

Executive Summary

Blueprint for Academic Excellence School of Law AY2022-2023

Introduction

Since 1867, the School of Law has been a leader for the state and nation, producing outstanding lawyers, leaders, and public servants. Today we are committed to continuing this legacy. Unlike the past, however, today presents very different and formidable challenges in producing lawyer leaders that serve the public. We must attract and retain leading scholars, effective teachers, and promising students; we must diversify the interests that our faculty, staff, and students represent; we must aggressively place our students in top government and private-law jobs; we must offer initiatives to our students that challenge them to think smarter, work harder, and look broader, yet also train them for a holistically fulfilling life in law. This is our pursuit. Yet as a practical matter, many of these goals depend on funding. So, we have taken steps to improve our financial situation, having recently sought considerable funding from the legislature. As our efforts yield fruit, we will continue to improve on our educational, scholarly, and service achievements. We will strengthen our reputation and increase our ranking, ultimately producing outstanding lawyer leaders.

Highlights

- Between 2016 and 2022, 85 faculty publications in top-50 law reviews and 18 articles in top-10 law reviews.
- Improved the academic profile and the diversity of our 1L class.
- Strengthened the School's relationship with the National Advocacy Center (NAC).
- Onboarded four new faculty members (AY22) and hired three new faculty to begin in August 2022 adding diversity to our faculty ranks.
- Improved student employment rates.
- The School hosted the inaugural William Hubbard Conference on Law & Education with the American Bar Foundation.
- The School conducted its first school-wide diversity audit.
- The School received payments or pledges for seven scholarships, each endowed at the \$300k level.

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



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

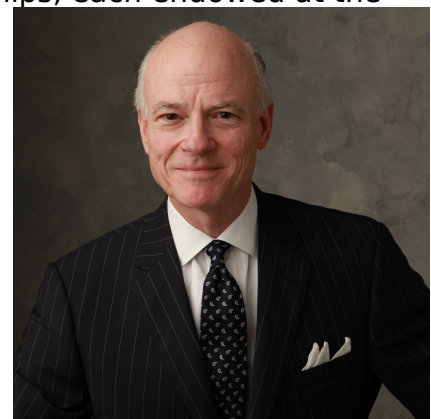


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Foundation for Academic Excellence

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 - Top-50 Research Productivity/Expand Research Focus

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. 5.
Achievements	<ul style="list-style-type: none"> ◦ Hosted the inaugural William Hubbard Conference on Law & Education in February 2022. ◦ Hosted weekly Carolina Scholars Speakers series. ◦ Hosted tax workshops. ◦ One faculty member was selected to fill a vacant endowed chair. ◦ Continued upward trajectory in faculty publications in top 50 law journals. 36 Articles were published; 12 in top 50 journals. ◦ A new faculty BOT approved awards program was implemented to incentivize and recognize faculty success in the areas of research, service, and teaching.
Resources Utilized	<ul style="list-style-type: none"> • Summer compensation at 15% of nine month's salary for research support. • Research Assistants are provided at 15 hours per week during the academic year and 25 hours per week during the summer for

Goals - Looking Back

	<p>every tenured and tenure-track faculty member.</p> <ul style="list-style-type: none"> • Three support staff to assist in editing scholarly articles. • The Hubbard Conference was largely funded by the American Bar Foundation. • Each faculty member is allocated \$3,500 per year in travel funds to present their scholarship at conferences, symposia, and other institutions.
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. ◦ The Associate Dean for Faculty Development and Scholarship is developing strategies for tracking faculty productivity. ◦ The Associate Dean for Faculty Development and Scholarship has implemented a plan to hold faculty accountable for scholarship productivity for summer research.
Resources Needed	<p>Retention funds to keep top scholars here.</p> <p>Compensation for three Faculty Support and Scholarship staff members support faculty in their scholarly works.</p> <p>RA funding: each faculty member is provided up to 15 hours per week of research assistant time during the academic year and 25 hours per week during the summer to support their scholarly efforts.</p> <p>Travel funding: each faculty member is allocated \$3,500 per year in travel funds to present their scholarship at conferences, symposia, and at other institutions.</p> <p>Funding for summer compensation at the rate of 15% of nine-month's salary for summer research support.</p>
Goal Notes	

Goals - Looking Back

Goal 2 - Strategic Planning

Goal Statement	Create 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	Progressing as expected (multi-year goal)
Action Plan	<ul style="list-style-type: none"> ◦ Involve the entire law school community- faculty, staff, students and alumni in the formation of the plan maintaining consistency with the University's strategic plan. Provide resoLaw School faculty approved the School's Strategic Plan in October 2021.
Achievements	<ul style="list-style-type: none"> ◦ The Law School's Strategic Plan was approved in October 2021 and the School is now in the implementation phase of the plan. The priorities of the strategic plan include: <ul style="list-style-type: none"> • Attract, inspire, challenge, and enable our students to become lawyer-leaders. • Improve the reputation and profile of the Law School. • Immediately address and improve the financial strength of the Law School. • Cultivate a more diverse, equitable, and inclusive Law School culture that emphasizes collaboration, civility, excellence, and transparency. ◦ A diverse Strategic Plan Implementation Committee is charged with working with the law school community to begin implementing the School's plan.
Resources Utilized	<ul style="list-style-type: none"> ◦ The School of Law spent \$50,000 with Kennedy & Company to conduct market research in non-JD legal education space. ◦ Significant staff and faculty time was utilized in data collection, meetings and report preparation.
Goal Continuation	Implementing the strategic plan will continue as a goal for several years.

Goals - Looking Back

Goal Upcoming Plans	Developing key performance indicators and other reporting tools will be critical to the success of the implementation process.
Resources Needed	Significant staff and faculty time will be utilized to implement the plan.
Goal Notes	

Goals - Real Time

Goals for the current 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. • 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	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 160 and the 25th percentile to 155. Raise the median UGPA to 3.65 while also improving the 25th and 75th percentiles. ◦ Improve selectivity by admitting no more than 45% 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 AY21 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. ◦ Manage the transition to LSAC's Unite database management system and its Customer Relationship Management (CRM) component to enhance our recruitment and admissions.

Goals - Real Time

	<ul style="list-style-type: none"> ◦ Increase marketing that enhances the reputation of the Law School in areas that influence admitted candidates to enroll. ◦ Provide personalized recruitment of individual students with frequent renewals of interest.
<p>Achievements</p>	<p>Continuous refinement of goals for specific enrollment outcomes compared to comparable outcomes of our competitor, peer, and aspirant law schools, as communicated in national law rankings.</p> <p>Targeted invitations to apply for admission to USC, with the goal of maintaining an applicant pool that consistently exceeds the percentage increase in size in the national law school applicant pool.</p> <p>Refined our 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.</p> <p>Adjusted the academic and geographic criteria used to select candidates to invite to apply for admission to reflect ongoing changes in applicant pool and new LSAT 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.</p> <p>Continue to refine and develop analytic tools to guide our admissions decisions to reach our academic profile, diversity, and selectivity goals.</p> <p>Transition to LSAC's Unite database management system for processing applications for admission.</p> <p>Transitioned our transactional communication with admitted candidates from primarily print to primarily electronic delivery.</p> <p>Streamlined the phases of our enrollment commitment process.</p> <p>Maintained a hybrid in-person and virtual recruitment environment in response to prevailing COVID recovery conditions. Maintained a procedure for hosting safe, individualized in-person tours, to remain in compliance with the School of Law's visitor policy.</p> <p>Facilitated electronic connections between admitted candidates and faculty in their area of interest to provide information and encourage their enrollment.</p> <p>Offered virtual opportunities for candidates at any phase of the admissions cycle, including candidates denied admission, to have a one-on-one information session with an admissions officer.</p> <p>Enhanced Law Ambassador outreach efforts to ensure that each</p>

Goals - Real Time

	<p>admitted candidate has a currently enrolled student as a resource.</p> <p>Delivered virtual Admitted Student Day programs in Spring 2021 and Winter 2022.</p>
Resources Utilized	<ul style="list-style-type: none"> ◦ Approximately \$850,000 in scholarship resources for the Fall 2021 entering class. ◦ Admissions office staffed by a vice 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 - Real Time

Goal 2 - Improve diversity, equity, and inclusion.

