

Executive Summary

Blueprint for Academic Excellence School of Law AY2021-2022

Introduction

Since 1867, UofSC's School of Law has been a leader for the state and nation, producing outstanding lawyers, leaders, and public servants. Our mission today is critical to the preservation of the rule of law. To meet our commitment, we must diversify our Law School, identify new sources of revenue beyond JD tuition, and increase alumni giving. We must raise scholarship funds and funds for faculty salary supplements and chairs. We have a new Assistant Dean for Advancement, and we will add a new Senior Director of Development. We have also made significant progress toward completing a formal 5-year strategic plan for the Law School. Our faculty continue to publish books through highly-rated publishers and articles in top-50 and top-20 law reviews on current, vital subjects at rates above expectations for a school with our rank. We have ramped up efforts to improve our metrics and enhance our reputation with the goal of rising in rankings.

Highlights

- Between 2016 and 2021, 74 faculty publications in top-50 law reviews and 16 articles in top-10 law reviews.
- The Law School is ranked in the top 25 among public law schools in three 2021 US News and World Report specialty categories: Trial Advocacy (#12), Clinical Law Training (#17), and Tax Law (#25).
- Mock Trial team - #4 in the country for the second year in a row (Fordham Law's 2020 Trial Competition Performance rankings).
- We have had a steady increase in GPA, LSAT, selectivity, and applications.
- Improvement in employment rates.
- 38 members of the Class of 2019 accepted state and federal clerkships.
- The Palmetto LEADER, a mobile law office equipped to deliver legal services and education to rural communities, was launched in February of 2021.

William C. Hubbard Dean
University of South Carolina School of Law



A handwritten signature in blue ink that reads "William C. Hubbard".

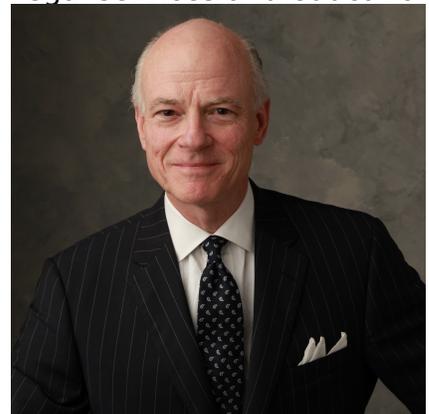


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Foundation for Academic Excellence

Mission Statement

The University of South Carolina School of Law prepares lawyer-leaders to serve their communities through rigorous legal studies, exceptional experiential training, and comprehensive professional identity formation within an inclusive and diverse environment. We serve justice and advance the law through engaged learning, teaching, scholarship, and service.

Updated: 09/01/2020

Vision Statement

To be an innovative, student-centered public law school that advances knowledge and the common good, with a local impact, a national voice, and a global reach.

Updated: 09/01/2020

Values Statement

Service. Serving justice, the legal profession, the people of South Carolina, the nation, and the world.

Success. Placing students and their success in the center of all that we do, while promoting excellence and opportunity.

Passion. Fostering a scholarly community that promotes passion for the pursuit of knowledge, the exchange of impactful ideas, innovative research, and transformative teaching.

Integrity. Modeling and instilling integrity and professional values.

Community. Cultivating – through our words and actions – a diverse, inclusive, and civil community where everyone is valued and supported.

Updated: 09/01/2020

Goals - Looking Back

Goals for the previous Academic Year.

Goal 1 - 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"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.
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	<ul style="list-style-type: none"> ◦ Ensure that the quality of our incoming class is an annual priority. ◦ Enhance our competitive position relative to our peer and aspirant law schools. ◦ Develop an applicant pool to South Carolina that consistently exceeds the percentage increase in size reported to the national law school applicant pool. ◦ Improve our admissions outcomes. Specifically, raise the median LSAT scores to 158 and the 25th percentile to 154. Raise the median UGPA to 3.60 while also improving the 25th and 75th percentiles. ◦ Improve selectivity by admitting no more than 43% of our applicants and, in so doing, improve our yield from offers made. ◦ Enroll a larger percentage of the diverse candidates we admit. <p>Initiatives to continue and build on those implemented in 2019-20 will include:</p> <ul style="list-style-type: none"> ◦ Refine enrollment, scholarship, and yield models using enhanced staff capabilities. ◦ Expand our analysis of recruitment and admissions outcomes to advance our internal goals and to inform our performance relative to competitor, peer, and aspirant law schools. ◦ As necessary, continue to manage a hybrid, in-person, and virtual recruitment environment in response to prevailing COVID recovery conditions. ◦ Transition to LSAC’s Unite database management system and its Customer Relationship Management (CRM) component to enhance our recruitment and admissions. ◦ Increase marketing that enhances the reputation of the Law

Goals - Looking Back

	<p>School in areas that influence admitted candidates to enroll.</p> <ul style="list-style-type: none"> ◦ Provide personalized recruitment of individual students with frequent renewals of interest.
Achievements	<ul style="list-style-type: none"> ◦ We have continued to streamline the scholarship award process to maximize effective return on offers made and to enhance relationships with donors. ◦ We accept GRE scores for a limited number of seats on an experimental basis. ◦ We have continued to strengthen outreach to prelaw advisors and prelaw organizations, including UofSC Honors College and HBCUs. ◦ Raised LSAT median to 156. ◦ Created the Grad Grants program to recruit outstanding students by matching them with research assistantships with faculty in their selected field.
Resources Utilized	<ul style="list-style-type: none"> ◦ Approximately \$650,000 in scholarship resources for the Fall 2020 entering class. ◦ Admissions office staffed by an assistant dean, an associate director for admissions operations (analytics specialist), an associate director of admissions, and a communications/relationship management specialist.
Goal Continuation	Focus continues to be upon achieving LSAT median and UGPA median improvement and improving diversity of our student body.
Goal Upcoming Plans	The Law School's top development priority continues to be scholarship resources.
Resources Needed	Approximately \$1.2 million dollars per year in additional scholarship resources.
Goal Notes	

Goals - Looking Back

Goal 2 - Enhanced experiential learning

Goal Statement	Provide a rich curriculum with opportunities for students to develop a wide range of professional and experiential 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"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.
Alignment with Mission, Vision, and Values	Prepares students to practice law in an educational setting and gain experience in interviewing, counseling, and trial practice, while assisting clients effectively in a professional manner.
Status	Progressing as expected (multi-year goal)
Action Plan	<ul style="list-style-type: none"> ◦ Bring full-time tenured faculty who teach Clinics to eight and continue strengthening Clinics. ◦ Continue to strengthen Externship program through adding new placements. ◦ Continue to periodically add Capstone Courses.
Achievements	<ul style="list-style-type: none"> ◦ Clinics are operating at capacity and have been ranked in the top 20 of clinical programs nationally for public universities. Excellent assessment of Veterans Clinic through partnering with Nelson Mullins Riley & Scarborough Center. ◦ Greater number of students are enrolling in externships. Strong guidelines for program quality are in place and enforced by a full-time director. ◦ New faculty were hired for two capstone courses.
Resources Utilized	New grant money supported hire of non-tenure track Veterans Clinic director.
Goal Continuation	Hire an additional tenure-track faculty member in the near future who is committed to clinical teaching. The funding was lost because of University initiative funding demands in the past year.
Goal Upcoming Plans	Hire one more full-time tenure track faculty member to teach a clinic.
Resources Needed	Restoration of resources to replace retired faculty member. Approximately \$1.5 million to renovate Horry-Guignard House to house Veterans Legal Clinic (if approved by the University for this use).
Goal Notes	

Goals - Looking Back

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

Goal Statement	Achieve an employment rate 10 months after graduation of not less than 75% in full-time, long-term positions for which bar passage is required or a JD is an advantage.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.
Alignment with Mission, Vision, and Values	<ul style="list-style-type: none"> ◦ Provide students with the skills and tools necessary to launch successful, satisfying legal careers across all sectors of the legal employment market. ◦ Provide each student with individualized support for career planning and strategy.
Status	Progressing as expected (multi-year goal)
Action Plan	<ul style="list-style-type: none"> ◦ Educate students about career paths across all sectors of the legal employment market. ◦ Meet with students one-on-one to develop individualized career plans and job search strategies. ◦ Continue to refine first-year advising process in coordination with Introduction to the Legal Profession course. ◦ Continue to develop and refine counseling process across all three years of law school in coordination with new focus on professional identity formation. ◦ Build a culture of collaboration and leverage faculty and staff expertise to support each student's career development. ◦ Collect and utilize data to develop interventions for at-risk students. ◦ Utilize data to devise employer outreach strategy.
Achievements	Ten-month employment outcomes for 2019 graduates show 78.5% employed in full-time, long-term positions for which bar passage was required or a JD was an advantage. Only 7.6% were seeking employment.
Resources Utilized	A director, associate director, and operations manager provide services.
Goal Continuation	<ul style="list-style-type: none"> ◦ Continue efforts to engage students individually to educate them about available career paths and develop career plans and job search strategies. ◦ Utilize best practices in professional identity formation literature to refine counseling process across all three years of law school. ◦ Educate and engage faculty and other staff members about career development process to promote collaboration and increase student engagement. ◦ Enhance data collection process regarding summer employment. ◦ Continue to collect post-graduate employment information as part of graduation checklist.

Goals - Looking Back

	<ul style="list-style-type: none">◦ Utilize existing and new data sources to develop interventions for at-risk students.◦ Review data and begin development of employer outreach strategy, potentially in collaboration with Advancement team.
Goal Upcoming Plans	Immediate plans relate to development of professional identity formation initiative and assessment of current data sources to develop interventions for at-risk students.
Resources Needed	According to NALP's 2019 Survey of U.S. Law School Career Services Offices, the average law school of our size (600+ students) has 8.2 full-time career services professionals on staff, compared to our three.
Goal Notes	

Goals - Real Time

Goals for the current Academic 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"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	<ul style="list-style-type: none"> ◦ The best students are attracted by opportunities to work on cutting-edge issues while in law school. ◦ An opportunity may exist to enhance revenues through research in ways not previously attempted. ◦ 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 School of Law attractive to them.
Status	Extended to following Academic Year
Action Plan	<ul style="list-style-type: none"> ◦ Identify a potential model for applied research, looking first at technology and the future of the legal profession because of existing faculty resources. ◦ Identify and resolve potential hurdles to implementation, including UCTP expectations and resource needs. ◦ Continue/expand Graduate Research and Development (GRAD) Grants program that matches highly qualified admittees with professors for research assistant positions. ◦ Continue to work on criteria to reward faculty members for research productivity. ◦ Finalize template for annual faculty reviews.
Achievements	<ul style="list-style-type: none"> ◦ Discussion phase with faculty. ◦ In 2020, 11 admittees were successfully matched with faculty members as part of the GRAD Grants program. Those admittees have an average GPA of 3.74 and an average LSAT score of 163.
Resources Utilized	Unknown at this time.
Goal Continuation	Long-term change requires discussion and planning before implementation.

