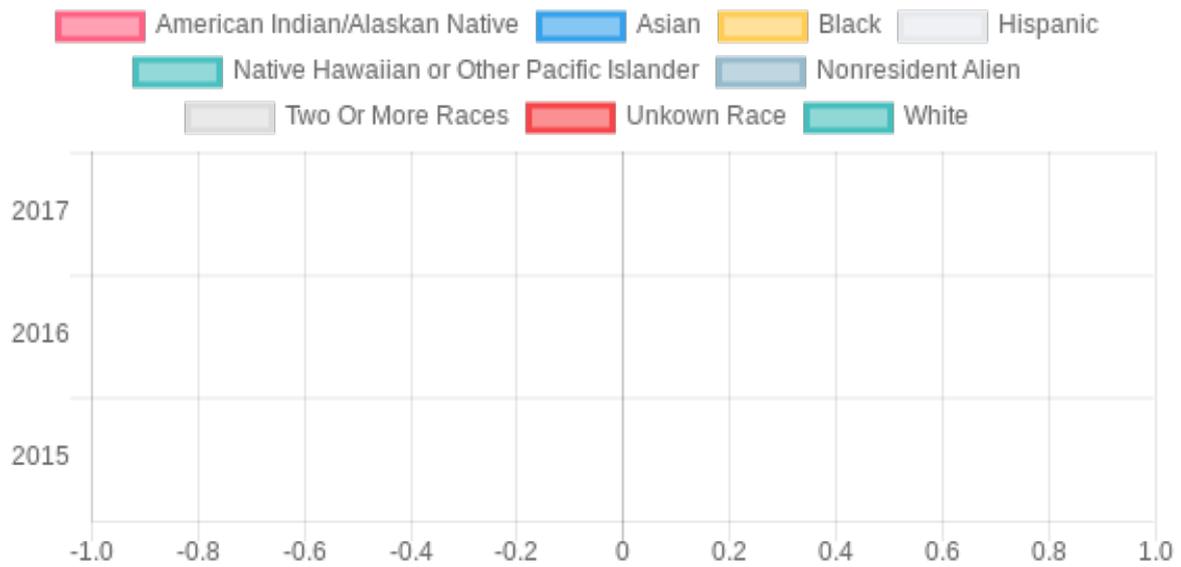
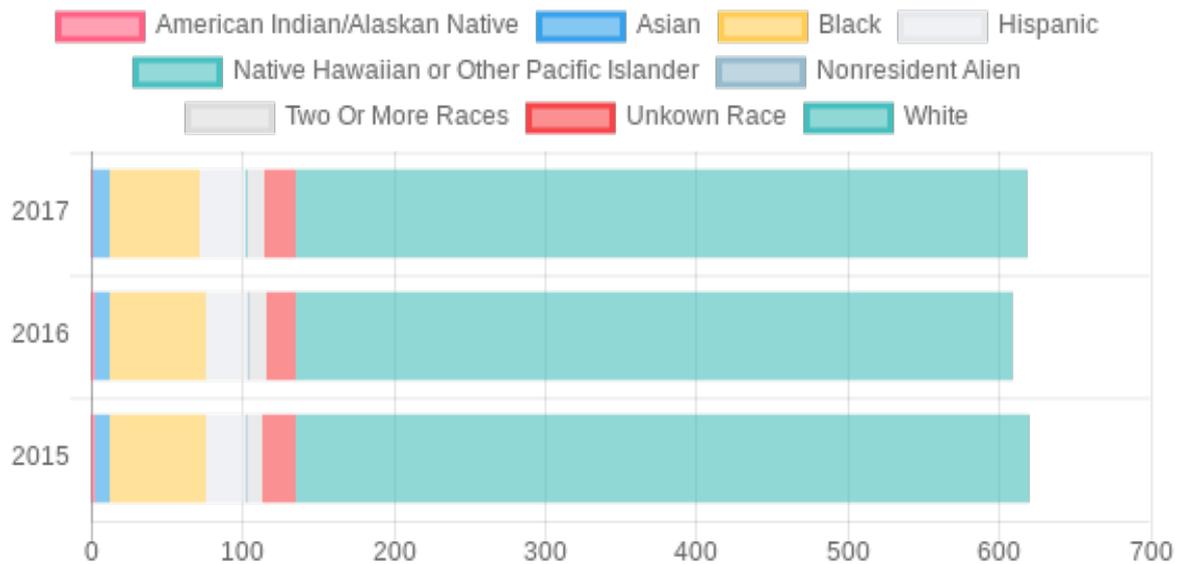


Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity



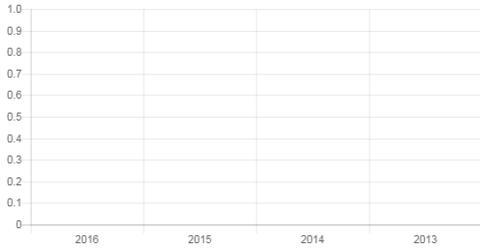
Undergraduate Retention

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

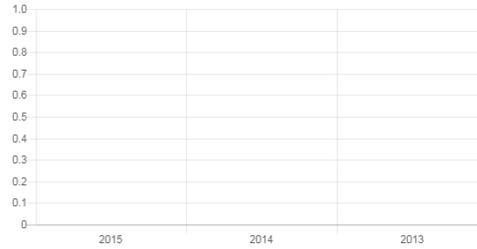
	First Year	Second Year
Fall 2016 Cohort	0%	N/A
Fall 2015 Cohort	0%	N/A
Fall 2014 Cohort	0%	0%
Fall 2013 Cohort	0%	0%

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.

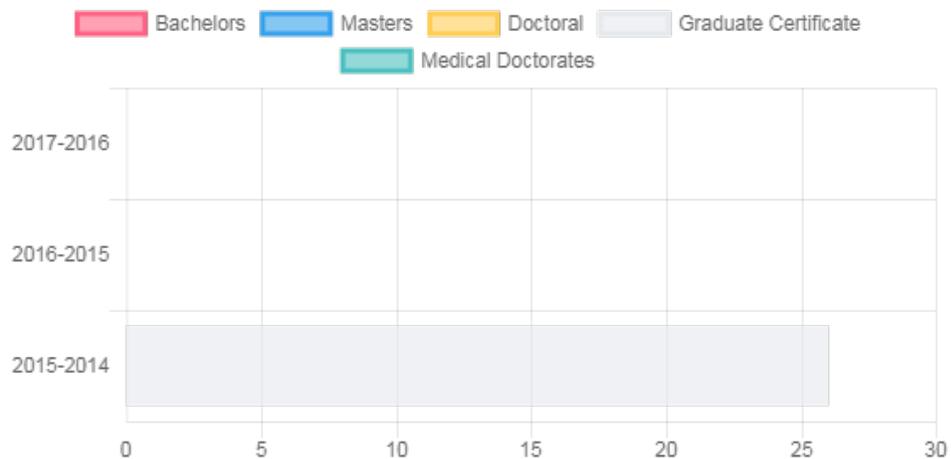
	4-Year	5-Year	6-Year
Fall 2011 Cohort	0%	0%	0%
Fall 2010 Cohort	0%	0%	0%
Fall 2009 Cohort	0%	0%	0%

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2016-2017	AY2015-2016	AY2014-2015
Associates Degree	0	0	0
Bachelors	0	0	0
Masters	0	0	0
Doctoral	0	0	0
Medical	0	0	0
Law	207	193	204
Pharmacy Doctorate	0	0	0
Graduate Certificate	0	0	26

Illustration 11. Degrees Awarded by Level



Alumni Engagement & Fundraising

Alumni

Substantial activities, engagements, and initiatives with alumni during AY2017-2018, focusing on relationships and activities with alumni.