Goal Statement	Improve diversity, inclusion, and equity in all facets of our community.
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. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	This goal aligns with our mission of preparing lawyer-leaders to serve their communities through rigorous legal studies, exceptional experiential training, and comprehensive professional identity formation within an inclusive and diverse environment .
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Together with the SC Bar, Charleston Law School, local Bars, and law firms, the School of Law is creating state-wide pipeline programs to increase diversity in law schools and in the legal profession.</p> <p>Take action on the Diversity Audit suggestions to:</p> <ul style="list-style-type: none"> • Improve Under-Represented Minority (URM) Student Enrollment • Improve the Number of Full-Time URM Faculty • Enhance Outcomes for URM Graduates • Increase the engagement of students, faculty, staff, administrators in Equity and Inclusion
Achievements	<ul style="list-style-type: none"> • Completed the first-ever law school diversity audit. • One new African-American faculty member was hired in August 2021 and another African-American faculty member will begin in August 2022. • Held a Diversity Town Hall meeting and a Diversity Alumni forum. • Formed a Diversity and Inclusion Committee made up of faculty, staff, and students. • Admissions and DEI collaborated with the Black Law Student Association to create a model for a diversity conference targeting students at HBCUs in South Carolina. • The law school continues to recruit URM faculty for both adjunct

Goals - Real Time

	<p>and full-time positions. The Associate Dean for Academic Affairs works to ensure 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.</p> <ul style="list-style-type: none"> • In Spring 2021, the Law Faculty approved the Edna Smith Primus Fellowship Program to provide aspiring scholars an opportunity to prepare for a career in law teaching. The Primus Program honors Edna Smith Primus, the first African-American woman to graduate from the University of South Carolina School of Law.
Resources Utilized	<p>Provost Office/Educational scholarships funds awarded to graduates of HCBU's Diversity Audit cost-\$9,900</p>
Goal Continuation	<p>Continue progress in diversity efforts.</p>
Goal Upcoming Plans	<p>The Associate Dean for DEI will work with the Student Diversity & Inclusion Task Force to identify areas of interest and concern within the student body. Our Associate Dean for DEI will work 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 that extends to the entire University.</p>
Resources Needed	<p>Additional URM scholarship funds, \$100k per year Funding to support pipeline programs, \$50k per year</p>
Goal Notes	

Goals - Real Time

Goal 3 - Develop Revenue Sources beyond JD Tuition

Goal Statement	Develop revenue sources by providing 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. • 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. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	<p>In addition to new programs in non-JD Health Law, the School of Law is focusing on Public Service Initiatives in:</p> <ol style="list-style-type: none"> 1. Clinics: Veterans, Expanding the Medical-Legal Partnership (CHAMPS), Family and Small Business Resilience, and Access to Justice. 2. Policing Leadership Institute 3. SC Law Institute 4. Cybersecurity program
Achievements	<ul style="list-style-type: none"> ◦ Planning and research have been performed in the areas of: <ul style="list-style-type: none"> ◦ Clinics- Veterans, Expanding the Medical-Legal Partnership (CHAMPS), Family and Small Business Resilience, and Access to Justice. ◦ Policing Leadership Institute ◦ SC Law Institute ◦ Cybersecurity program ◦ Proposals for funding the public interest initiatives were submitted to the Budget Office for state funding consideration.
Resources Utilized	Thus far, all work has been performed with existing staff and faculty resources.
Goal Continuation	<p>Launch health law programs with an anticipated enrollment of August 2023.</p> <p>Once funding is secured, begin implementation of the Public Interest Law Initiatives.</p>
Goal Upcoming Plans	<ol style="list-style-type: none"> 1. Hire an appropriate faculty director of non-JD programs. 2. Hire appropriate instructors and staff for non-JD program faculty

Goals - Real Time

	and adjunct faculty. 3. Continue course development.
Resources Needed	<ul style="list-style-type: none">◦ Future new program implementation will require additional personnel. \$5M in new program funding is necessary for non-JD Healthcare programs. \$10M for the Policing Leadership Institute. \$3M for Clinics. \$1M for Cybersecurity. \$350k for the SC Law Institute
Goal Notes	

Goals - Real Time

Goal 4 - Implement the Law School's Strategic Plan

Goal Statement	Begin Strategic Plan implementation
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. • Build teams that win with excellence and character.
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	The Strategic Plan Implementation Committee meets weekly. Prioritization of Plan objectives and programs is under review with the Committee.
Achievements	The Strategic Plan Implementation Committee has been formed and is now meeting weekly.
Resources Utilized	See Looking Back, Strategic Plan
Goal Continuation	The implementation phase of the plan will occur over several years.
Goal Upcoming Plans	Prioritize objectives and program implementation. Develop key performance indicators for assessment of plan progress.

Goals - Real Time

Resources Needed	Faculty and staff time and effort to support the implementation of the strategic plan.
Goal Notes	

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Continue Implementation of the Law School's Strategic Plan

Goal Statement	Continue implementation of the Law School's Strategic Plan. Develop metrics and timelines to ensure implementation success.
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	<ul style="list-style-type: none"> • Work through Plan implementation. • Work with faculty, staff, students, and alumni to ensure buy-in with plan implementation. • Develop key performance indicators and assessment tools to ensure implementation success.
Achievements	Implementation of the School's Plan has just begun and is ongoing.

Goals - Looking Ahead

Resources Utilized	See Real Time - Strategic Planning.
Goal Continuation	Implementation of the Strategic Plan will continue over several years. Assessment and tracking of the Plan will be critical to implementation success.
Goal Upcoming Plans	Implement the Plan ensuring consistency with the University's Strategic Plan. Ensure implementation occurs with clear metrics, timelines, and responsibilities.
Resources Needed	<p>Faculty and staff to support the implementation of the strategic plan initiatives.</p> <p>We may need part-time research support to manage the tracking and assessment of the School's goals as we progress through plan implementation.</p> <p>Significant additional funding is necessary to actualize the initiatives of the Plan. One of the Plan's priorities is: Immediately address and improve the financial strength of the Law School. This goal is addressed separately in this report.</p>
Goal Notes	

Goals - Looking Ahead

Goal 2 - Develop Revenue Sources beyond JD Tuition

Goal Statement	Develop revenue sources by providing 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. • Assemble and cultivate a world-class faculty and staff. • 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	<p>The School hopes to receive state funding to implement public service initiatives focused on:</p> <ol style="list-style-type: none"> 1. new programs in non-JD Health Law, 2. Clinics- Veterans, Expanding the Medical-Legal Partnership (CHAMPS), Family and Small Business Resilience, and Acces to Justice. 3. Policing Leadership Institute 4. SC Law Institute 5. Cybersecurity program <p>We expect to learn of funding in mid-May 2022. Hiring for these initiatives will begin once funding is secure.</p>
Achievements	<ul style="list-style-type: none"> ◦ Implementation of the non-JD degree master's and certificate programs in health law is dependent on funding. Funding issues should be known by mid-May. Hiring for the program is on hold until program resources are secure. ◦ Public interest initiatives were submitted to the Budget Office for state funding consideration and should have funding visibility by mid-May.
Resources Utilized	Thus far, all work has been performed with existing staff and faculty resources.
Goal Continuation	<p>Launch health law programs with an anticipated enrollment of August 2023.</p> <p>Once funding is secured, begin implementation of the Public Interest Law Initiatives.</p>

Goals - Looking Ahead

Goal Upcoming Plans	1. Hire an appropriate faculty director of non-JD programs. 2. Hire appropriate instructors and staff for non-JD program faculty and adjunct faculty. 3. Continue course development.
Resources Needed	◦ Future new program implementation will require additional personnel. \$5M in new program funding is necessary for non-JD Healthcare programs. \$10M for the Policing Leadership Institute. \$3M for Clinics. \$1M for Cybersecurity. \$350k for the SC Law Institute
Goal Notes	

Goals - Looking Ahead

Goal 3 - Strengthen the relationship with the National Advocacy Center (NAC).