Goals - Real Time

Goal Upcoming Plans	<ul style="list-style-type: none">◦ Develop a concept for a new research model involving faculty and students providing applied research on a monetized basis.◦ Identify any potential barriers to implementation.
Resources Needed	Undetermined at this time.
Goal Notes	

Goals - Real Time

Goal 2 - Strategic Planning

Goal Statement	Design and Implement a five-year strategic plan for the School of Law
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	Effective strategic planning will enhance the alignment of resources to remain better focused on mission and vision in a time of changing financial and professional environments.
Status	Extended to following Academic Year
Action Plan	<ul style="list-style-type: none"> ◦ Working groups are focused on four aspects of the plan and have submitted draft reports. ◦ A first draft of the plan has been prepared. ◦ Market research on new programs is being conducted by Kennedy & Company. ◦ Metrics need to be assigned to each program in line with the University Strategic Plan. ◦ Final faculty approval of the plan in either May or August 2021. ◦ Immediate implementation will follow.
Achievements	<ul style="list-style-type: none"> ◦ A Strategic Planning Committee was appointed and build upon previous strategic planning work under the prior dean. ◦ The working groups have submitted initial reports, and a draft plan has been reviewed by the Strategic Planning Committee.
Resources Utilized	<ul style="list-style-type: none"> ◦ \$41,500 to fund Kennedy & Company for market research. ◦ Significant staff and faculty time to gather information.
Goal Continuation	Once approved, the strategic plan will be implemented and monitored according to metrics, and progress will be assessed.
Goal Upcoming Plans	Creation of a standing group to monitor implementation of the strategic plan.
Resources Needed	\$10,000 - \$15,000 for market research survey implementation.
Goal Notes	<p>The Law School is participating in the University's strategic planning process and is taking every opportunity to synthesize the Law School's strategic plan with the University's strategic plan in terms of priorities, goals, and metrics.</p> <p>Once finalized and approved, the Law School's strategic plan will</p>

Goals - Real Time

	<p>provide the basis for future goals. As currently drafted, the priorities of the strategic plan include:</p> <ol style="list-style-type: none">1. Attract, inspire, challenge, and enable our students to become lawyer-leaders.2. Improve the reputation and profile of the Law School.3. Immediately address and improve the financial strength of the Law School.4. Cultivate a more diverse, equitable, and inclusive Law School culture that emphasizes collaboration, civility, excellence, and transparency.
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Goals - Real Time

Goal 3 - Top-50 Research Productivity

Goal Statement	Provide faculty with adequate support and incentives to engage in robust scholarship production consistent with or better than a top-50 law school.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
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-five specialty publications within a field. 2. Nominate top research faculty for available endowed chairs. 3. Nominate top research faculty for available awards. 4. Provide excellent administrative support and student research assistance.
Achievements	<ul style="list-style-type: none"> ◦ The number of top-50 and top-20 publications in 2020 is competitive with or better than most peers and peer aspirants. ◦ Two additional faculty members were selected to fill vacant endowed chairs. Money is being raised for a new endowed chair. ◦ Criteria for determining which faculty achievements qualify for rewards will address some reward issues.
Resources Utilized	Used existing resources only, along with merit pay package from the University.
Goal Continuation	Continued growth in the quality and quantity of faculty scholarship is expected.
Goal Upcoming Plans	<ul style="list-style-type: none"> ◦ Continue to reward top-50 publications and major books. ◦ Continue bringing in excellent external speakers as part of the Carolina Scholars Speakers series.
Resources Needed	Retention funds to keep top scholars here.
Goal Notes	

Goals - Real Time

Goal 4 - 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"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Create new pathways to research excellence to become AAU eligible. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	<ul style="list-style-type: none"> ◦ Improves public knowledge of the law. ◦ Provides additional resources to make the Law School financially accessible to qualified JD students.
Status	Progressing as expected (multi-year goal)
Action Plan	<ol style="list-style-type: none"> 1. Refine academic programs for certificates or master's degrees in Health Systems Law. 2. Obtain all necessary accreditations. 3. Hire director of non-JD graduate study. 4. Host a series of multi-day boot camps to build the school's reputation. 5. Kennedy & Co. is conducting additional market research on the following areas: <ol style="list-style-type: none"> a. Criminal Justice, Social Justice, and Law Enforcement b. Children's and Educational Law c. Elder Law, as a combination of Estate Planning, Tax, and Health Law d. Access to Justice/Clinical Education/Experiential Education e. Rule of Law Collaborative f. Environmental and Energy Law, and g. The Technology of Law/Cybersecurity and privacy protection 6. Once market research is completed by Kennedy & Co., assess the feasibility of additional areas of non-JD study. 7. Engage in discussions with Darla Moore School of Business to assess the feasibility of collaboration on the cybersecurity certificate program. 8. Develop a proposal for undergraduate instruction in law by August 15, 2021. 9. Explore joint certificate program in law and criminal justice with the College of Arts and Sciences.
Achievements	<ul style="list-style-type: none"> ◦ Implement Kennedy & Co.'s recommendation to create non-JD degree and certificate programs in health law. ◦ Identified interim director of non-JD programs. ◦ Reengaged Kennedy & Co. to update market study regarding areas for non-JD programs. ◦ In the process of organizing a Cybersecurity Forecast for 2021 webinar for CLE ethics credit.

Goals - Real Time

Resources Utilized	All work has been performed with existing staff and faculty resources. Future implementation will require additional personnel. Initial funding will be out of carry forward, then from program income.
Goal Continuation	Launch health law programs with an anticipated enrollment of January 2022.
Goal Upcoming Plans	<ol style="list-style-type: none">1. Hire director of non-JD programs.2. Hire two non-tenure track faculty and adjunct faculty.3. Continue course development.
Resources Needed	<ul style="list-style-type: none">◦ A full-time program director.◦ Salaries for two non-tenure track faculty hires and adjunct faculty hires.◦ Marketing, technology, and staff support resources.
Goal Notes	

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Complete the Law School's Strategic Plan tied to the University's Strategic Plan

Goal Statement	Synthesize the Law School's Strategic Plan with the University's Strategic Plan, adopting similar metrics and timelines when feasible.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	Effective strategic planning will enhance the alignment of resources to remain better focused on mission and vision in a time of changing financial and professional environments. We will expand our leadership development initiatives; enhance professional identity formation for students to enhance job placement across broader opportunities; recruit and retain a more diverse faculty, staff, and student body; foster a more inclusive and equitable environment; expand our experiential offerings through additional public service internships and externships; expand our pro bono service through the Palmetto Leader to bring pro bono service to underrepresented areas of the State; encourage and reward new books and articles placed in leading journals and through highly regarded publishing houses; recognize and reward renewed emphasis on outstanding teaching; update and innovate our curriculum; and bring online our virtual non-JD offerings in health care law.
Status	Progressing as expected (multi-year goal)
Action Plan	<ol style="list-style-type: none"> 1. Substantially increase the percentage of alumni who give to the Law School to provide resources to support the above efforts. 2. Identify and pursue major gift opportunities. 3. Secure funds for URM scholarships. 4. Continue to focus on promoting brand and reputation to improve rankings in US News & World Report and other publications.

Goals - Looking Ahead

	<p>5. Host national conferences to spotlight our state of the art facility and the quality of our faculty and student body.</p> <p>6. Engage more faculty and staff in efforts to recruit the most qualified and most diverse class in Law School history.</p> <p>7. Recruit at least one additional URM faculty member.</p> <p>8. Successfully launch first non-JD program.</p>
Achievements	In final stages of preparing draft strategic plan for full faculty review and comment.
Resources Utilized	See Real Time Goal 2 - Strategic Planning.
Goal Continuation	Conclude the process begun under the previous dean.
Goal Upcoming Plans	<p>Finalize draft of strategic plan.</p> <p>Present to faculty at full-faculty colloquium.</p> <p>Receive comments and buy-in.</p> <p>Finalize plan accordingly.</p> <p>Implement plan using same platform as University's Strategic Plan with clear metrics, timelines, and responsibilities.</p>
Resources Needed	<p>1. Full-time Senior Director of Development and a Director of Development.</p> <p>2. Faculty and staff to support the implementation of the strategic plan initiatives, including hiring tenure track faculty and possibly professors of practice to strengthen our expertise in multiple curriculum areas to meet our mission statement of providing rigorous legal studies to prepare lawyer-leaders.</p> <p>3. Hire non-tenure track faculty/professors of practice to staff the non-JD offerings.</p> <p>4. Funds for retention of faculty, new chairs, and merit increases.</p> <p>5. Additional funds for staff retention and equity.</p>
Goal Notes	

Academic Programs

Program Rankings

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

2022 US News & World Report rankings are anticipated at the end of March 2021.

J.D. Degree Program: US News & World Report; March 17, 2020; Effective March 2020-21; Ranked 96 of 194.

Subject area rankings (US News & World Report):

Trial Advocacy 36 (31 in 2019)
Clinics 39 (40 in 2019)
Tax Law 55 (91 in 2019)
Health Law 61 (86 in 2019)
Environmental Law 63 (50 in 2019)
Legal Writing 70 (42 in 2019)
Criminal Law 74 (unranked in 2019)
Business/Corporate Law 83 (unranked in 2019)
Contracts/Commercial Law 86 (unranked in 2019)
Constitutional Law 93 (unranked in 2019)
International Law 103 (105 in 2019)
Intellectual Property Law 114 (124 in 2019)

Instructional Modalities

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

In Spring 2020, with the Covid-19 virus, the Law School was able to convert to 100% virtual classroom instruction within one week.

The modern Law School building has enabled law faculty to utilize technology in a number of ways inside and outside of the classroom. Technologies and platforms used by the law school include:

- Blackboard LMC - classroom management, assignments, quizzing, surveying, assessments, course content, and curriculum resources.
- Blackboard Collaborate - used in distance education classroom/online/Hyflex environments, class tutoring, online office hours, polling for assessments, and used in webinars.
- Zoom - used for distance education classroom/online/Hyflex environments, polling/assessments, open office hours.
- Microsoft Teams - Virtual Open Office hours for faculty, one-on-one meetings with students, Clinic meetings.
- TWEN LMS - classroom management, assignments, quizzing, surveying, polling, assessments and advanced legal content, course content, and curriculum resources.
- Video editing services and software - faculty utilize software such as Panopto, Camtasia,

Academic Programs

and other tools in order to seamlessly incorporate video content in class lectures and material.

- Classroom Technologies include classroom computers, document cameras, Apple TV (screen sharing), zoom digital cameras, classroom ceiling and instructor handheld/lapel microphones for recording, videoconferencing, and amplification purposes.
- Panopto - our video capture platform which aids in a number of Law School functions including:
 - Lecture and Event video capture, including automatic integration with Zoom Cloud recordings and integration with Blackboard for classroom recordings.
 - Video embedded quizzes for alternate delivery CLE seminars.
 - Student and Faculty timestamped enabled feedback for class assignments.
 - Student assignment submittal via a dropbox feature.
 - Ability to edit videos.
- iClicker - Platform and devices that enable anonymous extemporaneous polling.
- Microsoft Forms - Web-based platform for polls, quizzes, surveys, and signup forms.
- Google Docs - Several classes collaborate using Google Docs documents.
- OneDrive - used for sharing files between faculty and students.

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.

The Masters in Health System Law and the Certificate in Health Law Compliance received CHE final approval in March 2020. Enrollment is expected to begin in January of 2022.

