

Blueprint for Quality Enhancement
School of Law
March 31, 2010

I. Vision, Mission and Goals

A. Executive Summary

1. *Vision Statement:* “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.”

As was true last year, this is an uninspiring “vision.” Now that both the American Bar Association and the Association of American Law Schools have completed their reports from the 2008 accreditation visit, the School can proceed with developing a strategic plan that better expresses the ambition of the School and identifies paths to achieve the ambition.

2. *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.”

The School continues to do this, though like the “vision statement” there is nothing here to distinguish the School.

3. Enumerate *Goals* (list only)
 - 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. [Focus Carolina Research, Scholarship and Creative Achievement initiative 4; Focus Carolina Quality of Life in the University Community initiative 4 “Fostering a Culture of Excellence”]

- Goal 4 - Elevate law library to a major research facility. [Focus Carolina Research, Scholarship and Creative Achievement initiative 4]
- Goal 5 - Improve academic credentials of entering students. [Focus Carolina Teaching and Learning initiative 1]
- Goal 6 - 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.

4. Additional information

- a. Which universities in the United States have the top 10 schools in your discipline, according to the dean's opinion. Is your school among the top ten ?

South Carolina is not among the top ten law schools. The ranking in *U.S. News* is as good as any for the top ten, with ties:

1	Yale	8	Pennsylvania
2	Harvard	9	Michigan
3	Stanford	10	Duke
4	Columbia	10	Northwestern
5	NYU	10	Virginia
6	California–Berkeley		
6	Chicago		

- b. Which five schools at other United States universities are considered to be your peers ?

These SEC publics, along with North Carolina are worthwhile aspirational “peers” (with *USNews* rank):

North Carolina (30), Alabama (30), Georgia (35), Florida (51), Tennessee (59)

Replacing Tennessee and Florida with a Big 10 school, such as Illinois (23) or Iowa (26) would give a quintet of aspirational peers not limited by geography.

- c. Briefly describe your school's top strengths and important accomplishments achieved in the last five years.

(1) Strengths

- (a) Professionalism/Legal Ethics – Strong faculty involvement, though retirements have seen loss of Crystal, Freeman, and Montgomery; remaining is Wilcox and Nelson Mullins Riley & Scarborough Center on Professionalism.
- (b) Environmental Law – Strong faculty (Connolly, Eagle, Carlarne); student-edited Journal (Southeastern Environmental Law Journal); joint degree program (J.D./M.S.E.L. [Master’s of Studies in Environmental Law]) with Vermont Law School. [Connolly will move to Buffalo Law School to direct their Clinic.]
- (c) Tax – Strong faculty (Quirk & Hellwig; Boyle retired December 2009); regularly send a number of graduates to best LL.M. Tax programs in United States (NYU, Florida)

d. Important Accomplishments

- (1) Hire of 11 new faculty (Carlarne, Cherry, Crocker, Fox, Holley-Walker, Kuo, Means, Nelson, Said, Seiner, Zug); most have strong student evaluations for teaching; four have strong record of publication (Carlarne, Cherry, Crocker, Seiner); another has early promise (Means)
- (2) Conversion of legal writing program from one taught by adjuncts to one taught by full-time faculty on long-term contracts
- (3) Enhancement of faculty initiated programs, symposia and speakers’ series
- (4) Improvement of classroom facilities, so that almost all are now “smart”
- (5) Hire of strong senior administrators (Alford [Library Director], Palmer [Student Affairs]; Niehaus [Administration]; Pringle [IT]; Bussell [Development])
- (6) Resuscitation of alumni relations.

- e. Other than finances, list the school's three greatest difficulties and three greatest weaknesses.

(1) Difficulties

- (a) Overcoming acceptance of adequate performance and replacing with standard of excellence
- (b) Defining identity for school that goes beyond preparation for practice in South Carolina to an aspiration for broader geographical and intellectual goals, a process that involves managing the school's transition from one with faculty who are engaged in practice to one with engagement in scholarship
- (c) Heavy dependence on tuition revenue, when tuition is higher than any SEC public law school, some 140% of the average, with a difference of \$3,000-9,000 for individual schools.