Goal Statement	Continue to strengthen the relationship with the National Advocacy Center (NAC).
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	Consistent with fostering a scholarly community that promotes a passion for the pursuit of knowledge, the exchange of impactful ideas, innovative research, and transformative teaching.
Status	Progressing as expected (multi-year goal)
Action Plan	<ul style="list-style-type: none"> • Continue to work with the NAC to create new opportunities for students and faculty.
Achievements	<ul style="list-style-type: none"> • Trial Advocacy students are using the computer labs at the NAC facility and benefit from learning how to use their cutting-edge computer applications for trial preparation and presentations. • The 1L Orientation ceremony was successfully held at the NAC in August 2021.
Resources Utilized	The NAC does not charge the Law School for use of their computers and their proprietary software.
Goal Continuation	Both the School of Law and the NAC hope to continue to strengthen and grow the mutually beneficial relationship.
Goal Upcoming Plans	<ul style="list-style-type: none"> • Working together, the NAC and the School of Law hope to secure visits with the Attorney General of the United States and the Director of the FBI. • Trial Advocacy students continue to use the computer labs at the NAC facility for trial preparation and presentations. • Hold 1L Orientation and other student events and programs at the NAC to foster and strengthen the relationship.
Resources Needed	No additional resources except for travel costs for the distinguished visitors.
Goal Notes	

Goals - Looking Ahead

Goal 4 - Continue to improve diversity, equity, and inclusion.

Goal Statement	Improve diversity, inclusion, and equity in all facets of our community.
Linkage to University Goal	<ul style="list-style-type: none"> • 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. • 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	This goal aligns with our mission of preparing lawyer-leaders to serve their communities through rigorous legal studies, exceptional experiential training, and comprehensive professional identity formation within an inclusive and diverse environment .
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Expand upon pipeline programs with the SC Bar, Charleston Law School, local Bars, and law firms to increase diversity in law schools and in the legal profession.</p> <p>Continue to improve upon:</p> <ul style="list-style-type: none"> • Under-Represented Minority (URM) Student Enrollment • The Number of Full-Time URM Faculty • Outcomes for URM Graduates • Increasing the engagement of students, faculty, staff, administrators in Equity and Inclusion
Achievements	See Real Time-Diversity Goal
Resources Utilized	Provost Office/Educational scholarships funds awarded to graduates of HCBU's
Goal Continuation	Continue progress in diversity efforts.
Goal Upcoming Plans	<p>The Associate Dean for DEI will work with the Student Diversity & Inclusion Task Force to identify areas of interest and concern within the student body.</p> <p>Our Associate Dean for DEI will work 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 that extends to the entire University.</p>

Goals - Looking Ahead

Resources Needed	Additional URM scholarship funds, \$100k per year Funding to support pipeline programs, \$50k per year
Goal Notes	

Goals - Looking Ahead

Goal 5 - 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 160 and the 25th percentile to 154. Raise the median UGPA to 3.65 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 2022 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. ◦ Complete transition to LSAC's Unite database management system and its Customer Relationship Management (CRM) component to enhance our recruitment and admissions. ◦ Increase marketing using the new application, Slate to enhance the reputation of the Law School in areas that influence admitted candidates to enroll. ◦ Provide personalized recruitment of individual students with frequent renewals of interest.
Achievements	See Real-time goal.

Goals - Looking Ahead

Resources Utilized	<ul style="list-style-type: none">◦ Approximately \$857,000 in scholarship resources for the Fall 2021 entering class.◦ Scholarship budget of \$850,000 for the Fall 2022 entering class.◦ Admissions office staffed by a vice 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	

Academic Programs

Program Rankings

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

2023 US News & World Report rankings are anticipated at the end of March 2022.

J.D. Degree Program: US News & World Report; March 17, 2021; Effective March 2020-21; Ranked 96 of 193.

Subject area rankings (US News & World Report):

Trial Advocacy 30 (36 in 2020)
Clinics 50 (39 in 2020)
Tax Law 53 (55 in 2020)
Health Law 71 (61 in 2020)
Environmental Law 44 (63 in 2020)
Legal Writing 100 (70 in 2020)
Criminal Law 72 (74 in 2020)
Business/Corporate Law 78 (83 in 2020)
Contracts/Commercial Law 87 (86 in 2020)
Constitutional Law 110 (93 in 2020)
International Law 104 (103 in 2020)
Intellectual Property Law 121 (114 in 2020)

Instructional Modalities

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

In Fall 2021, the Law School was back to in-person classes, but the modern Law School building's audiovisual infrastructure enables 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 LMS - 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, such as the School of Law's LegalTech Seminar Series.
- Zoom - used for distance education classroom/online/Hyflex environments, polling/assessments, open office hours and conference webinars.
- Microsoft Live Events - Used for Town Hall Meetings.
- 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, and other tools in order to seamlessly incorporate video content in class lectures and

Academic Programs

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

Procetas LegalTech Assessments – Used by our entire first year “Intro to Legal Profession Class” and our upper-level “Technology and Practice of Law” Class for technology proficiency in Microsoft Office Suite applications such as Word, Excel and PowerPoint, as well as Adobe Acrobat/PDF proficiency.

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 2023 if legislative funding is forthcoming.

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 2020-2021 course offerings included 63 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. Legislative funding allowed the School to reduce resident tuition by \$5,000 in AY2019 and by \$750 in AY2021. Resident tuition is now \$800 below UNC's resident tuition and about \$3,800 higher than UGA.

Our faculty and staff size are generally smaller than those of other schools of similar student population. We are planning to reduce class size by five students in AY23; therefore, 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.

Reputation Enhancement

Contributions and achievements that enhance the reputation of UofSC Columbia regionally

Academic Initiatives

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 2022.

In 2021, the total number of law review articles published by South Carolina School of Law faculty was 36, of which 12 were in top-50 placements, two in top-ten placements, and six were in top-5 specialty journal placements. The law faculty published three books.

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 in the past and will be hosting post-Covid again.

The new building has been used to host major academic conferences and other conferences including:

1. Hubbard Conference on Law and Education was held at the Law School in February 2022. This conference was co-sponsored by the American Bar Foundation, which founded and raised over \$350,000 for this bi-annual conference. Three schools, U of SC, Stanford and Northwestern, will share hosting responsibilities on a bi-annual basis.

2. Judge Michelle Childs hosted a national conference with the ABA on the 19th Amendment at the law school in 2021.

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 recently received a new \$1.2 million gift from the estate of beloved faculty member, Howard Stravitz, 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, which will understand to be a permanent fund transfer. 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 2021	Fall 2020	Fall 2019
Tenure-track Faculty		37	37
Professor, with tenure		19	19
Associate Professor, with tenure		15	12
Assistant Professor		3	6
Librarian, with tenure		0	0
Research Faculty		0	0
Research Professor		0	0
Research Associate Professor		0	0
Research Assistant Professor		0	0
Clinical/instructional Faculty		6	8
Clinical Professor		0	0
Clinical Associate Professor		0	0
Clinical Assistant Professor		1	1
Instructor		5	7
Lecturer		0	0
Visiting		0	0
Adjunct Faculty		40	39

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 2021	Fall 2020	Fall 2019
Gender		44	44
Male		22	24
Female		22	20
Race/Ethnicity		44	44
American Indian/Alaska Native		0	0
Asian		3	3
Black or African American		2	1
Hispanic or Latino		0	0
Native Hawaiian or Other Pacific Islander		0	0
Nonresident Alien		0	0
Two or More Races		0	0
Unknown Race/Ethnicity		0	0
White		39	40