Program Terminations

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

None

Academic Initiatives

Experiential Learning For Undergraduates

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

The School of Law has four types of experiential offerings, two of which are for academic credit and two of which are not. The academic credit offerings are Clinical Legal Education and Externships, which are included as part of the Clinics. In addition to these programs, the 2019-2020 course offerings included 59 experiential courses.

The Law School Clinic provides students with the opportunity to practice law and represent actual clients under the South Carolina Supreme Court Student Practice Rule. With the beginning of the Veterans Legal Clinic in Fall 2018, we now offer eight clinical courses in the following areas: Criminal Practice, Education Rights, Juvenile Justice, Nonprofit Organizations, Environmental Law, Domestic Violence, Carolina Health Advocacy Medicolegal Partnership (CHAMPS), and Veterans Law. All Clinics are six credit, one-semester courses.

The Externship Program has grown steadily since 2011 and includes placement opportunities in the following six areas: Administrative Law, Children's Law, Judicial, Criminal Law, Legislative, and In-House Counsel. Students are placed in positions with judges, lawyers in not-for-profit legal service providers, government agencies, and corporate legal departments. The fall and spring externships are two credit courses, while summer externships are four credits.

Experiential Learning For Graduate Students

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

All School of Law programs are graduate level study

Affordability

Assessment of affordability and efforts to address affordability.

The School of Law tuition and fees had been among the highest for public law schools in the Southeast. In 2019, legislative funding allowed the School to reduce resident tuition by \$5,000, bringing resident tuition in line with UNC's resident tuition and about \$5,000 higher than UGA.

Our faculty and staff size are generally smaller than those of other schools of similar student population. A recent study found little ability to reduce personnel costs. Given the likelihood that we will not 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 focusing private philanthropy efforts on scholarship creation and endowed professorships and chairs. Recent experience shows that admitted applicants receive financial offers from other more highly ranked schools that are as much as \$10-15,000 per year below our net cost. Additional professorship funding will allow the School to attract and retain talented faculty.

Academic Initiatives

Reputation Enhancement

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

In the Fall of 2020, the School of Law implemented, for the first time, a process for collecting, streamlining, and disseminating data and information to law school representatives and US News and World Report influencers across the country. We plan to share the accomplishments of the Law School with this important group on a regular basis. The US News and World Report rankings should be released the end of March 2021.

In 2020, the total number of law review articles published by South Carolina School of Law faculty was 23, of which 12 were in top-50 placements and two were in top-5 specialty journal placements. The law faculty published nine books, up from four in the prior year.

Our Law School faculty are visiting faculty, speakers, and presenters at other prestigious law schools. We received a \$1 million dollar gift in December 2020, which, in addition to endowing a distinguished professorship, will attract visiting legal scholars to teach short courses and give community talks at the Law School. These scholars will return to their institutions and communities with a greater appreciation for the strength of the School.

The Law School's continuing relationship with the American Bar Association ("ABA") through our students' editing of the ABA Real Property Trusts and Estate Law Journal provides national reputation and has resulted in the School hosting a major, national ABA estate planning conference.

The new building will be used to host major academic conferences and other conferences including:

1. Hubbard Conference on Law and Education to be held at the Law School in 2022. This conference will be co-sponsored by the American Bar Foundation, which founded and raised over \$350,000 for this bi-annual conference. Three schools will share hosting responsibilities on a bi-annual basis.
2. Though delayed due to COVID, Judge Michelle Childs plans to have the Law School host a national conference with the ABA on the 19th Amendment.
3. The possibility of hosting the International Association of Defense Counsel conference, which has been hosted for years by Stanford.

Challenges

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

- The Law School's number one challenge is limited scholarship funds. Although we have recently received a major gift to endow two Dean's Scholars, it is our hope to have a total of twelve Dean's Scholars at any given time at the law school.
- Funding to attract and retain nationally recognized faculty is also a challenge. We are grateful to the provost for the funding for the diversity faculty hire. We will continue to face challenges in this area.
- Additional challenges include affordability and diversity both in regard to faculty hiring and the student body.
- Finally, the lack of regular merit pay increases is a challenge to faculty and staff morale.

Faculty Population

Faculty Employment by Track and Title

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

Table 1. Faculty Employment by Track and Title.

	Fall 2020	Fall 2019	Fall 2018
Tenure-track Faculty	37	37	37
Professor, with tenure	19	18	18
Associate Professor, with tenure	12	10	8
Assistant Professor	6	9	11
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	8	10	9
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	1	0	0
Instructor	7	10	9
Lecturer	0	0	0
Visiting	0	0	0
Adjunct Faculty	39	39	27

Faculty Population

Faculty Diversity by Gender and Race/Ethnicity

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

Table 2. Faculty Diversity by Gender and Race/Ethnicity.

	Fall 2020	Fall 2019	Fall 2018
Gender	44	47	46
Male	24	25	24
Female	20	22	22
Race/Ethnicity	44	47	46
American Indian/Alaska Native	0	0	0
Asian	3	4	3
Black or African American	1	2	1
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	1
Unknown Race/Ethnicity	0	0	0
White	40	41	41

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

Faculty Population

Illustration 1. Faculty Diversity by Gender

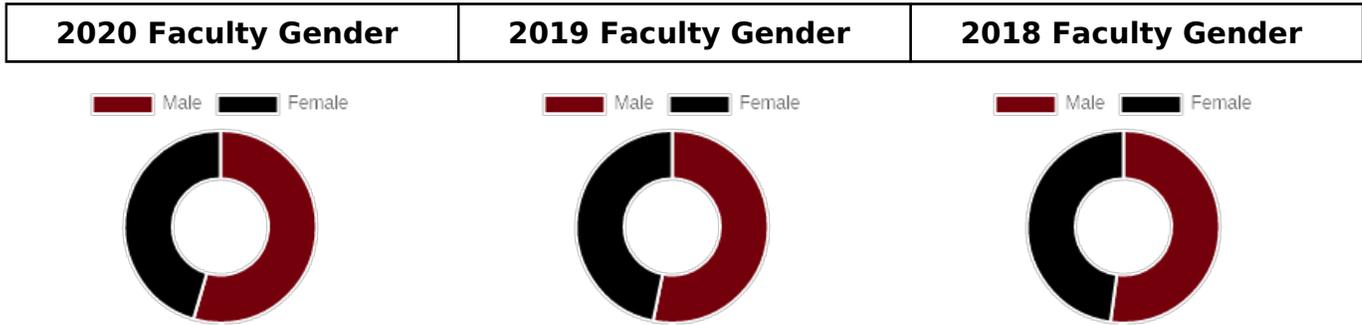
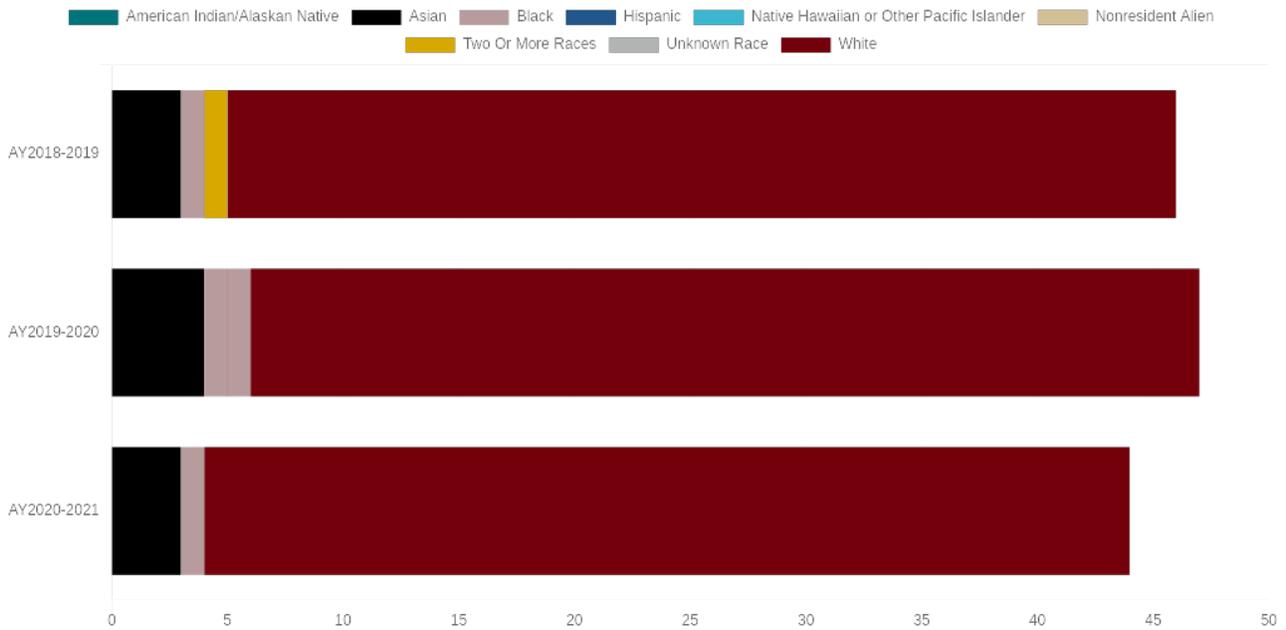


Illustration 2. Faculty Diversity by Race & Ethnicity



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 for the appropriate fiscal year (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.

No standard measure of faculty research productivity exists in the field of law. We believe a fair measure of outstanding scholarship is publication of articles in top-50 law reviews or top-5 specialty journals and publication of books. Law review prestige is measured by the Washington & Lee ranking of law reviews. In 2020, the total number of law review articles published by South Carolina faculty was 23, of which 12 were in top-50 placements and two were in top-5 specialty journal placements. The law faculty published nine books, up from four in the prior year. No uniform comparative data with other schools is available, but we have gathered comparable data from information on the websites of three other law schools. By comparison, Baylor University (US News ranked #52) reports 11 articles, zero top-50, one top-5 specialty, and eight books in 2020. Arizona State University (US News ranked #28) reports 44 articles, eight top-50, seven top-5 specialty, and five books in 2020. Cleveland-Marshall College of Law (US News ranked #102) reports nine articles, zero top-50, zero top-5 specialty, and four books in 2020.

Examples of individual faculty scholarly activities and recognitions include the following:

- **Duncan Alford:** Advisory Board, Social Science Research Network
- **Claire Raj and Emily Suski:** Co-Executive Editors, Journal of Law and Education
- **Jaclyn Cherry and Wadie Said:** Members, American Law Institute
- **Amy Milligan:** Editor, ABA Real Property, Trust & Estate Law Journal
- **Marie Boyd:** Member, Editorial Advisory Board, The Food and Drug Law Journal
- **Josh Eagle:** Member, National Academies of Sciences, Engineering, and Medicine
Committee on the Use of Limited Access Privilege Programs in
Mixed-Use Fisheries

Two primary challenges to continued reputational growth for institutional research are (1) the lack of regular merit raises with which to reward exceptional research and incentivize others; and (2) the lack of sufficient resources to publicize faculty research at the level typically seen in peer and peer aspirant schools. Efforts were made this past year to redirect some funding to informational mailings directed toward likely US News voters and to focus on collective excellence of the faculty, without sacrificing publicity of individual accomplishments. The one-time merit pay raise will likely be directed toward legal writing instructors and library faculty.