(2) Weaknesses

- (a) Staffing is inadequate to achieve aspirations
- (b) Building does not provide needed facility
- (c) Alumni support

B. Goals, Initiatives, and Action Plans

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 physical 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.

b. Assessment of Progress to Date

The economic downturn has slowed progress considerably. Governmental sources seem increasingly unlikely to provide funds. The cultivation of private donors is therefore essential to

the attainment of this goal.

c. Short-Term Initiatives, Action Plans and Indicators for AY 2010-11

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

The plan is in effect.

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 have replaced print. The law alumni association is being reorganized. Alumni donations to date in FY10 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 2010-11

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.

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 eliminated 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 may remain unfilled through the 2010-11 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 2010-11

The only initiative proposed is the hire of two distinguished faculty, at the chair level. One may become the Associate Dean for Faculty Development.

Goal 4 - Return law library to a major research facility and public law library.

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

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.

Goal 5 - Improve academic credentials of entering students.

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

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.

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 2010-11

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. The key position is the Director for Admissions, which is vacant at the moment. The search for someone to fill the position has identified three finalists, who will be interviewed in the next two weeks.

Goal 7 - Restructure the professional skills curriculum to meet student needs, to comply with the revision of the ABA's accreditation standards.

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

The School has completed its revision of the "skills curriculum." The Curriculum Committee will present its proposal at one of the final faculty meetings of the year.

b. Short-Term Initiatives, Action Plans and Indicators for AY 2010-11

The School will complete a strategic plan.

II. Funding

The School will increase the size of the entering class by about ten students. An increase

in the tuition will also provide additional resources.

III. Resource Requirements

- A. The new building will cost approximately \$100 million. As described above, there is little chance for federal funds, and only a slightly larger chance for state funds. Construction of the new building is therefore heavily dependent on private giving.
- B. Within the existing building, major repairs are required as follows:
 - 1. The roof of the classroom wing needs to be replaced. Significant leaks are visible in the hallways on the 3rd floor. The University's Facilities office has estimated the cost at \$600,000, though the office does not have the money to pay for the cost.
 - 2. The HVAC system is failing and cannot be repaired properly because spare parts are no longer made. The system is past its useful life.
 - 3. The electrical system of the building is similarly failing. Overhead lights regularly fail in the law library because the lighting control system is past its useful life and parts are no longer available.
 - 4. The presence of asbestos above the ceiling tiles makes any renovation requiring the addition of electrical outlets, data jacks or phone lines difficult and expensive because of the hazardous materials management that must be done.
 - 5. The elevators are in need of refurbishing. They use outdated technology and are past their useful lives.
 - 6. The exterior windows need to be replaced with more energy efficient windows.
 - 7. Compact shelving may be needed in the library for future book storage, but no floor is reinforced to handle the weight load. The University's offsite storage facility is nearly full and they are not accepting significant shipments.

IV. Unit Statistical Profile

- A. Instructional: (Items 1-9 will be provided to each unit by the Assessment & Compliance Office at ipr.sc.edu.)
 - 1. Number of applications for Fall 2007, Fall 2008 and Fall 2009 admission by level (certificate, first professional, masters, doctoral).

fall 2007	1995
fall 2008	2068
fall 2009	1973

2. Number of admissions for Fall 2007, Fall 2008 and Fall 2009 by level (certificate, first professional, masters, doctoral).

	admissions	enrollment
fall 2007	676	216
fall 2008	708	228
fall 2009	730	240

3. Freshmen retention rate for classes entering Fall 2006, Fall 2007, and Fall 2008.

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

AY 2008-09
 228 admitted fall 2008
 - 13 withdrawals
 - 2 dismissals
 - 6 transfers after 1st yr
 90.8% Retention

4. Number of majors [JDs] enrolled in Fall 2007, Fall 2008 and Fall 2009 by level (headcount and FTE; undergraduate, certificate, first professional, masters, doctoral).

fall 2007	680
fall 2008	667
fall 2009	689

5. Number of graduates in Fall 2008, Spring 2009, and Summer 2009 by level (undergraduate, certificate, first professional, masters, doctoral).