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

Faculty Population

Illustration 1. Faculty Diversity by Gender

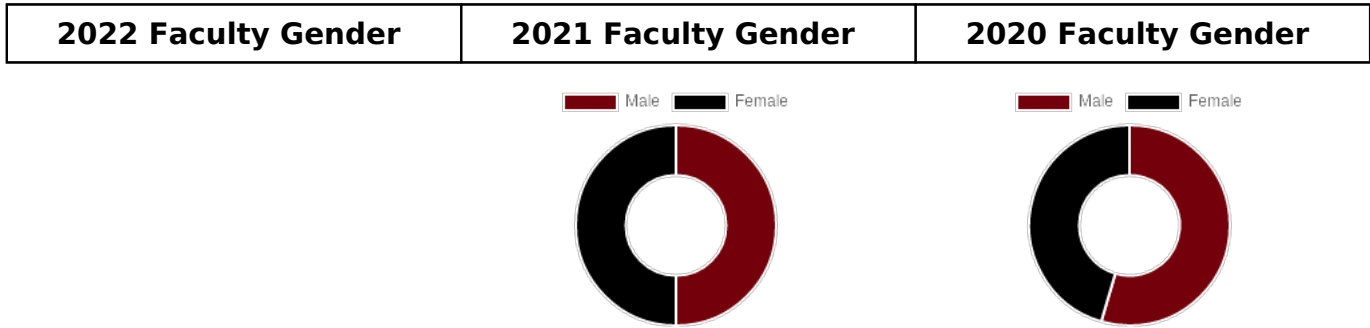
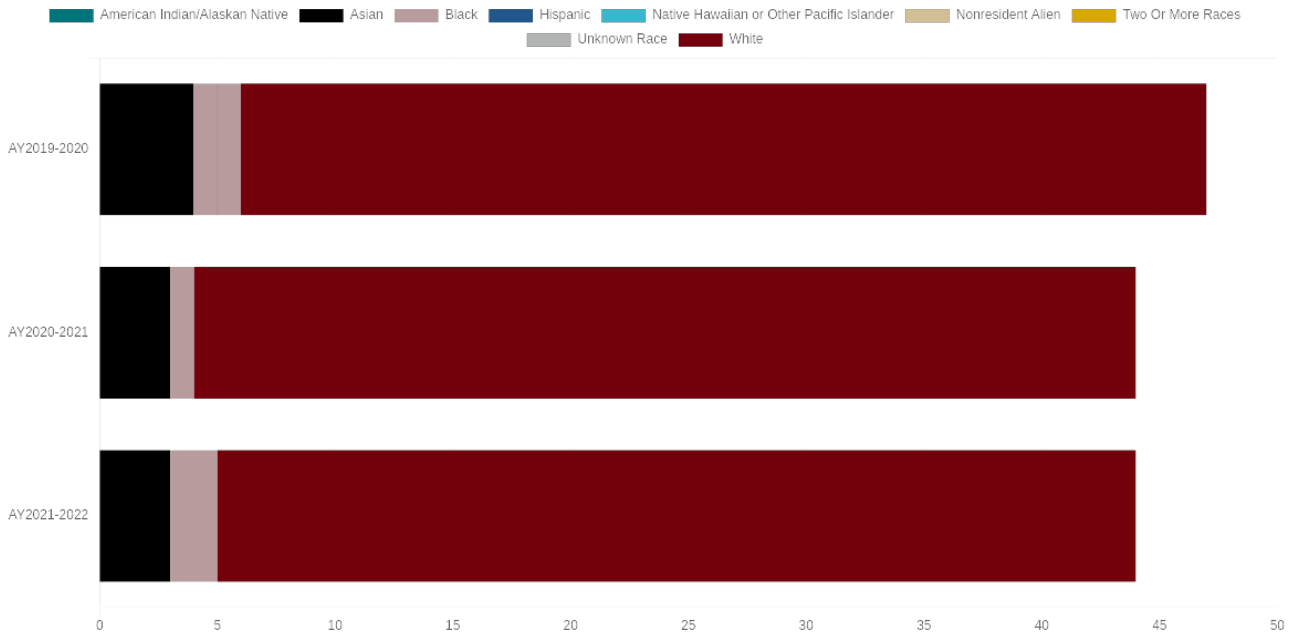


Illustration 2. Faculty Diversity by Race & Ethnicity



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.*

2021 was a year of productive scholarship. A few highlights include Professor Claire Raj's article on disability rights, placed in the Michigan Law Review. Professor Wadie Said published an article on terrorism and human rights in the UCLA Law Review. Professor Joseph Seiner published a book, *The Virtual Workplace*, with Cambridge University Press. Professor Shelley Welton published an article with the California Law Review on governance of the energy grid. 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 2021, the total number of law review articles published by South Carolina faculty was 36, of which 12 were in top-50 placements and six were in top-5 specialty journal placements. The law faculty published three books. No uniform comparative data with other schools is available, but we have gathered comparable data from information on the websites of two other law schools. By comparison, University of Kentucky (US News ranked #81) reports 13 articles, two top-50, zero top-5 specialty, and three books in 2021. University of Missouri Kansas City (US News ranked #111) reports 12 articles, zero top-50, one top-5 specialty, and four books in 2021.

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 scholarly productivity to ensure that resources support the publication process. He ensures that junior faculty are effectively mentored regarding scholarship development.

The AD also arranges work-in-progress presentations by faculty both from within the law school and from other schools. He oversees accountability for research funding and coordinates with the other associate dean to determine sabbatical leaves.

Faculty Information

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 continue to be adjusted to facilitate 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 (one previously held another chair).

Other Activity

Lisa Eichhorn: faculty advisor to the SC Law Review.

Elizabeth Chambliss: member of ALI since December 2020.

Marie Boyd: elected to the Board for International Food and Agricultural Development.

Seth Stoughton: elected as a member of ALI.

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.

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.

Table 4. Faculty-to-Student Ratio.

	Fall 2021	Fall 2020	Fall 2019
Analysis of Ratio		01:11.2	01:11.1

Student Recruiting and Retention

Student Recruitment

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

Our primary goal remains to increase both the quality and quantity of the applicant pool for admission and improve selectivity and yield rates of applicants while raising the medians for LSAT and UGPA. This consistent goal supports our aspiration to be a law school of choice, attracting excellent students from South Carolina, other states, and the world. The school strives to increase the participation of students of color in our admissions program – as prospects, applicants, and admitted candidates. Residents of South Carolina remain a small (less than 2%) of the national pool of law school candidates. Our student recruitment efforts encourage all South Carolina residents to apply for admission and focus on enrollment of high ability and diverse South Carolina admitted candidates. Admitted candidates tend to make enrollment decisions considering these factors: cost, reputation, outcomes [employment, graduation, and bar passage], and location. Our marketing efforts illustrate why U of SC Law should be a school of choice because of our assets and measurable outcomes in these areas, as well as the strength of our academic and co-curricular programs.

Efforts/Achievements

Continuous refinement of goals for specific enrollment outcomes compared to comparable outcomes of our competitor, peer, and aspirant law schools, as communicated in national law rankings.

Targeted invitations to apply for admission to USC, with the goal of maintaining an applicant pool that consistently exceeds the percentage increase in size in the national law school applicant pool.

Refined our 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 applicant pool and new LSAT 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.

Continue to refine and develop analytic tools to guide our admissions decisions to reach our academic profile, diversity, and selectivity goals.

Transition to LSAC's Unite database management system for processing applications for admission.

Research, compare capabilities and cost, and interview law school users of Customer Relationship Management systems to enable the Admissions team to exponentially increase the personalization of our recruitment efforts while automating those efforts for enhanced productivity.

Increase the communication messaging that enhances the reputation of the law school in

Student Recruiting and Retention

areas that influence admitted candidates to enroll, such as graduate job outcomes.

Transitioned our transactional communication with admitted candidates from primarily print to primarily electronic delivery.

Streamlined the phases of our enrollment commitment process.

Maintained a hybrid in-person and virtual recruitment environment in response to prevailing COVID recovery conditions. Maintained a procedure for hosting safe, individualized in-person tours, to remain in compliance with the School of Law's visitor policy.

Facilitated electronic connections between admitted candidates and faculty in their area of interest to provide information and encourage their enrollment.

Offered virtual opportunities for candidates at any phase of the admissions cycle, including candidates denied admission, to have a one-on-one information session with an admissions officer.

Enhanced Law Ambassador outreach efforts to ensure that each admitted candidate has a currently enrolled student as a resource.

Delivered virtual Admitted Student Day programs in Spring 2021 and Winter 2022.

We have admitted candidates with GRE scores for a limited number of seats on an experimental basis since 2019. We are now analyzing data to evaluate the academic accomplishments of this group of students to evaluate the impact on admission, student, retention, graduation, and bar passage.