Faculty Information

Faculty Development

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

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

The Associate Dean for Faculty Development consults with faculty regarding article preparation and placement, including working with the Faculty Support staff. He also ensures that junior faculty are effectively mentored regarding scholarship development and shepherds them through the tenure and promotion process. The Associate Dean coordinates the Carolina Scholars Speakers Series and the Graduate Research and Development (GRAD) Grants program, which pairs admitted students with professors for research assistant positions. The Associate Dean also more generally coordinates with the faculty on the hiring of research assistants, faculty travel, and the hosting of conferences and symposia. 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.

Two research faculty were selected for vacant endowed chairs.

Other Activity

Lisa Eichhorn: faculty advisor to the SC Law Review.

Elizabeth Chambliss: member of ALI in December 2020.

Elizabeth Chambliss: co-chair of the Innovation Committee of the Making Justice Accessible Project of the American Academy of Arts & Sciences. In that role, she helped produce a report titled, "Civil Justice for All."

Aparna Polavarapu, Susan Kuo, and Jesse Cross: faculty advisors to the South Carolina Journal of International Law and Business.

Josh Eagle: Board Member, S.C. Env't'l Law Project.

Lisa Eichhorn: Chair, Phelps Award Selection Committee of the Legal Writing Institute.

Josh Gupta-Kagan: member, Nat'l Assn. of Counsel for Children Amicus Curiae Committee.

Susan Kuo: Chair, 2019 Workshop for New Law Teachers Planning Committee, Association of American Law Schools.

Benjamin Means: Executive Committee, AALS Section on Business Associations.

Eboni Nelson: Member, Law School Admission Council Finance and Legal Affairs Committee.

Supplemental Info - Faculty Information

Any additional information on Faculty Information appears as 'Appendix 1. Faculty Information' (bottom).

Teaching

Faculty to Student Ratio

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

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

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

Analysis of Ratio

Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio. The student to faculty ratio is appropriate for modern law study in a law school of our size. Some schools have further improved the ratio by significantly reducing their student population without diminishing their faculty size, but this option is neither fiscally practical nor qualitatively necessary for our school. Students ordinarily have a small (18 students) section of legal writing, research, and analysis in the first year and opportunities for multiple smaller enrollment classes in the third year. Clinics require a 10/1 or lower ratio. This year, due to social-distancing protocols, all first-year students have small (36 student) sections of legal writing, research, and analysis. In the fall, all first-year students also had small (36 students) sections of two doctrinal courses (contracts, criminal law, or torts).

Table 4. Faculty-to-Student Ratio.

	Fall 2020	Fall 2019	Fall 2018
Analysis of Ratio	01:11.1	01:10.6	01:11.5

Student Recruiting and Retention

Student Recruitment

Efforts, including specific actions, to recruit students into College/School programs.
Transitioned to an entirely virtual form of student recruitment and admitted student communication amid the Coronavirus pandemic.

Converted 2020 Admitted Student Day programming to a series of webinars; promoted, arranged speakers, and delivered the programs using WebEx while working remotely. Session included a student life Q&A, a career services panel, a Children's & Family Law Q&A, and a Mock Class led by Professor Seth Stoughton.

Established a virtual opportunity for prospective students to meet one-on-one with an admissions representative via Microsoft Teams.

Developed targeted messages for high-ability South Carolina applicants inviting them to apply for Fall 2021. Reviewed CRS messages to reflect sensitivity to changing conditions amidst the pandemic and to encourage South Carolina residents to stay closer to home.

Adjusted the academic and geographic criteria used to select candidates to invite to apply for admission to reflect ongoing changes in the applicant pool and new LSATFlex test dates. Continued to expand outside of these criteria to specifically invite diverse candidates and those who elected not to disclose their ethnicity and gender.

Added to our library of web-based student recruitment videos. New videos include a virtual tour of the building and videos focusing on specific areas including Health Law, Dual Degree Programs, and the Children's Law concentration.

Updated and maintained the admitted student communication plan to keep our admitted candidate audience interested and engaged with the UofSC Law community. This plan was sent from January through early May, and the content was altered to fit the changing conditions of the pandemic.

Developed a customized list of virtual presentations for prelaw audiences. Topics include *Is Law School for Me?*, *Action Items for Juniors & Seniors in the Application Process*, *Where to Apply & How to Decide?* Presentations have been customized for prospective students at Furman, Wake Forest, Spelman, Georgia State, and the University of Georgia's TRIO program.

Began a pilot program to consider applicants for admission whose bachelor's degree is, or will be from, a campus of the University of South Carolina. The *UofSC Now2JD* program enables these candidates to apply with either an ACT or SAT score if they have met the cumulative undergraduate degree requirement of 3.60 or higher as reported by the Law School Admission Council.

Hosted a series of virtual recruitment events in partnership with the University of North Carolina School of Law and William & Mary Law School titled *Dive In! to Law School* (July - September 2020) and *Follow Through! with Law School* (December 2020 - February 2021).

Maintained a procedure for hosting safe, individualized in-person tours, in order to remain in

Student Recruiting and Retention

compliance with the School of Law's visitor policy.

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. These students also meet regularly throughout the probation semester with the Director of Academic Success and Bar Preparation, who provides guidance on a variety of academic success strategies, including managing stress, motivation and focus, test-taking strategies, and time management.

Student Enrollment & Outcomes

The following data was provided by UofSC'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

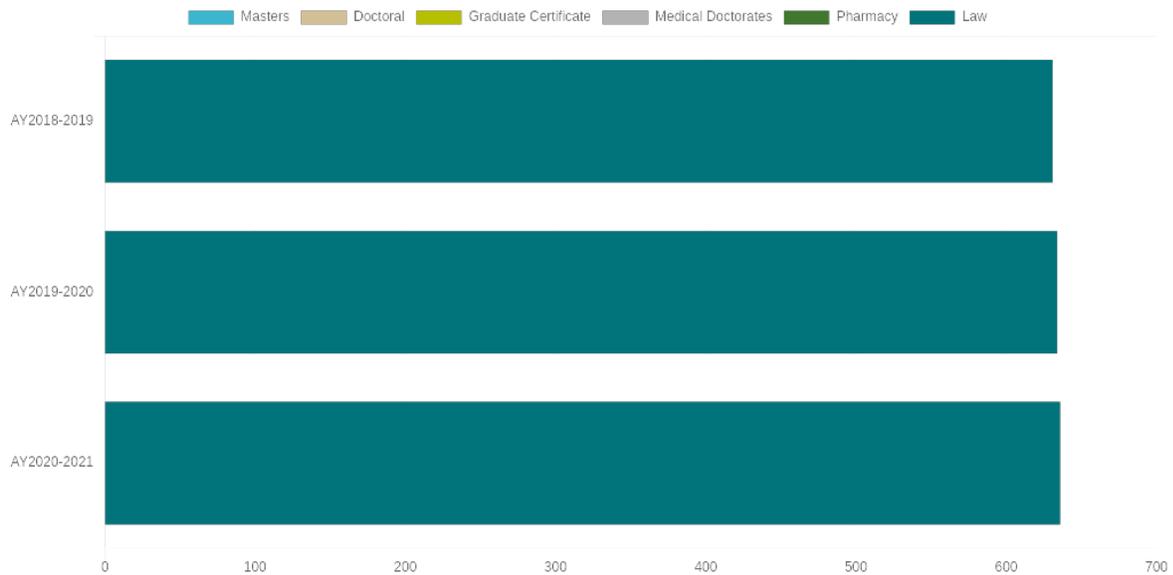
Table 5. Student Enrollment by Level & Classification.

	Fall 2020	Fall 2019	Fall 2018
Undergraduate Enrollment			
Freshman	0	0	0
Sophomore	0	0	0
Junior	0	0	0
Senior	0	0	0
Dual/Non-Degree	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	636	634	631
PharmD	0	0	0
Sub Total	636	634	631
Total Enrollment (All Levels)	636	634	631

Student Enrollment & Outcomes

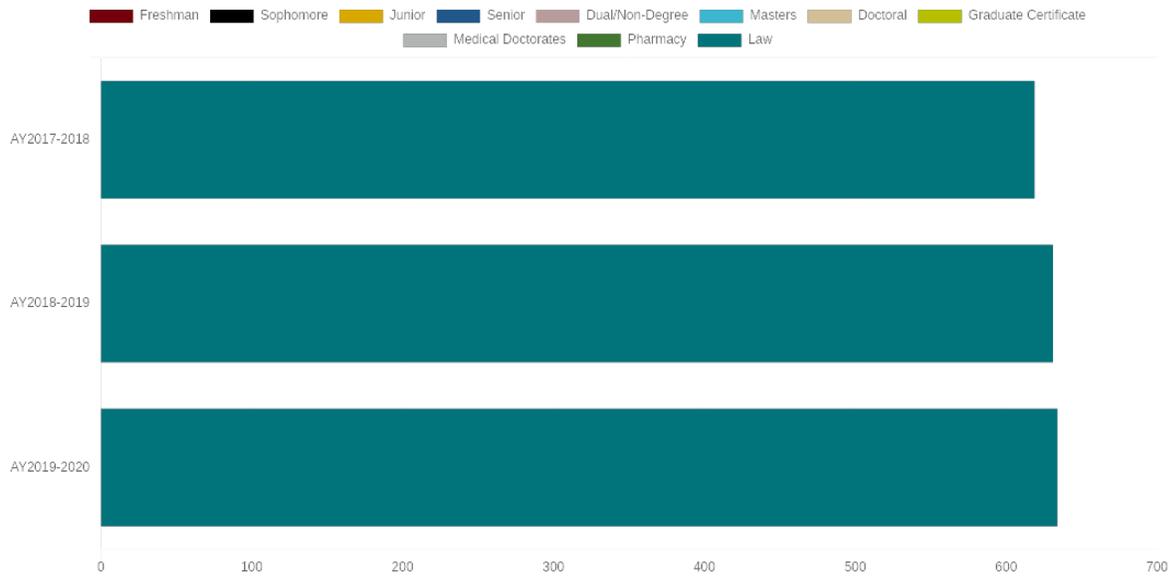
Illustration 3. Undergraduate Student Enrollment by Classification

Illustration 4. Graduate/Professional Student Enrollment by Classification



Student Enrollment & Outcomes

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



Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status

	Fall 2020	Fall 2019	Fall 2018
Undergraduate	0	0	0
Full-Time	0	0	0
Part-Time	0	0	0
Graduate/Professional	636	634	631
Full-Time	636	633	631
Part-Time	0	1	0
Total - All Levels	636	634	631
Full-Time	636	633	631
Part-Time	0	1	0

Student Enrollment & Outcomes

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2020	Fall 2019	Fall 2018
Undergraduate	0	0	0
Female	0	0	0
Male	0	0	0
Graduate/Professional	636	634	631
Female	304	299	297
Male	332	335	334

Illustration 6. Undergraduate Student Diversity by Gender

AY2020-2021 Undergrad Gender	AY2019-2020 Undergrad Gender	AY2018-2019 Undergrad Gender

Illustration 7. Graduate/Professional Student Diversity by Gender

AY2020-2021 Graduate Gender	AY2019-2020 Graduate Gender	AY2018-2019 Graduate Gender