fall 2008	10
spring 2009	231
summer 2009	4

6. Four-, Five- and Six-Year Graduation rates for three most recent applicable classes (undergraduate only).

n/a

7. Total credit hours generated by your unit (regardless of major) for Fall2008, Spring 2009, and Summer 2009.

fall 2008	9,955
spring 2009	9,927
summer 2009	570

8. Number of credit hours taught by tenured and tenure-track faculty, by instructors, by non tenure-track faculty (clinical and research) and by adjuncts (temporary faculty)

	Fall 2008	Spring 2009	Summer I 2009	Total
Tenure track	8,811	8,482	423	17,716
Instructor	452	223	147	822
Adjunct	692	1,222	-	1,914
	9,955	9,927	570	20,452

9. Number of faculty by title (tenure-track by rank, research by rank, etc.), as of Fall 2007, Fall 2008, and Fall 2009 (by department where applicable).

	2006	2007	2008	2009
full	20	20	16	16
associate	10	12	11	12
assistant	8	11	12	11
other	3	6	6	6

10. Total continuing education units (standard University CEUs or

Institutional CEUs) generated for Fall 2008, Spring 2009 and Summer 2009. (Please refer to policy RACM 1.04.)

None

B. Research and Creative Accomplishments:

1. Numbers of publications in calendar year 2009 by category (e.g., books, book chapters, refereed articles, non-refereed publications).

Books - 6

Book chapters - 9

Refereed articles - 2

Non-refereed articles - 23

Book reviews - 3

2. Number of research paper presentations at national or international conferences in calendar year 2009.

36

3. Number of performances and/or juried exhibitions at national or international venues in calendar year 2009.

0

4. Summary of sponsored research activity to include grant applications submitted and awarded, arranged by sponsoring agency.

	Federal	Philanthropic	State	Total
Children's Law	2,130,164	12,902	225,000	2,368,066
School of Law	178,870	30,184		209,054
	2,309,034	43,086	225,000	2,577,120

5. Total extramural funding processed through SAM in FY 2009, and Federal extramural funding processed through SAM in FY2009.

	FY2008	FY2009
Children's Law	2,183,485	2,368,066
IOLTA, Pro Bono	50,216	25,184
Department of Justice		178,870
National Wildlife Federation		5,000
	2,233,701	2,577,120

6. Total research expenditures per tenured/tenure-track faculty for FY 2009, by rank and by department, if applicable.

n/a

7. 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).

n/a

8. Percentage of unit faculty with sponsored research activity (by rank and type of activity).

n/a

9. Number of faculty serving as co-investigators in cross-unit grant applications.

n/a

10. Number of faculty cross-appointed in Centers and/or Institutes.

n/a

11. Number of patents, disclosures and licensing agreements in calendar year 2009.

none

12. Number of proposals submitted to external funding agencies during calendar year 2009 (by type and by department if applicable).

n/a

C. Faculty Hiring:

1. Number of full-time faculty hired for AY 2010-11 (by department if applicable), and by rank.

0

2. Number of post-doctoral scholars (Ph.D., non-faculty hires) in FY 2009.

0

3. Anticipated losses of faculty by year for the next five years. Please supply reasons for departure if known; e.g., TERI period end, conventional retirement, resignation. Please describe planned hiring over the next five years (by department if applicable).

2010-11	1 [Connolly moves to Buffalo to head clinics]
2011-12	0
2012-13	0
2014-15	2 [TERI: Pat Flynn & David Owen]
2015-16	0

Hiring depends on budget. With Professor Connolly's departure, the School needs to hire a clinician. There is also a need for two additional hires, to replace two faculty who retired in December 2009.

4. Number of CoEE chair hires and Faculty Excellence Initiative (FEI) hires in A Y 2008-09; number approved.

0

D. Funding Sources:

1. All-funds budget (total, A-funds, E-funds, etc.), as of October 31, 2009.

	FY2007	FY2008	FY2009
A Funds	15,332,235	14,647,238	16,329,711
D Funds	26,682	19,128	7,078
E Funds	173,145	335,557	207,611
W Funds	5,447		
Total	15,537,509	15,001,923	16,544,400

2. Gifts and pledges received in FY 2009.

	FY2007	FY2008	FY2009
Endowment	518,911	773,637	407,834
Quasi-endowment		25	25
Unendowed	515,444	736,151	428,771
Building	188,243	2,726,743	948,533
Total	1,222,598	4,236,556	1,785,163