Strengthened outreach to prelaw advisors and prelaw organizations, including USC Honors College and HBCUs. We are tracking applications for each targeted HBCU.

Added an optional diversity statement as a component of the application process, providing useful information to the Admissions Committee.

Refined the Grad Grants program to recruit outstanding students by matching them with research assistantships with faculty in their selected field.

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.

Completed the first year of 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. Two candidates were admitted and enrolled through this new initiative.

Student Recruiting and Retention

Hosted a series of virtual recruitment events in partnership with University of North Carolina School of Law and William & Mary Law School called Dive In! to Law School (July - September 2021). Collaborated with other SEC law schools to host an SEC Media Days style virtual program in Spring 2021. Our Admissions Marketing Coordinator was on the leadership team for this event.

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 2021	Fall 2020	Fall 2019
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	635	636	634
PharmD	0	0	0
Sub Total	635	636	634
Total Enrollment (All Levels)	635	636	634

Student Enrollment & Outcomes

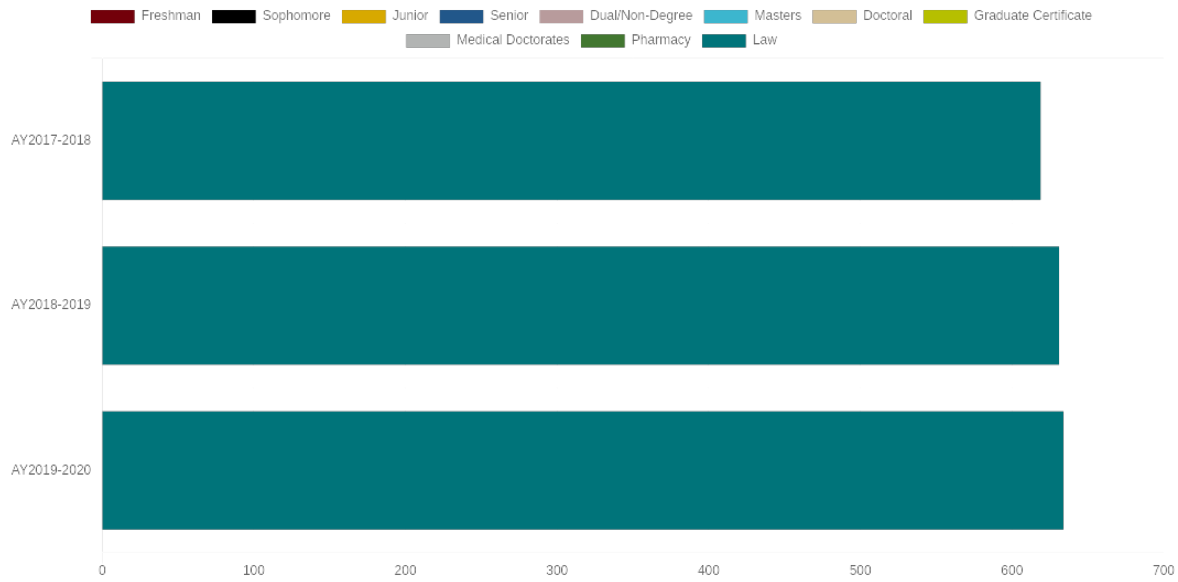
Illustration 3. Undergraduate Student Enrollment by Classification

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 2021	Fall 2020	Fall 2019
Undergraduate	0	0	0
Full-Time	0	0	0
Part-Time	0	0	0
Graduate/Professional	635	636	634
Full-Time	634	636	633
Part-Time	1	0	1
Total - All Levels	635	636	634
Full-Time	634	636	633
Part-Time	1	0	1

Student Enrollment & Outcomes

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2021	Fall 2020	Fall 2019
Undergraduate	0	0	0
Female	0	0	0
Male	0	0	0
Graduate/Professional	635	636	634
Female	310	304	299
Male	325	332	335

Illustration 6. Undergraduate Student Diversity by Gender

AY2021-2022 Undergrad Gender	AY2020-2021 Undergrad Gender	AY2019-2020 Undergrad Gender

Illustration 7. Graduate/Professional Student Diversity by Gender

AY2021-2022 Graduate Gender	AY2020-2021 Graduate Gender	AY2019-2020 Graduate Gender

Male Female



Male Female



Male Female



Student Enrollment & Outcomes

Student Diversity by Race/Ethnicity

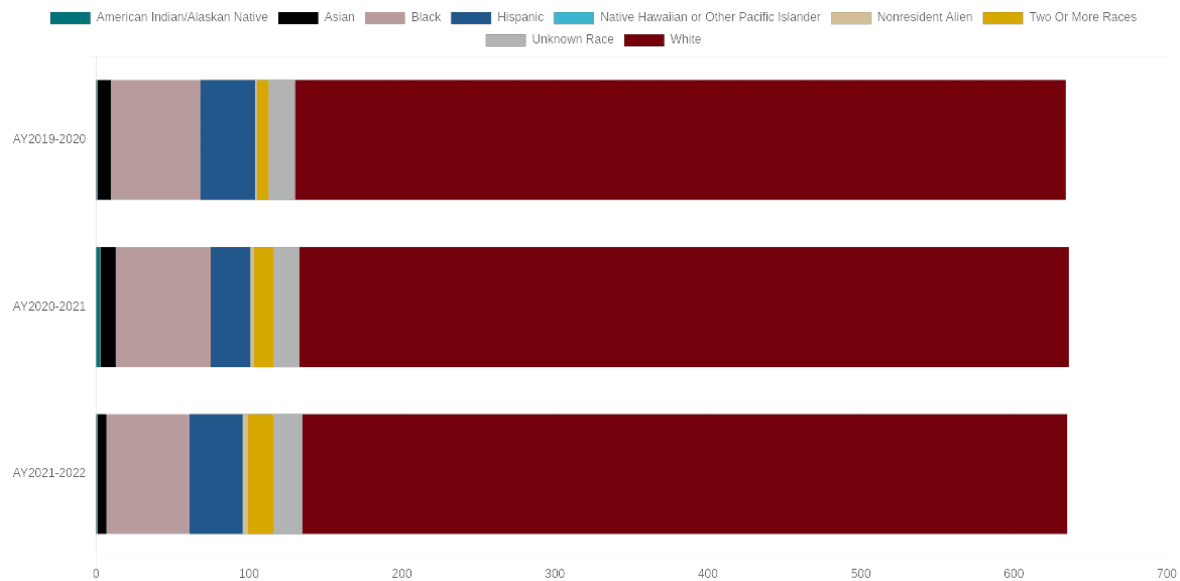
Table 8. Student Enrollment by Race/Ethnicity

	Fall 2021	Fall 2020	Fall 2019
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	635	636	634
American Indian/Alaska Native	1	3	1
Asian	6	10	9
Black or African	54	62	58
Hispanic or Latino	35	26	36
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	3	2	1
Two or More Races	17	13	8
Unknown Race/Ethnicity	19	17	17
White	500	503	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 2021 Cohort	0%	N/A
Fall 2020 Cohort	0%	N/A
Fall 2019 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 2021	Fall 2020	Fall 2019
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%