Male Female



Male Female



Male Female



Student Enrollment & Outcomes

Student Diversity by Race/Ethnicity

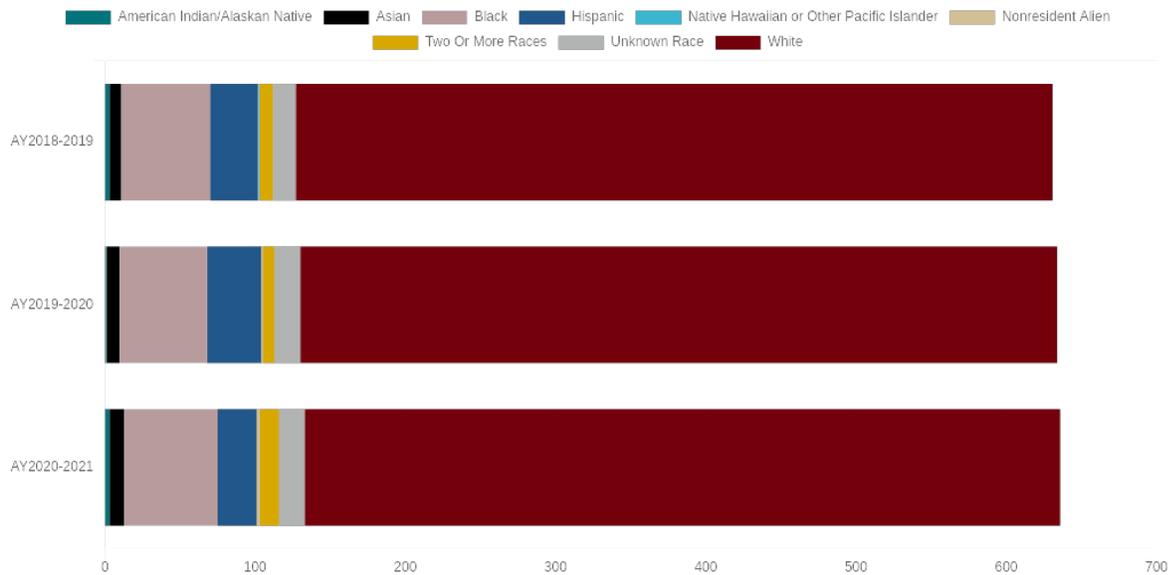
Table 8. Student Enrollment by Race/Ethnicity

	Fall 2020	Fall 2019	Fall 2018
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 Race/Ethnicity	0	0	0
White	0	0	0
Graduate/Professional	636	634	631
American Indian/Alaska Native	3	1	3
Asian	10	9	8
Black or African	62	58	59
Hispanic or Latino	26	36	32
Native Hawaiian or Other Pacific Islander	0	0	1
Nonresident Alien	2	1	0
Two or More Races	13	8	9
Unknown Race/Ethnicity	17	17	15
White	503	504	504

Student Enrollment & Outcomes

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

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



Student Enrollment & Outcomes

Undergraduate Retention

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

	First Year	Second Year
Fall 2019 Cohort	0%	N/A
Fall 2018 Cohort	0%	N/A
Fall 2017 Cohort	0%	N/A

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.

	Fall 2020	Fall 2019	Fall 2018
4-Year Same Cohort	0%	0%	0%
4-Year Diff Cohort	0%	0%	0%
4-Year Total Cohort	0%	0%	0%
5-Year Same Cohort	0%	0%	0%
5-Year Diff Cohort	0%	0%	0%
5-Year Total Cohort	0%	0%	0%
6-Year Same Cohort	0%	0%	0%

Student Enrollment & Outcomes

6-Year Diff Cohort	0%	0%	0%
6-Year Total Cohort	0%	0%	0%

Student Enrollment & Outcomes

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	Fall 2020	Fall 2019	Fall 2018
Associates Degree		0	0
Bachelors		0	0
Masters		0	0
Doctoral		0	0
Medical		201	205
Law		0	0
Pharmacy Doctorate		0	0
Graduate Certificate			

Illustration 11. Degrees Awarded by Level



Faculty Awards Nominations

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

Research Award Nominations

Recipient(s)	Award	Organization
Black, Derek	SEC Faculty Achievement Award	SEC
Welton, Shelley	ALI Young Scholars Award	American Law Institute

Faculty Awards Nominations

Service Award Nominations

Recipient(s)	Award	Organization
Polavarapu, Aparna	Educational Foundation Outstanding Service Award	University of South Carolina

Faculty Awards Nominations

Teaching Award Nominations

Recipient(s)	Award	Organization
Davis, Tessa	Michael J. Mungo Teaching Award	University of South Carolina

Faculty Other Awards Nominations

No Award Nominations have been entered for this section.

Faculty Awards Received

Faculty were recognized for their professional accomplishments in the categories of Research, Service, Teaching, or Other.

Research Awards

Recipient(s)	Award	Organization
Seiner, Joe	Outstanding Faculty Publication (Book)	School of Law
Chambliss, Elizabeth	Outstanding Faculty Publication (Article)	School of Law
Suski, Emily	Outstanding Faculty Publication (Article)	School of Law
Samuels, Joel	Breakthrough Leadership in Research Award	University of South Carolina
Welton, Shelley	Breakthrough Star Award	University of South Carolina
Martin, Lisa	Bellow Scholar	Association of American Law Schools
Martin, Lisa	Josephine Abney Faculty Fellow	University of South Carolina Department of Women and Gender Studies

Faculty Awards Received

Service Awards

Recipient(s)	Award	Organization
Wallace, Clint	Outstanding Faculty Service Award	School of Law

Faculty Awards Received

Teaching Awards

Recipient(s)	Award	Organization
Kuo, Susan	Outstanding Faculty Member	School of Law
Baker, Jan	Outstanding Classroom Teacher	School of Law

Faculty Awards Received

Other Awards

Recipient(s)	Award	Organization
Polavarapu, Aparna	G.G. Dowling Award	School of Law

Alumni Engagement & Fundraising

Alumni

Substantial activities, engagements, and initiatives with alumni, focusing on relationships and activities with alumni.

Alumni Volunteer/Engagement Opportunities

- **August 2020:** Alumni Video Series with Career Services. Recruited nine alumni to participate. The videos will be used as a resource to help current students plan law careers.
- **August 2020:** 1L Virtual Panel with Student Affairs. Recruited twelve alumni to participate. The panel discussed wellness and healthy living during orientation.
- **October 2020:** Pre-Law Panel with Admissions and UofSC Pre-Professional Advising Pre-Law Section. Recruited five alumni to participate and share their experiences as undergraduate students at UofSC.
- **November 2020:** Clemson Pre-Law Program. Recruited five alumni to contact current Clemson students to encourage application to UofSC Law.
- **February 2021:** Pre-Law Panel with Admissions and Clemson Pre-Law Office. Recruited five alumni to participate.
- Alumni/Admitted Students Program - recruited 30 alums to contact admitted students to encourage attendance at UofSC Law.
- New Class Agents Program - confirmed thirty-three alumni to participate and will begin the program Spring 2021 semester.
- **February 9 and 15:** Sports and Entertainment Law Society virtual events. Recruited alumni to mentor student members.
- **February 20:** Career services panel. Recruited alumni to share experiences with students interested in practicing at small and large firms, or in civil/government settings.
- **September 2020 and March 2021:** Law Alumni Council.
- **October 2020 and April 2021:** Young Alumni Council.

Alumni education and communications

- **Alumni CLE**
 - o Ethics CLE - November 11
 - o CLE - November 18
 - o Ethics CLE - February 10
- **Alumni News**
 - o Young Alumni Newsletter emailed monthly
 - o Alumni Newsletter emailed monthly
 - o the fine print Alumni Magazine emailed February 2021
 - o Virtual Coffee Chat series - monthly conversations with law faculty
 - o Alumni Town Hall meeting - September 2021

Development, Fundraising and Gifts

Substantial development initiatives and outcomes, including Fundraising and Gifts.
Scholarship support continues to be the greatest need at the School of Law.

In July, we held a month-long campaign to fundraise for the Rob and Lisa Wilcox Endowed Law

Alumni Engagement & Fundraising

Scholarship Fund. The School of Law raised over \$22,000 dollars for the Wilcox scholarship.

In the fall, the School of Law sent multiple e-solicitations for the Law Carolina Fund. Due to budget cuts, the September solicitation was sent through the Blackbaud Internet Solutions (BBIS), which allowed us to resend the solicitation to the law alumni who did not open the original e-solicitation. The September e-solicitations raised almost \$5,000 with an open rate of 21.06% and click rate of 2.07%.

Our December mailing had many segments and methods of delivery. We continued to use BBIS to solicit law alumni. We sent an original e-solicitation and a targeted follow-up e-solicitation two weeks later to those who opened the e-solicitation but did not engage. We sent another follow-up to those who opened and clicked the giving link but did not complete their gift. The total amount raised from the e-solicitations was over \$14,000 with an average open rate of 34.3% and click rate of 4.12%. We also mailed two solicitations; however, those were unsuccessful due to delivery delays with the U.S. Postal Service.

As we plan for the spring, we will solicit law alumni for Give 4 Garnet, a university-wide giving day initiative. We will fundraise for the Law School Scholarship Fund and expect to raise approximately \$25,000 based on previous giving day statistics (excluding the matching gifts).

As we approach the end of FY2021, we will solicit alumni who have not contributed to the School of Law this fiscal year and ask them to consider contributing “one billable hour” to the law school. Due to budget restraints, this will be done through BBIS.

Major Gifts

\$1M in December 2020 to endow a distinguished professorship

\$50K in December 2020 to endow a scholarship

\$600K over three years to endow a scholarship

Community Engagement

Community Engagements and Community - Based Activities

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

Due to Covid-19, many community-based projects were not conducted. For example, our orientation service project was not held. We anticipate being able to include the service project at our next orientation.

Pro Bono Program activities include:

- Assisting lawyers on pro bono cases
- Drafting responses to prisoner correspondence for the South Carolina Bar Pro Bono Program
- Preparing wills for low-income senior citizens with the Central Midlands Council on Governments and the South Carolina Bar Pro Bono Program
- Conducting arbitrations for the 11th Circuit Juvenile Arbitration Program
- Case file work for the Richland County Homeless Court
- Representation of abused and neglected children with Richland County CASA
- Serving as guardians ad litem with the Richland County Probate Court
- Responding to online questions with the SC Bar, Friday Blitz
- Translation of documents for the SC Bar
- Serving as interpreters for the USC Clinical Department and the SC Bar
- Drafting know your rights flyers for several organizations
- Participated in the Volunteer Income Tax Assistance (VITA) program and prepared and eFiled tax returns for low-income citizens.

The Palmetto LEADER is a fully equipped and outfitted bus designed with space for client interviews and legal assistance. Law students and lawyer volunteers will travel to rural, underserved areas of South Carolina to provide legal services and information. The Palmetto LEADER arrived in February 2021 and is already on the road.

Student Community Activities include:

- Black Law Students Association (BLSA) led multiple charity drives including a collection of shoes for those in need, and Bundles of Law, a charity organization focused on providing basic needs for infants.
- Women in Law (WIL) conducted their annual Charity 5k for Sexual Trauma Services of the Midlands. Participants walked at home and joined virtually.
- WIL also ran a charity drive to collect feminine hygiene products for the homeless community in the greater Columbia area.
- The Student Bar Association (SBA) organized a volunteer effort to assist in the administration of Covid-19 vaccines, providing needed assistance to the South Carolina health care professional on two of the designated wellness days.
- The Diversity & Inclusion Task Force continued to solicit for the Food Pantry, which impacts our internal student community.
- The Diversity & Inclusion Task Force is currently conducting a clothing drive to collect

Community Engagement

business wear for our students in order to dress for success.