The building dedication drew about 500 alumni to a gala event and more to the dedication event itself. Summer barbecue at the new building drew about 800 alumni.

Other alumni events:

Charleston Oyster Roast;

Greenville cocktail reception;

Compleat Lawyer Awards Banquet;

D.C. Alumni Reception;

Florence Alumni Reception.

Continued outreach to alumni through the Fine Print magazine published twice a year and a monthly e-newsletter.

Significantly enhanced social media presence with full-time staffer responsible for those communications.

Development, Fundraising and Gifts

Substantial development initiatives and outcomes during AY2017-2018, including Fundraising and Gifts.

1. Created a Dean's Circle to encourage \$1,000 annual gifts and enhance participation rates.
2. Stewarding a list of potential major donors in preparation for next campaign.
3. Received a \$250,000 scholarship donation in December 2017.

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 AY2017-2018, including activities at the local, state, regional national and international levels.

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)

Bi-weekly 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.

Volunteer Tax Assistance (VITA)

Faculty taught several courses at the NAC for DOJ support staff

Fundraising campaigns for Harvest Hope

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.

-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)

Associate Dean Susan Kuo spoke in a webinar addressing "Best and Worst Practices in Law School Diversity Initiatives," sponsored by the ABA Section of Legal Education and Admissions to the Bar. She also recorded an interview for the SC Bar Diversity Committee's Diversity Video Series. She led a session on diversity for the SC Bar Leadership Academy and for the South Carolina Appellate Judges Conference.

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

1. Team including Prof. Josh Gupta-Kagan, members of Children's Law Center staff, and colleagues in Psychology and Criminology received an ASPIRE II grant in 2017 for multi-disciplinary research.
2. Ongoing institutional collaboration with ROLC.
3. Josh Eagle is co-PI on an Excellence Initiative proposal named "Climate Risk and Resilience in Coastal Communities" with Jerry Hilbish (Biological Sciences), Kirstin Dow (Geography), Dwayne Porter (Arnold School of Public Health), John Grego (Statistics), Robert Mullen (Civil and Environmental Engineering), Ryan Rykaczewski (School of Earth Ocean and Environment), and Tamara Sheldon (Darla Moore School of Business). This proposal was submitted in early 2018.
4. Proposed excellence initiative center involving Prof. Tommy Crocker and philosophy faculty.
5. Prof. Shelley Welton has submitted an ASPIRE grant proposal with Prof. Conor Harrison of Geography.
6. CHAMP (Carolina Health Advocacy Medicolegal Partnership) Clinic is a collaboration between the School of Law, School of Medicine, and Palmetto Richland Children's Hospital.

External Collaborations

1. Joe Seiner co-authored work with UNC faculty member, Jeff Hirsch.
2. Seth Stoughton co-authored work with UVA faculty member Brandon Garrett.
3. Eboni Nelson served as co-principal investigator with Dr. Ronald Pitner, I. DeQuincey Newman Endowed Chair and Director of the I. DeQuincey Newman Institute for Peace and Social Justice, Distinguished Associate Professor in Social Work Research in the USC College of Social Work, and Carla Pratt, Associate Dean for Academic Affairs and Educational Equity, Nancy J. LaMont Faculty Scholar and Professor of Law at Pennsylvania State University, Dickinson Law, on our empirical project, Assessing the Viability of Race-Neutral Alternatives in Law School Admissions. The project was funded by an Access Group Grant in the amount of \$114,836 and the findings were published in the Iowa Law Review. (102 Iowa Law Review 2187 (2017).
4. David Linnan worked on a book project in Indonesian with three senior Indonesian academics, including the Wakil Rektor IV at Gajah Mada University, Yogyakarta, Indonesia; the immediate past Wakil Rektor at UIN Yogyakarta; and the head of a human rights institute at the University of Indonesia in Jakarta. He is scheduling three national socialization seminars in Indonesia during Ramadhan 2018, and there should be a variety of related, overseas spin-off activities starting in the second half of 2019. Prof. Linnan also has a longstanding association with two Asia-focused research institutes at the University of Melbourne Law School (Asian Law Centre Associate 5/07 to date; and Centre for Indonesian Law, Islam and Society Senior Associate 7/12 to date).
5. Duncan Alford has been editing Christian Wiktor's two volume work on the legislative history of U.S. treaties from 1789 to 1989. Dr. Wiktor is Professor Emeritus and Librarian Emeritus of Dalhousie Law School in Canada.
6. Josh Eagle published a book with James Salzman of UCLA School of Law and Barton H. Thompson, Jr. of Stanford Law School. He also was a Visiting International Research Scholar at the Peter Wall Institute at the University of British Columbia in Vancouver in 2017.