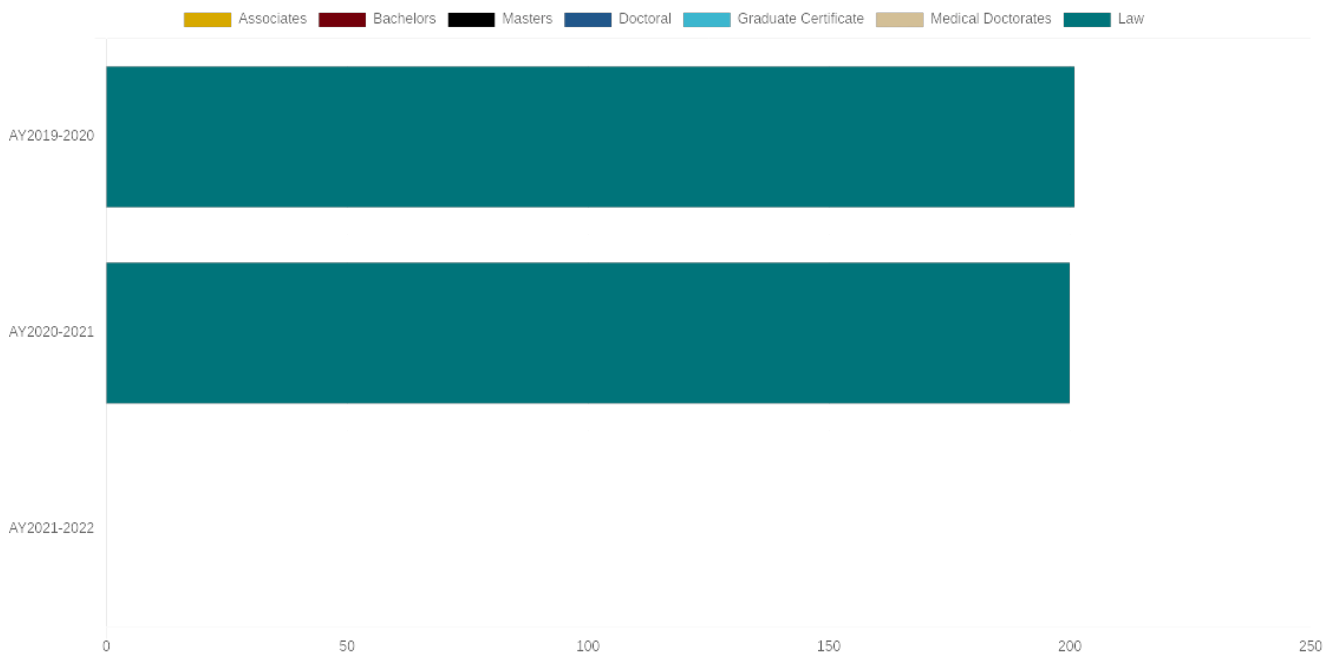
Student Enrollment & Outcomes

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	Fall 2021	Fall 2020	Fall 2019
Associates Degree		0	0
Bachelors		0	0
Masters		0	0
Doctoral		0	0
Medical		200	201
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
Suski, Emily	2022 Breakthrough Star Award	UofSC
Seiner, Joe	2022 Civil Justice Scholarship Award	Pound Institute

Faculty Awards Nominations

Service Award Nominations

Recipient(s)	Award	Organization
Polavarapu, Aparna	Social Justice Award	UofSC

Faculty Teaching Awards Nominations

No Award Nominations have been entered for this section.

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
Gupta-Kagen, Josh	Outstanding Article Award	Law School
Stoughton, Seth	Outstanding Book Award	Law School
Crocker, Tommy	Outstanding Book Award	Law School
Black, Derek	Outstanding Book Award	Law School
Suski, Emily	2022 Breakthrough Star Award	UofSC

Faculty Awards Received

Service Awards

Recipient(s)	Award	Organization
Kuo, Susan	Outstanding Faculty Member Award	Law School
Chambliss, Elizabeth	G.G. Dowling Award	Law School
Davis, Tessa	Outstanding Faculty Service Award	Law School

Faculty Awards Received

Teaching Awards

Recipient(s)	Award	Organization
Stoughton, Seth	Best Classroom Teacher	Law School

Faculty Awards Received

Other Awards

Recipient(s)	Award	Organization
Polavarapu, Aparna	Social Justice Award	UofSC

Alumni Engagement & Fundraising

Alumni

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

Alumni Volunteer/Engagement Opportunities August 2021: Young Alumni Council

September 2021: Law Reunion Weekend for classes ending in 0, 1, 5 & 6 (cancelled)

October 2021: Joint Council meeting

October 2021: Young Alumni Happy Hour in Charlotte

November 2021: Young Alumni Council Happy Hour in Columbia (cancelled)

February 2022: Joint Alumni Councils meeting re: Diversity Audit

February 2022: Diversity Report Audit Town Hall with Alumni Council Members

April 2022: Compleat Lawyer Awards Reception and Dinner

May 2022: 50th Reunion for 1971 and 1972

May 2022: All Alumni BBQ in Columbia

May 2022: Young Alumni Council

May 2022: Alumni Town Hall Meeting

May 2022: Furman Alumni Admitted Students Reception

June 2022: Charleston or Charlotte or DC Dinner with Donors (ck w/Braden)

Reunion Committees for Fall 2022: Recruiting alums from classes ending in 2 and 7 to serve on reunion committee

Alumni Admitted Students Program – recruiting alums to contact admitted students to encourage law school attendance

Diversity Equity and Inclusion Audit -- recruited alums in the Fall to participate in the focus group sessions

Alumni Education

September 2021: Ethics CLE in conjunction with Reunion Weekend (cancelled)

February 2022: William Hubbard Conference on Law & Education

Alumni News/Communications

Alumni Newsletter email monthly

December 2021: Holiday Video to all alums

Donor Information

November 2021: Law School Annual Report to include Lifetime of Donor Giving information mailed to all alums

December 2021: Holiday Card to donors to give \$1,000 & up during CY 2021

November 2021: Endowment Report Mailing to Endowment Contacts

Development, Fundraising and Gifts

Substantial development initiatives and outcomes, including Fundraising and Gifts.

Scholarship support continues to be the highest priority for the School of Law.

Alumni Engagement & Fundraising

Despite the School of Law not having a dedicated development team nor Senior Director of Development until October 2021, the School has raised \$4,019,465 through March 6 FY2022. Last year at this time, the School of Law had raised \$1,895,831 and the year prior it raised \$1,100,536.

The School sent out multiple mail and e-solicitations for the Law Carolina Fund and Law Scholarship Fund. The e-solicitations were sent through Blackbaud, which allowed us to follow up with alumni who did not open the original e-appeal. The December appeals open rate averaged 28.2% and click rate 2.3%. The School of Law raised \$74,229 in annual donations (online, call-in, mail-in and ACH) between December 14th (first appeal) and end of the calendar year.

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 \$20,000 based on previous giving day results and forecasting.

Major Gifts

\$1.2m in December 2021 to endow a scholarship and name 3rd floor faculty suite

\$600k in December 2021 to endow a scholarship

\$300k in February 2022 over three years to endow a scholarship

\$100k in November 2021 over three years to endow a scholarship

\$45k in November 2021 to endow a scholarship

\$50k in December 2021 over five years to endow a scholarship and name a room

\$50k in December 2021 for programmatic needs

\$30k in December 2021 for scholarship support

\$25k in November 2021 for scholarship support

\$25k in January 2022 for scholarship support

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.

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 activities are ongoing.

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

Other Community Engagements

Community Engagement

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 fall 2021 series covered topics such as E-Discovery, modern law office technology and innovation, the legal perspective on autonomous vehicles, and the mental health aspects of lawyers having to deal with the significant increase of artificial technology use in the legal field.

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.

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.

Community Perceptions

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

We have not engaged in any formal assessment of community perceptions of engagement.

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.
- Jesse M. Cross and Shelley Welton collaborated on an article, Making Federalism Work: Lessons from Health Care for the Green New Deal, which was published in the University of Richmond Law Review in 2021.
- Clint Wallace collaborated with Tessa Davis to author and file an amici brief in a tax case.
- Susan Kuo and Ben Means collaborated to publish A Corporate Law Rationale for Reparations in the Boston College Law Review.

External Collaborations

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

Examples of external collaborations include:

Bryant Walker Smith collaborated with Julian De Freitas, Andrea Censi, Luigi Di Lillo, Sam E. Anthony, and Emilio Frazzoli to publish From driverless dilemmas to more practical commonsense tests for automated vehicles, PNAS (2021).

Clinton Wallace collaborated with Jeffrey M. Blaylock to publish an article, Administering Taxes Democratically?, 94 Temp. L. Rev. 49 (2021).

Etienne Toussaint & Sabine O'Hara collaborated to publish Food Access in Crisis: Food Security and COVID-19 in Ecological Economics.