- In February - March of 2020, WIL participated in the Cinderella Project (partnering with other groups) to collect gently used formal dresses for high school students for their proms.
- In August - September of 2020, Children's Advocacy Law Society held a Mask Drive, collecting masks for children at local schools, CASA, and Epworth Children's Home.

Other Community Engagements

The School of Law LegalTech Seminar Series provides low-cost or free (for University of South Carolina School of Law faculty, staff, and students) continuing legal education on the intersection of law and technology. The spring 2020 series focused on “Women in Legaltech” while the fall 2020 series focused on artificial intelligence and its effects on the law and legal services.

The Law Library provides legal reference services to members of the public and pro se litigants, trains librarians across South Carolina through the Circuit Riders Outreach Program on basic legal research skills to improve access to justice in their communities, and Rebekah Maxwell organizes the School of Law’s annual holiday giving campaign for Families Helping Families.

The Phi Delta Phi Auction to benefit PILS summer Grant Program, which helps law students take public interest summer jobs, thus helping the broader community who go to these public interest organizations for legal assistance.

Konduros Public Service Fellows are employed in a variety of state non-profits, state and federal agencies and legal service providers, giving South Carolina Law students a unique opportunity to explore what a future career in public service might be like while also giving back to the community.

There was a special public screening of Just Mercy followed by a discussion at the Nick, which featured Colin Miller, and was presented in partnership with student groups: SCX, BLSA, FedSoc, D&I Task Force (along with community partners) on January 23.

Derek Black served on the South Carolina Advisory Committee of the United States Commission on Civil Rights and the Steering Committee for the National Coalition for School Diversity.

Marie Boyd served as a member of the Columbia, South Carolina Food Policy Committee.

Aparna Polavarapu is the Executive Director and Founder of the South Carolina Restorative Justice Initiative.

Joel Samuels served on the Board of Directors of the Batonga Foundation, Cotonou, Benin & Washington, DC and the Historic Congressional Cemetery Association

Community Perceptions

Community Engagement

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 many initiatives. This year, however, we completed an assessment of the impact of the Veterans Law Clinic in addressing access to justice for members of the veterans community. The 2019-20 assessment includes cumulative data about the Clinic's operation in 2018-19 and 2019-20.

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. Community engagement is a part of the service component considered in tenure and promotion applications.

Collaborations

Internal Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as internal to the University.

Examples of internal collaborations include:

- Ongoing institutional collaboration with Rule of Law Collaborative.
- CHAMP (Carolina Health Advocacy Medicolegal Partnership) Clinic is an ongoing collaboration between the School of Law, School of Medicine, and PRISMA Children's Hospital.
- **Joel Samuels** and **Colin Miller** are the primary editors for the 4th Edition of South Carolina Civil Procedure.
- **Benjamin Means** and **Joseph Seiner** co-wrote *Navigating the Uber Economy*, 49 U.C. Davis L. Rev. 1511 (2016).
- **Susan Kuo** and **Benjamin Means** have co-written several articles:
 - A Corporate Law Rationale for Reparations, 62 B.C. L. Rev. (forthcoming 2021);
 - The Political Economy of Corporate Exit, 71 Vand. L. Rev. 1293 (2018);
 - Collective Coercion, 57 B.C. L. Rev. 1599 (2016); and
 - Corporate Social Responsibility After Disaster, 89 Wash. U. L. Rev. 973 (2012)

External Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as external to the University.

Examples of external collaborations include:

- **Colin Miller** and **Joel Samuels** collaborated with John Nichols on South Carolina Civil Procedure, Fourth Edition
- **Benjamin Means** collaborated with several co-authors in editing *Entrepreneurial Action in Family Controlled Companies* in The Handbook on Law and Entrepreneurship in the United States (Cambridge Univ. Press, forthcoming 2021)
- **Jesse Cross** co-authored *The Congressional Bureaucracy*, 168 U. Pa. L. Rev. 1541 (2020), with Abbe R. Gluck
- **Seth Stoughton** collaborated with co-authors Jeffrey J. Noble and Geoffrey P. Alpert in Evaluating Police Uses of Force (NYU Press, 2020)
- **Benjamin Means** collaborated with Joseph Yockey as editors of The Cambridge Handbook of Social Enterprise Law (Cambridge University Press, 2018)
- **Susan Kuo** is collaborating with co-editors John Marshall and Ryan Rowberry in The Cambridge Handbook of Disaster Law (Cambridge University Press, forthcoming)
- **Jacklyn Cherry** is collaborating with co-authors Bernie Maybank, Melissa Dunlap, and Shannon Wiley in the South Carolina Nonprofit Corporate Practice Manual (3d ed.) (South Carolina Bar, forthcoming)
- **Jacklyn Cherry** is co-author with Dean Emeritus of Duquesne University School of Law for the Understanding Nonprofit and Tax Exempt Organizations, 3rd Edition (2021)
- **Aparna Polavarapu** is collaborating with law faculty across the nation as part of her Restorative Justice Law Faculty Consortium, which brings together law faculty seeking to discuss their restorative justice teaching, scholarship, practice, and advocacy.

Collaborations

- **Bryant Walker Smith** codirected (along with Professor Dan Crane and program fellow Ian Williams) the University of Michigan's Law and Mobility Program. This multidisciplinary program hires research assistants from both the University of Michigan and the University of South Carolina (<https://futurist.law.umich.edu>)
- **Bryant Walker Smith** collaborated with professor Nancy Rhoads at Allen University on a semester-long project in which his Technology Law students developed and then led a week of highly interactive exercises with her Sports Law and Political Science students. The exercises used wearable devices as a case study for introducing and examining privacy law.
- **Bryant Walker Smith** collaborated with Andrey Neznamov, a Russian scholar, to publish the article It's Not the Robot's Fault! Russian and American Perspectives on Responsibility for Robot Harms in both the United States and in Russia. *Zakon* (literally "Law") is a premier Russian legal journal.
- **Bryant Walker Smith** collaborated with national delegations to the United Nations Global Forum for Road Traffic Safety to negotiate and draft an amendment that clarifies the application of the 1968 Convention on Road Traffic Safety (a foundational multilateral treaty) to automated driving. He participates in the work of the Global Forum as a special invited expert.

Equity and Diversity Plan

Improve Under-Represented Minority (URM) Student Enrollment

The Office of Admissions (Admissions) invited approximately 3,000 prospects who were identified as diverse to apply for admission to the Law School and provided an application fee waiver to remove the barrier of cost for them.

Because of COVID-19, in-person student recruitment events nationwide shifted to virtual platforms. Admissions participated in or hosted 74 group events, marketed our participation to approximately 4,775 prospects, and had contact with approximately 3,400 prospects. Each event was marketed broadly to diverse prospects. Approximately 322 contacts with candidates who could be identified as diverse were made as part of a larger contact strategy involving over 3,000 prospects.

Several programs were hosted by HBCUS or by consortia designed to share information and encourage diverse candidates to apply to the law schools. These events included Jackson State University Graduate & Professional School Fair, Carolina Cluster HBCU Professional Development Conference, National HBCU Pre-Law Summit & Expo, UGA TRIO Programs Workshop, Atlanta University Center Consortium Medical & Law Fair, Latino Justice Law Day, Carolina HBCU Talent Showcase, Claflin Grad & Professional School Fair, New Orleans Make a Statement Law Fair, Morehouse Law School Fair, and 16th Annual National Black Pre-Law Conference & Law Fair.

Admissions customized and delivered three admissions workshops for law school prospects at Spelman University in collaboration with the Spelman Office of Career Services.

Admissions offered individual 1:1 advising sessions to interested diverse prospects.

Admissions serves on the planning group for the first Southern Association of PreLaw Advisors (SAPLA) Law Diversity Symposium to be held in February 2021.

Admissions added items to the application for admission to encourage applicants to self-identify as lesbian, gay, bisexual, transgender, or other gender identity, and to identify their preferred pronouns.

Admissions is working with the Associate Dean for Diversity, Equity, and Inclusion (DEI) and Student Affairs to include information on the Law School's student organizations and affinity groups in materials distributed to admitted students and to include a DEI focus at admitted student events.

Improve The Number Of Full-Time URM Faculty Across Academic Units

The Law School continues to recruit URM faculty for both adjunct and full-time positions. The Associate Dean for Academic Affairs has ensured that all adjunct vacancies are published in ways likely to reach URM lawyers and reaches out to recruit potential candidates. The efforts are resulting in diversification as positions become available and are filled.

Equity and Diversity Plan

When hiring, we seek to interview URM candidates and frequently extend offers. These faculty, however, are heavily recruited by other schools as well, and we have struggled to hire African Americans in particular. In the fall 2020 recruiting cycle, our Faculty Selection Committee identified and recruited eight candidates for two full-time faculty hiring lines. Seven of those eight candidates were URM candidates. In sequence, five of those candidates received offers. To date, one has accepted the offer and will join us in the fall of 2021 as a full-time faculty member; the other offers were declined. Our search is on-going.

The Law School will continue to work on recruitment and retention strategies to enhance our ability to attract talented URM faculty. Notably, the Law School's 2021 spring Carolina Scholars series will feature a talk by Professor Meera Deo, who will discuss with faculty and staff her book *Unequal Profession: Race and Gender in Legal Academia*. As part of her presentation, Professor Deo will talk with the Law School community about specific action steps it can take to enhance opportunities for recruiting and retaining URM faculty and staff.

Additionally, the Associate Dean for DEI is working with members of the Council for Academic Diversity Officers and with the University's Vice President for Diversity, Equity, and Inclusion on specific measures to support Goal 1 of the University's newly unveiled strategic plan, which affirms that the University, and the law school by extension, will "improve the racial/ethnic and gender representation of our student body, staff and faculty"; "[t]ransform our population of professional/administrative staff members at all levels (including senior leadership) to be in closer alignment with the racial/ethnic and gender representation of our state"; and "[t]ransform our full-time faculty population at all ranks (including department chairs, program directors and deans) to be in closer alignment with the racial/ethnic and gender representation of our student body."

Enhance Outcomes For URM Undergraduate and Graduate/Professional Students

In fall 2020, the Associate Dean for DEI and the Student Diversity & Inclusion Task Force sponsored a virtual Student Success Panel ("How to Thrive, Not Just Survive, in Law School") for first-year law students. The panelists, all recent graduates with diverse backgrounds and from underrepresented groups, were well-rounded and academically successful students who served on law journals and engaged in a wide variety of law student organizations. The panelists shared study tips and provided inspiration to a large gathering of students looking for guidance as well as moral support.

The Student Diversity & Inclusion Task Force, with support from the Associate Dean for DEI and the Director of the Law School's Pro Bono Program, continues to work to ensure that students do not fall behind due to food insecurity by collecting donations, organizing, and operating the Law School Pantry. The Pantry provides non-perishable food and personal hygiene items to those in need in the law school community. The Pantry continues to draw support (donated goods and funding) from law students, faculty, staff, and external entities. Due to COVID-19 protocols, fewer first year students have frequented the Law School building. In spring 2021, Task Force members committed to produce a video to distribute to the student body to ensure that all students know how to locate the pantry.