Supplemental Info - Collaborations

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

Campus Climate and Inclusion

Campus Climate & Inclusion

Activities unit conducted within AY2017-2018 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. 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;
- 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. 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.

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.

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.

Several student groups foster inclusion. 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. Older Wise Law Students (OWLS) addresses the needs of nontraditional law students, including students returning to school to pursue a second career and students who are married or have children.

During 2017, the School created a dues assistance fund to provide financial help to students in need of assistance to pay law school journal membership dues. An ad hoc committee of faculty reviewed applications submitted by students and dispersed the funds to those who demonstrated financial need. The Associate Dean for D&I worked with Sean Darling-Hammond, a research and strategic consulting expert, to develop a proposal for quantitative and qualitative research services. One possibility suggested by Mr. Darling-Hammond would be a climate survey concerning not only issues of diversity and inclusion but matters affecting the educational environment more generally. It will be necessary to coordinate with the university to make sure that there is no conflict in terms of timing or substance for any such survey.

The student task force for diversity and inclusion created a course proposal for inclusion of reading groups in the law school curriculum. which would allow individual faculty or students to generate a topic for study by small groups of students that would supplement existing offerings. From a diversity and inclusion standpoint, these groups would provide a forum for students to come together and explore a shared interest in a legal topic. The curriculum committee is in the process of reviewing the proposal. We also developed and circulated a positive mental health newsletter to educate law students about mental health issues and to provide information about resources for those in need of help.

The school hosted a Q&A with Judge Greenaway of the U.S. Court of Appeals for the Third Circuit. This event included student leaders from a variety of groups such as the Konduros student leadership program, BLSA, the student task force, and the law school ambassadors.

Dr. Sherry Thatcher from the Moore School of Business gave a lunchtime talk and facilitated a discussion with female faculty concerning leadership in academia. We are working to coordinate a second program for female administrative staff.

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.

None

Cool Stuff

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

In Professor Bryant Walker Smith's technology law course at the law school, using electronic conferencing, law students work directly with executives of Uber to help Uber understand the regulatory and statutory landscape associated with its efforts to create UberElevate providing air transport across Los Angeles and Dallas. A similar project last year involved Virgin Hyperloop. No other law school can make that claim.

Appendix 3. Research & Scholarly Activity

Office of Research
Information Technology & Data
Management

School of Law

Fiscal Year 2017



UNIVERSITY OF
SOUTH CAROLINA

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 - FY2017

Appendix 1

PI Home Department	Amount First Year	Federal	Other	Private/Non-Profit	State
Children's Law Center	5,057,593	9		2	3
Law, School of	128,076	1		1	
Total Count	16	10	0	3	3
Total First Year	5,185,669	3,955,714	0	96,399	1,133,556

Extramural Funding by Source, Department, Faculty & Rank - FY2017

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		5,158,412	4,133,044	76,399	948,969
<i>Total Children's Law</i>	<i>5,158,412</i>							
Law - Dean's Office		Robinson, Pamela	CLASSIFIED		6,100		6,100	
<i>Total Law</i>	<i>6,100</i>							
<i>Total FY2016 Funding</i>	<i>5,164,512</i>				<i>5,164,512</i>	<i>4,133,044</i>	<i>82,499</i>	<i>948,969</i>