Equity and Diversity Plan

Improve Under-Represented Minority (URM) Student Enrollment

The Office of Admissions (Admissions) invited approximately 3,000 prospects to apply for admission to the law school and provided an application fee waiver to remove the barrier of cost for applicants in need. Because of COVID-19, in-person student recruitment events nationwide shifted to virtual platforms. Admissions participated in or hosted 56 group events and marketed our participation to over 4,000 prospects. Each event was marketed broadly to diverse 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:

1. 3rd annual Carolina HBCU Career Talent Showcase
2. Florida A&M University Law Day (in person)
3. AUCC Grad and Professional School Fair (virtual)
4. Claflin University Graduate and Professional School Fair (virtual)
5. Benedict College Admissions Presentation – private (virtual) visit
6. Morris College Event

Admissions served on the planning group for the first Southern Association of Pre-Law Advisors (SAPLA) Law Diversity Symposium held in February 2021.

The Vice Dean for Admissions, the Associate Dean for DEI, and the Dean of the Law School participated in the inaugural Diversity Summit hosted by the Charleston School of Law in July 2021. The Summit convened pre-law advisors, lawyers, members of the South Carolina Bar, representatives from UofSC Law, and representatives from Charleston School of Law to strategize ways to diversify the legal profession in South Carolina.

The Office of the Provost and the Educational Foundation collaborated in providing scholarship funding for graduates of HBCUs. Two students were awarded these scholarships in AY22.

For the Fall 2021 entering class, Admissions added an optional diversity statement to the application process for admission, providing useful information to the Admissions Committee for evaluation of individual contributions to the diversity of the law school. 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.

The Associate Dean for DEI and the Vice Dean for Admissions, Career & Professional Development, and Student Affairs served on the steering committee and presented at the South Carolina Bar Association's Pre-Law Advising Workshop in November 2021.

The Vice Dean for Admissions, Career & Professional Development, and Student Affairs joined the Board of Directors of the Southern Association of Pre-Law Advisors (SAPLA) for a two-year term in December 2021. This group creates events and services to support regional pre-law advisors.

Admissions and DEI collaborated with the Black Law Student Association to create a model for

Equity and Diversity Plan

a diversity conference targeting students at HBCUs in South Carolina.

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.” In January 2022, Admissions and DEI hosted USC’s Pre-Law Advisor and UofSC undergraduate students for a presentation by the MMSP recruitment team at the law school. The Admissions Office has directly promoted the opportunity to admitted candidates.

Admissions participated in the Mecklenburg Country, North Carolina’s 15th Annual Increasing Diversity in the Legal Profession Virtual Conference for college and high school students in March 2022.

This spring, the Law School and the Office of Pre-Professional and Graduate Advising will host a mock class and Q&A session for undergraduates from eight schools, including several HBCUs.

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 works to ensure 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.

In August 2021, the Associate Dean for DEI created a UofSC Law Search Committee Handbook to aid the Faculty Selection Committee in its work of recruiting diverse faculty candidates for the Law School.

When hiring, we seek to interview URM candidates and frequently extend offers to diverse candidates. These faculty, however, are heavily recruited by other schools as well, and we have struggled to hire African Americans in particular. In the 2021-2022 recruiting cycle, our Faculty Selection Committee identified and vetted fifty-four candidates for five potential full-time faculty hiring lines. Fourteen URM candidates received initial interviews. Nine candidates received offers, including two URM candidates. Three candidates accepted full-time offers, including one URM candidate. Those new faculty members will join us in Fall 2022. The Faculty Selection Committee is continuing to recruit and interview faculty candidates this Spring, including potential URM lateral candidates.

The Law School continues to work on alternative recruitment and retention strategies to enhance our ability to attract talented URM faculty. In Spring 2021, the Law Faculty approved the Edna Smith Primus Fellowship Program to provide aspiring scholars an opportunity to prepare for a career in law teaching. The Primus Program honors Edna Smith Primus, the first African-American woman to graduate from the University of South Carolina School of Law. The Primus Program embraces a commitment to diversity and inclusion in the legal profession and especially encourages applications from candidates of color and other underrepresented communities in the legal academy. Program participants will pursue a scholarly agenda of

Equity and Diversity Plan

their choice and receive mentoring in both their teaching and scholarly work. The Law School is currently working to fund the Primus Program so that it can commence recruitment for the first named Fellows.

The Associate Dean for DEI is working with members of the Council for Academic Diversity Officers and with the University's Associate Vice President for Diversity, Equity, and Inclusion on specific measures to support the University's strategic plan, specifically with regard to strategies for recruiting, hiring, and retaining URM Faculty.

Enhance Outcomes For URM Undergraduate and Graduate/Professional Students

In July 2021, the Associate Dean for DEI joined the Dean and the Director of Diversity Initiatives at Charleston School of Law to co-host an inaugural Diversity Summit for the State of South Carolina. The Summit brought together representatives from the State's two law schools, the South Carolina Bar Association, attorney practitioners, and pre-law advisors to discuss initiatives to recruit URM law school candidates and to equip them to succeed, especially with regard to career placement and advancement. Following the Summit, the Associate Dean for DEI was appointed to lead a working group assembled to evaluate the feasibility of a state-wide law pipeline consortium. As of March 2022, that working group has identified a home for the consortium, as well as a proposed structure for funding and governance. The working group plans to present its proposal to the South Carolina Bar Association House of Delegates and Board of Governors. In Summer 2022, UofSC Law will host the second annual Diversity Summit to measure progress in law pipeline and post-graduate initiatives from pre-law, law school, and practice-oriented stakeholders throughout South Carolina.

Beginning in Summer 2021, the Associate Dean for DEI, the Vice Dean for Admissions, the Associate Dean for Academic Affairs, and Directors of other programs in the Law School began working on a comprehensive professional identify formation program for UofSC Law students. The program will commence in Fall 2022 and will include specific programs and resources to equip URM students to succeed in law school and in post-graduate practice.

In Fall 2021, the Associate Dean for DEI joined the Black Law Students Association for a welcome seminar for incoming first-year law students. The panelists shared tips on finding community, establishing good study habits, and maintaining mental and physical wellness.

In Fall 2021, the Associate Dean for DEI spoke at a Pre-Law Advisor seminar hosted by the South Carolina Bar Association focusing on diversity in law school. The presentation focused on helping pre-law URM candidates find community and success in law school.

The Associate Dean for DEI and the Student Diversity & Inclusion Task Force 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. This year, students managing the Pantry renamed it "Counselor's Corner" to help remove the stigma of food insecurity among law students. Counselor's Corner provides non-perishable food, personal hygiene items, used textbooks and study aids, and clothing to those in need in the law school community. Counselor's Corner continues to draw support (donated goods and funding) from law students, faculty, staff, and external entities.

Equity and Diversity Plan

In Spring 2022, students on the Diversity & Inclusion Task Force hosted a “Breads for Threads” event, through which students could “shop” for donated professional attire by donating items for Counselor’s Corner. The Associate Dean for DEI is working with Admissions to explore grant opportunities for a pipeline program aimed at attracting URM undergraduate students to law school and equipping them with the skills needed to succeed upon admission. In Spring 2022, the Associate Dean for DEI hosted UofSC’s Pre-Law Advising for a Diversity in Law seminar in the Law School. The event brought together students and pre-law advisors from five undergraduate institutions in South Carolina and focused on law school success for URM students.

The Associate Dean for DEI is working with Admissions and current law students to plan a pre-law seminar for students enrolled at SC HBCUs. The seminar, planned for Fall 2022, is intended to serve as a workshop to assist pre-law students with the law school application process, with the goal of expanding the seminar in future years to include opportunities for networking with URM law students and alumni.