The Associate Dean for DEI is exploring grant opportunities through the Law School Admission Council for a pipeline program aimed at attracting URM undergraduate students to law school

Equity and Diversity Plan

and equipping them with the skills needed to succeed upon admission.

The Law School, through its webpage, social media outlets, Admissions contacts, and other professional collaborative channels, is actively promoting the Marshall-Motley Scholars Program, announced in January 2021 as an initiative of the NAACP-Legal Defense Fund to “produce a highly skilled cadre of racial justice attorneys committed to working in the Southern region of the United States.”

Improve Post-Graduate Outcomes For URM Undergraduate and Graduate/Professional Students

The Law School continues to sponsor or affiliate with external partners to improve post-graduate outcomes for URM undergraduate and graduate/professional students.

During the first semester of law school, a pass/fail course introduces students to the variety of job possibilities that accompany a JD degree. This program is especially valuable to students who do not have a family background with experience in the legal profession, and it is accompanied by a formal mentoring program that matches students with diverse teams of lawyer and judge mentors. The School has made an intentional effort to provide a diverse group of presenters to the class so that students can find people to whom they relate.

The Law School participates in national and regional minority law consortia to provide URM students with a specific opportunity to interview with law firms, including the Southeastern Minority Job Fair. Career Services receives and promotes diversity/minority-related job postings and program notices from employers who share the Symplicity online career portal and is exploring opportunities to participate in job fairs sponsored by the Hispanic National Bar Association and regional affiliates of the Black Law Students Association.

The Dean, the faculty, and the staff of the Law School connect with law firms and the local Bar to enhance the success of our graduates.

A strong academic assistance program provides free, voluntary bar preparation assistance to students and to graduates who initially fail the bar exam.

In fall 2020, at the suggestion of student groups, including URM student organizations, the Law School began offering bar prep classes to prepare students for the bar exam.

Last year, the Associate Deans for DEI and Faculty Development began a Suits for Success program to provide interviewing and work attire for students who may not be able to afford it. The Student Diversity & Inclusion Task Force continues to support and maintain the clothing closet through an annual clothing drive, with the next one planned for Spring 2021.

In December 2020, the Dean and the Associate Dean for DEI met with the President of the South Carolina Bar Association, the Chair of the South Carolina Bar’s Board of Governors’ Strategic Diversity Plan Implementation Committee, and the Executive Director of the South Carolina Bar to begin conversations on how the Law School could partner with the Bar to enhance the diversity of the legal profession in South Carolina, especially with regard to career placement and advancement for URM law graduates. The Associate Dean for DEI, a member of the South Carolina Bar, also serves on the Bar’s Diversity Committee. The Law

Equity and Diversity Plan

School is committed to leading DEI initiatives, both internally and collaboratively, that will improve the DEI culture of the legal profession.

In spring 2021, the Student Diversity & Inclusion Task Force is partnering with the Richland County Public Defender's Office (RCPD) to explore ways to increase the diversity of the RCPD staff and to identify strategies to enable RCPD to recruit more successfully from the law school.

The Student Diversity & Inclusion Task Force is also working with the Richland County Bar Association Diversity Committee's Law School Subcommittee to present a panel discussion aimed at helping law students navigate biases and stereotyping in professional working environments.

Increase the engagement of students, faculty, staff, administrators in Equity and Inclusion

In fall 2020, the Dean created a new Faculty and Staff Diversity, Equity, and Inclusion Committee. The committee is working on five initiatives to improve the DEI culture in the Law School: (1) creating a clear mission statement of the committee's purpose and its role in shaping DEI culture; (2) collecting and analyzing DEI data generated from internal studies to identify and advance meaningful initiatives; (3) working to enhance the law school's physical space to make it more welcoming and representative of our Law School community; (4) researching DEI initiatives at other law schools and evaluating them for implementation in the law school, with particular interest in strategies to recruit and retain diverse students, faculty, and staff; and (5) investigating DEI training opportunities available through the University and determining the feasibility of implementing training for the Law School. The committee worked with the Faculty Advisory Committee to produce the Law Faculty's Resolution Against Racism in Fall 2020. The committee is currently working with the Law School's Art Committee and faculty in the Art Department to ensure that art and other displays in the Law School include accurate historical and biographical context.

In February 2021, Student Affairs encouraged all of the Law School's student organizations to consider hosting an online movie night to celebrate Black History Month. Student affairs circulated a list of streaming services offering movie watch party platforms, through which students can watch (synchronously but separately) and discuss (collectively) films in Black cinema.

The Associate Dean for DEI continues to work with the Student Diversity & Inclusion Task Force to identify areas of interest and concern within the student body. The Task Force, which is comprised of representatives from the Student Bar Association and law school affinity groups, meets on a biweekly basis and partners with the Associate Dean for DEI to host speaker events and engagement opportunities for the law school community. In recent years, the Student Diversity & Inclusion Task Force has hosted school-wide Coffee and Donut Breaks and one Snack Break. The Breaks provide opportunities for students, faculty, and staff to interact and build a sense of community within the Law School. The Task Force has not been able to offer those breaks during COVID operations but looks forward to continuing those gatherings as soon as regular, in-person attendance resumes.

Equity and Diversity Plan

The Student Division of the Federal Bar Association (South Carolina Chapter) has been designated as a pilot program for integrating better DEI practices in law schools and will sponsor a seminar focused on DEI, offer implicit bias training for students, sponsor a Law School Diversity Essay Contest, and host a seminar focused on first generation law students.

Improve The Sense Of Inclusion Amongst All University Community Members

As reflected in our stated mission, vision, and values, the law school is committed to “[c]ultivating – through our words and actions – a diverse, inclusive, and civil community where everyone is valued and supported.”

As noted earlier, the newly formed Faculty & Staff DEI Committee is working on specific initiatives to ensure that everyone in our learning community feels welcomed, included, and valued.

Our Associate Dean for DEI is working with the Faculty and Staff DEI Committee and the Student Diversity & Inclusion Task Force to identify inclusive aspects of our community that we can strengthen and aspects of our community that present new opportunities for enhancing the DEI culture of our school. As part of that work, the Associate Dean for DEI is reaching out to all departments in the Law School to find out how she can partner with them to support DEI initiatives in various aspects of the Law School’s work. To date, those conversations have prompted new initiatives to include DEI materials in admissions materials, a proposal to involve DEI in career services professional training, an increased coordination of DEI programming in student affairs, and efforts to include DEI in the Law School’s popular LegalTech seminar series. The Associate Dean has also reached out to all student leaders in the Law School, inviting them into a conversation about improving the DEI culture of the Law School.

The Associate Dean for DEI will continue to survey the DEI culture of the Law School and will be working on specific program ideas for 2021-2022. This important work continues.

Dashboard Metrics and Narrative

Metrics

Student Information Narrative

JD student enrollment at the University of South Carolina School of Law (“School”) has remained steady over the last few years with 635 students in AY21, as reported to the American Bar Association (ABA). The enrollment figures presented here are based on credit hours and show an immaterial 4% increase from 2018 to 2021 that is largely due to scheduling and dual degree enrollment changes. The School anticipates continuing to purposefully hold JD enrollment steady in the future for programmatic, market, and financial reasons. Currently, the School’s JD enrollment is high compared to our peer and peer aspirant law schools, which have JD enrollment of an average of 343 students and 559 students (or 478 students, excluding Florida), respectively. While the number of non-resident students has increased since 2018, the School expects resident student enrollment to increase compared to 2018 levels due to the 17% reduction in resident tuition in AY20. As a result of this reduction, it is anticipated that some non-resident students will migrate to resident status beginning in spring 2021 in order to take advantage of the favorable resident rate. This non-resident migration will result in overall less tuition revenue. Currently, there are not enough qualified South Carolinians (in terms of LSAT and or GPA targets), and the School subsequently relies on non-resident students to fulfill our enrollment goals and maintain our competitiveness in relation to our peers and peer aspirants.

In terms of how current enrollment trends impact the School’s financial health, it is important to note that the JD degree market continues to be flat, and increasing the already high JD enrollment purely for financial gain would further damage the School’s competitiveness. The School is therefore looking to strategically expand in other areas of legal education to improve its financial health. In March 2020, the School received CHE approval for an online master’s and certificate program in Health Law Studies and plans to begin enrolling students in both programs in January 2022. Additionally, the School plans to offer law classes to undergraduate students in order to increase revenue generation. Academic approvals are in the very early stages, but undergraduate course offerings could begin as early as summer 2022.

Contribution (Per Student) Narrative

The contribution per student is relatively constant at more than -\$8k each year, revealing that legal education is expensive. In order to address this financial reality, the School is researching additional revenue-enhancing options to become more financially sustainable as part of its relaunched strategic planning efforts. The School’s strategic planning committee has subsequently identified several areas of distinction in which the School is considering offering non-JD legal education. These areas of distinction include policing, law enforcement, and criminal law; children and education law; the technology of law; and cybersecurity and privacy protection. The School is currently working with Kennedy & Company to perform market research in these areas. Due to the conservative launch of the School’s new online health law programs, it is not anticipated that the health law programs will positively contribute to our margins until FY24. In FY22 and FY23, the School will incur significant marketing and personnel costs related to these new programs which will be funded by the School’s carryforward.

As the School returns to normal post-COVID-19 operations in FY22, costs will increase from

Dashboard Metrics and Narrative

FY21 levels leading to a more unfavorable contribution per student in the short run until the revenue from the new non-JD programs is realized. Personnel costs, specifically faculty salaries, are the largest driver of legal education costs. Expense trends unrelated to new programs will increase slightly due to faculty hiring plans. The School is at a current competitive disadvantage in student-faculty ratios compared to our peer and peer aspirant schools (see Faculty Information below). Another significant driver of School costs is for funding the law library which includes personnel, material, and maintenance costs. A significant portion of library costs is incurred to support the legal community's needs as the state's only law library. The School continues to pursue efforts to have the State assume a greater share of the law library costs.

Model Allocations (Per Student) Narrative

Model allocations per student are consistently high from 2017 through 2021, indicating that the School has routinely been subsidized by other units of the University. Law School leadership has identified reducing the level of this subsidy and building a more financially sustainable school as a key goal in the years ahead. This goal is a major component of the School's current strategic planning process. Changing the culture of the School to one that is more entrepreneurial and appropriately incentivizing faculty and staff to take leadership roles in these efforts will be crucial to the success of this goal. Nevertheless, the high cost of legal education and the competitive pressures exerted towards holding down tuition imply that the School will continue to be a "consumer" of University resources, though a lesser one, in future years.

Faculty Information Narrative

Faculty headcount and the student/faculty ratio have been relatively flat over the period 2018 through 2021 (1). The School plans to increase the number of faculty in FY22 through the strategic hire of two faculty members from under-represented groups and by filling recently vacated positions. Due to previous years' budget cuts, the School was unable to fund earlier vacancies. Several positions remain open but will not likely be filled in the near term due to financial constraints. To staff the new non-JD healthcare programs, the School plans to hire two non-tenure-track faculty and several adjunct faculty. Pending strategic plan outcomes, professors of practice and/or visiting faculty may also be hired. As referenced above, JD student enrollment is anticipated to remain flat; therefore, in both the short-term and the long-term, slight improvements in the School's student/faculty ratio are expected. That ratio, as reported in *US News and World Report Law School Rankings* (March 2020), is 8.6 (2). Student/faculty ratios for our peer and peer aspirant schools are reported at 7.0 and 6.1, respectively. The goal of improving the student/faculty ratio is imperative to ensure the School's competitiveness within the legal education market.