Patents, Disclosures, and Licensing Agreements

Fiscal Year 2017

Appendix 3

SCHOOL OF LAW				
	Invention Disclosures	Provisional Patent Applications	Non-Provisional Patent Applications	Issued Patents
TOTALS:	0	0	0	0

***Note:** These numbers include US, PCT, and foreign applications/patents

***Source:** Office of Economic Engagement

Appendix 6. Alumni Engagement & Fundraising

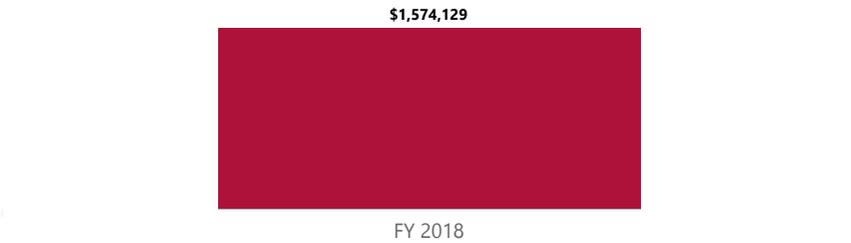


Unit Performance

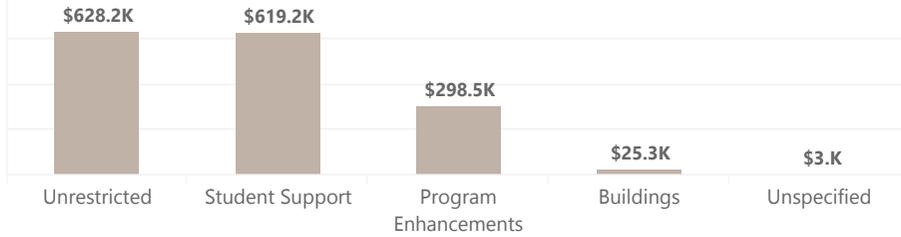
All Gift Band Unit Year FY 2018 Calculation Production

Data update time: 3/2/2018 11:09:39 AM - Printed by Jancy Houck

FY - YTD Production



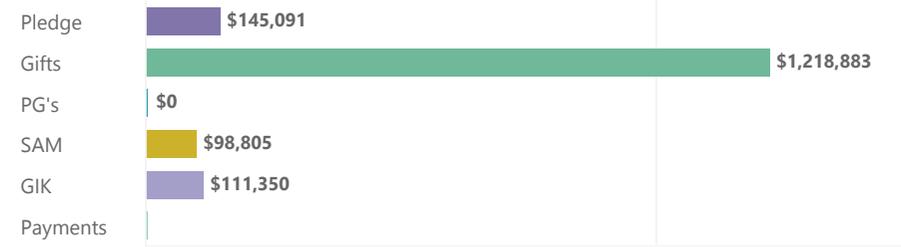
Total \$ by Purpose



Gift Type



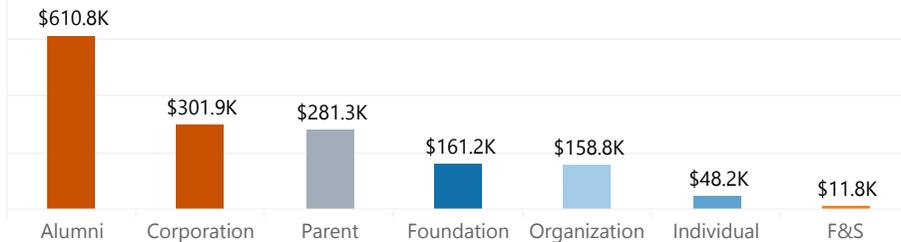
Total \$ by Gift Type



Donor # by Constituency



Total \$ & Donor # by Constituency



Designation

Spendable	\$1.1M
Endowment	\$446.5K
Capital	\$25.3K
Unspecified	\$3.K

Total \$ by Designation