[1] The figure reported in 2018 is incorrect as it excluded faculty librarians. [2] *US News and World Report Law School Rankings* use faculty definitions that differ from the University's.

Credit Hours Taught Narrative

With flat JD enrollment, the 4% increase in credit hours taught from 2018 to 2019 is due to insignificant scheduling changes and/or dual degree enrollment changes. As discussed above, the School plans to expand the current faculty headcount in FY22 while purposefully keeping JD enrollment steady; therefore, hours taught per faculty will decrease from the 2019 ratio.

Dashboard Metrics and Narrative

After restating 2018 faculty figures due to a reporting error (in which faculty librarians were excluded from the faculty count), hours taught per faculty in 2019 has insignificantly decreased from 2018. As part of the School's strategic plan, leadership will carefully review credit hours taught per faculty member (along with scholarship output and service loads) to ensure equity across the faculty and to ensure students' curricula needs are met. For transparency and consistency in reporting purposes, the ABA requires annual disclosures on curricular offerings, and a preliminary review of peer and peer aspirant schools' disclosure reports indicates the School is below average in the number of JD classes offered and the number of seats available in experiential learning areas of externships and clinics.

College/School Financial Information Narrative

COVID-19 continues to have a significant effect on the School's academic program in FY21; however, the School has performed well financially during this unprecedented time. The School has not experienced any shortfall in tuition revenue, and savings in personnel costs (due to furlough savings and delayed hiring), travel, and supplies have been realized. Overall, there were not any unique revenue or cost factors affecting the School in FY21. Total cost per student is high, which further demonstrates that legal education is costly. Nevertheless, benchmarking against our peers regarding student/faculty ratios and departmental staffing indicates the School is comparatively understaffed. As mentioned above, strategic planning efforts are focusing on efficient uses of resources and new revenue-generating initiatives. Operationally, a significant financial concern is the School's near-term operating deficit. FY22-24 operating deficits are expected due to funding both the strategic academic goals of the School and the initial investment required to launch the School's new programs. Considering the School's competitive landscape, areas of financial concern include a high resident tuition rate of \$24,472 (AY21) compared to our neighboring peer aspirant schools' average resident rate of \$21,873, and the School's relatively small scholarship budget. These financial concerns place the School at a relative disadvantage in attracting the most talented students. Fundraising is a major financial goal in the coming years, and plans are underway to hire two development staff to replace recent vacancies.

Student Outcomes Narrative

Key student outcomes for law graduates include Bar passage and employment. These outcomes are reported below for the School, peer schools, and peer aspirant schools.

(Due to reporting lags, information related to 2018 graduates is the most recent available.) While the School has made gains in employment outcomes since those reported in 2018, the School continues to lag behind its peer and peer aspirant schools. As a result, the School's Career Services staff is increasing their engagement with upper-level students to ensure students are successful in their job searches. Additionally, work is beginning on an alumni employment database, which will be available to students in order to assist them in their job searches.

Dashboard Metrics and Narrative

The School's Bar passage also lags behind its peer and peer aspirant schools and has declined slightly since 2018. The School is working to address this trend by offering a new non-credit Bar prep course this spring with plans to continue the offering year-round. The School has also begun gathering data on a variety of academic success attributes with the ultimate goal of building a model that will help to predict student outcomes in order to enhance the School's intervention measures and direct resources to students in need.

Regarding student debt and affordability, resident tuition has declined since AY18, but is still \$2,600 higher than our neighboring peer aspirant schools. The amount of student debt and the number of students carrying debt has increased since AY18 likely due to increases in non-resident tuition.

In addition to the higher tuition rate charged by the School compared to our peer and peer aspirant schools, the School offers fewer scholarships to its most talented students, as the

chart below indicates.

HERD Research Expenditures Narrative

The School currently does not have significant HERD research expenditures and this is not

Dashboard Metrics and Narrative

likely to change in the near future. The FY19 expenditures are related to the School's medical legal partnership known as CHAMPS (Carolina Health Advocacy Medicolegal Partnership). Expenditures related to CHAMPS will continue in FY20 and FY21 and we are working to continue the partnership for the longer term.

Other Information Narrative

Due to the unique nature of legal education, it is more meaningful to compare the School to other law schools, and we have referenced our peer and peer aspirants for comparative purposes throughout this document as those metrics offer more insight regarding our performance within that market. Those schools, followed by their *US News and World Report* 2020 rank, are shown below.

Peer Law Schools

Kentucky (70)
Missouri (67)
Tennessee (70)

Peer Aspirant Law Schools

Alabama (31)
Florida (24)
Georgia (31)

Concluding Remarks

Quantitative Outcomes

Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.

None

Cool Stuff

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

Our John Belton O'Neall Inn of Court students have given superb presentations to the inn on internet reform and regulation, comparing and contrasting laws and practices in the U.S., U.K., Russia, and China.

The law review symposium on taxation and racial injustice was outstanding, attracting a national audience.

The School of Law's Mock Trial team has advanced to the nationals.

Pamela Robinson received the Father Robert Drinan Award from the Association of American Law Schools

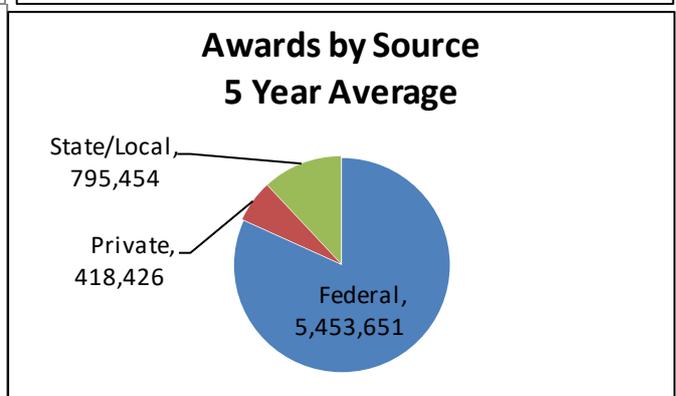
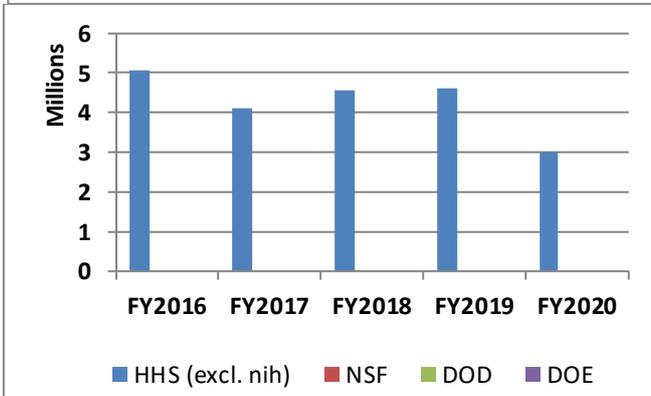
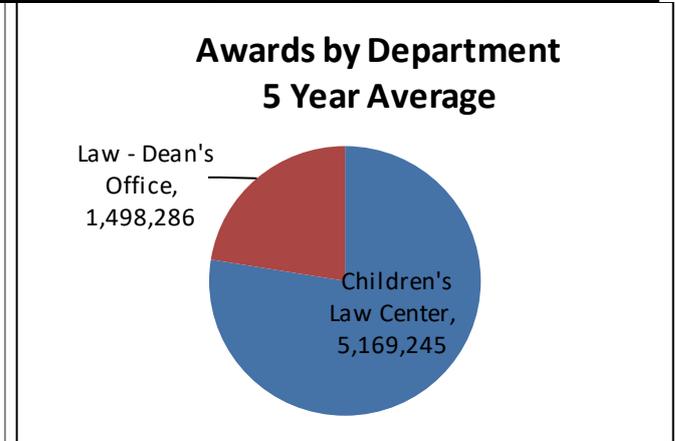
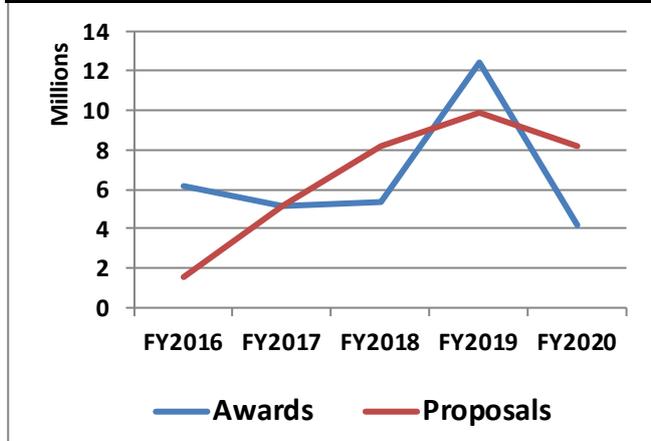
In February 2021, the Palmetto LEADER bus, a mobile law office, launched and will provide legal services to rural South Carolina through the efforts of law students and lawyers.

Appendix A. Research & Scholarly Activity

Office of Research IT and Data Management Office

School of Law Summary of Awards

SAM ACTIVITY	FY2016	FY2017	FY2018	FY2019	FY2020	% Change Avg. (16-19) & 2020
Division Award Totals	6,212,111	5,164,512	5,341,398	12,430,087	4,189,546	(42.5)
Unit Totals						
Children's Law Center	5,916,878	5,158,412	5,228,235	5,497,764	4,044,936	(25.8)
Law – Dean's Office	295,233	6,100	113,163	6,932,323	144,610	(92.1)
Source						
Federal	5,324,576	4,133,044	4,650,193	10,187,621	2,972,819	(51.1)
Private	187,936	82,499	136,698	1,540,116	144,610	(70.3)
State/Local	699,599	948,969	554,237	702,350	1,072,117	47.6
Proposals						
Submissions	12	16	25	23	30	57.9
Dollars Requested	1,556,244	5,185,669	8,178,354	9,886,158	8,166,985	31.7



Appendix 1. Faculty Information

Faculty Publication - Citation Report - 2020 BluePrint

Faculty (Last, First)	Bluebook citation	Journal/Book Title	Year	Type
Black, Derek Wayne	Derek W. Black, Schoolhouse Burning: Public Education and the Assault on American Democracy (PublicAffairs, 2020).	Schoolhouse Burning: Public Education and the Assault on American Democracy	2020	Book
Boyle, F. Ladson	F. Ladson Boyle et. al., The Secure Act, Trusts, Corporations, and CRTs, 47 Estate Planning 24 (2020).	Estate Planning	2020	Article
Boyle, F. Ladson	F. Ladson Boyle et. al., The Uniform Basis Rules and Terminating Interests in Trusts Early, 55 Real Prop., Tr., and Estate L. J. 1 (2020).	Real Property, Trust, and Estate Journal	2020	Law Review Article
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