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

During the first semester of law school, a pass/fail course introduces new 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 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. The Law School’s Career & Professional Development staff receives and promotes diversity/minority-related job postings and program notices from employers who share the Symplicity online career portal and continues to investigate opportunities to participate in job fairs sponsored by the Hispanic National Bar Association and regional affiliates of the Black Law Students Association. The Law School’s 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 urging of student groups, including URM student organizations, the law school began offering bar prep classes to prepare students for the bar exam. In Spring 2022, the Law School offered a new course for academic credit, Legal Analysis Workshop, to help prepare students for the Bar exam. In Spring 2022, the Associate Dean for DEI, the Dean of the Law School, and the Director of Career & Professional Development created and co-taught a new course, Lawyers as Leaders, to equip students with leadership skills needed to be effective in law practice. The course features weekly presentations by a diverse and robust list of nationally and internationally recognized leaders and is especially beneficial for URM students, including first generation law students. In Spring 2022, the Student Diversity & Inclusion Task Force sponsored a “Breads for Threads” event to allow law students to exchange donations of canned goods and other pantry items for donated professional attire to outfit them for interviews and summer employment. The Associate Dean for DEI, a member of the South Carolina Bar, also serves on the Bar’s Diversity Committee. The law school is committed to leading DEI initiatives, both internally and collaboratively, that will improve the DEI culture of the legal profession. Additionally, 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. In Fall 2021 and Spring 2022, the

Equity and Diversity Plan

Associate Dean for DEI worked with a group of attorneys on the South Carolina Bar's Diversity Committee to create a pilot Diverse Summer Law Clerk program to create summer job opportunities for diverse law students with participating law firms. In Spring 2022, the Law School's Office of Career & Professional Development proposed a similar program for judicial clerkships. Work on that proposal continues, and the Law School actively pursues ideas for ways to assist URM candidates in finding and securing employment opportunities.

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

In Fall 2021, the Law School commenced an internal diversity audit to measure the cultural climate of the law school community. The audit coincided with other institutional assessments, both internal and external, that made the study timely, specifically, the Law School's Strategic Plan, the University's Strategic Plan, and the South Carolina Bar's all-member survey (commenced as part of its Strategic Diversity Plan). Under the leadership of the Associate Dean for DEI, the Law School retained an audit consultant and proceeded with the audit to establish a firm basis for implementing the Law School's strategic plan, maintaining its commitment to the University's broader strategic goals, and reinforcing its role as a partner in education and service to the South Carolina Bar and the State of South Carolina, more generally. Throughout the Fall 2021 semester, the audit consultant met with focus groups comprised of faculty, staff, students, and alumni. At the end of the Fall 2021 semester, the audit consultant conducted a workshop with faculty and staff to identify specific action items that would move the Law School forward in terms of diversity, equity, and inclusiveness. In Spring 2022, the Law School distributed an Executive Summary of the audit and notes from the faculty-staff workshop to all law students, staff, faculty, and members of the Law School's alumni councils. In Spring 2022, the Associate Dean for DEI and the Dean of the Law School hosted a meeting with the alumni councils and a Town Hall for students, faculty, and staff to discuss the audit results. In Spring 2022, the Associate Dean for DEI continued the work of implementing the feedback from the audit by hosting a workshop for student leaders. The next steps for implementation include the formation of working groups comprised of faculty, staff, students, and alumni who will collate suggestions produced in the workshops and in the Town Hall and identify specific action items to carry into AY 2022-2023 that will enhance the diversity, equity, and inclusiveness of the learning community.

The Faculty and Staff Diversity, Equity, and Inclusion Committee continues to work on DEI initiatives in the Law School. This year's Committee created a clear mission statement and defined its role in shaping the DEI culture of the Law School. The Committee continues its work to enhance the law school's physical space to make it more welcoming and representative of our law school community and to ensure that art and other displays in the law school include accurate historical and biographical context. The Associate Dean for DEI and volunteers from the Committee worked to create a DEI calendar to share heritage and other commemorative events. The DEI calendar is shared with the law school's Communications team to enhance recognition of commemorative events through the law school's webpage and social media outlets. The Associate Dean for DEI and volunteers from the Committee worked to create a flyer to summarize reporting procedures for harassment and discrimination to ensure that members of the Law School Community could easily access reporting procedures. The Committee is also working on a land and labor acknowledgement for the Law School to honor the legacy and sacrifice of persons and property on which the Law School was built. In Fall 2021, the Law School's Office of DEI partnered with the Children's Law Concentration and the Faculty and Staff DEI Committee to co-sponsor a book tour event with

Equity and Diversity Plan

Professor Kris Henning in celebration of her book, *The Rage of Innocence: How America Criminalizes Black Youth*. The event featured a talk by Professor Henning and a panel discussion regarding her work's impact on social justice reform in South Carolina. In Fall 2021, the Law School's Office of DEI partnered with the Office of Multicultural Student Affairs to host Attorney Stevie Tran's talk, "I'm Not a Boy Anymore: Understanding the Transgender Identity" as part of the OMSA's Alphabet Soup Professional Development Program. In Spring 2022, the Law School's Office of DEI partnered with the Children's Law Concentration, the Black Law Students Association, and Women in Law to co-sponsor a film screening of *On These Grounds* and a panel discussion associated with the film. Following the film events, the Law School's Office of DEI sponsored a Unity Luncheon for members of the Task Force, the Black Law Students Association, and Women in Law to celebrate with those groups the completion of successful and well-planned community-building events. In Spring 2022, the Associate Dean for DEI recruited five speakers for a LegalTech seminar. The event featured Black law alumni and was moderated by a member of the Black Law Students Association. The LegalTech series is a technology and law CLE series open to all SC lawyers, as well as UofSC Law students, faculty, and staff. 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. To build community in the Law School, the Task Force has hosted three school-wide Coffee and Donut Breaks in AY 2021-2022, one featuring baked goods from a local Hispanic bakery in honor of Hispanic Heritage Month, one featuring baked goods from a Black-owned bakery in honor of Black History Month, and one celebrating the start of Women's History Month.

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." Our Associate Dean for DEI continues to work 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 that extends to the entire University.

The Associate Dean for DEI works with other Academic Diversity Officers in the University to share programming ideas and invitations that foster inclusivity. In Spring 2022, the Associate Dean for DEI will attend the University's Showcase Luncheon, an annual admitted student day event that honors our newly admitted African American students.

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 AY22, as reported to the American Bar Association (ABA). The School anticipates reducing JD enrollment by five students in each of the next three years to achieve an entering class size of 200 by AY25. 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.

Contribution (Per Student) Narrative

To be completed once the dashboard reports are finalized.

Model Allocations (Per Student) Narrative

To be completed once the dashboard reports are finalized.

Faculty Information Narrative

To be completed once the dashboard reports are finalized.

Credit Hours Taught Narrative

To be completed once the dashboard reports are finalized.

College/School Financial Information Narrative

To be completed once the dashboard reports are finalized.

Student Outcomes Narrative

To be completed once the dashboard reports are finalized.

HERD Research Expenditures Narrative

To be completed once the dashboard reports are finalized.

Other Information Narrative

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.

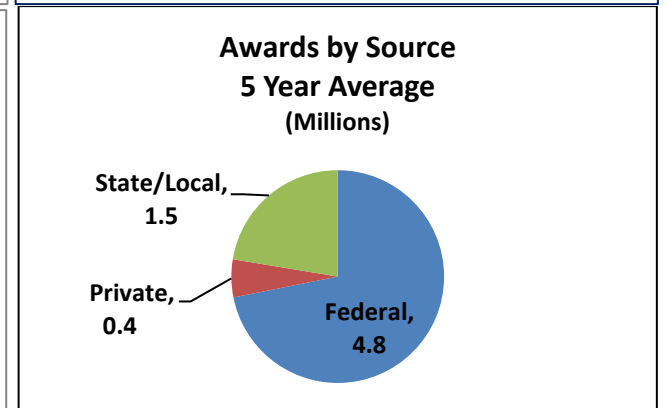
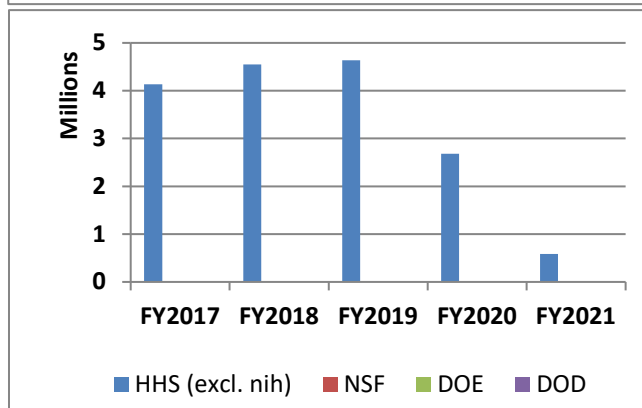
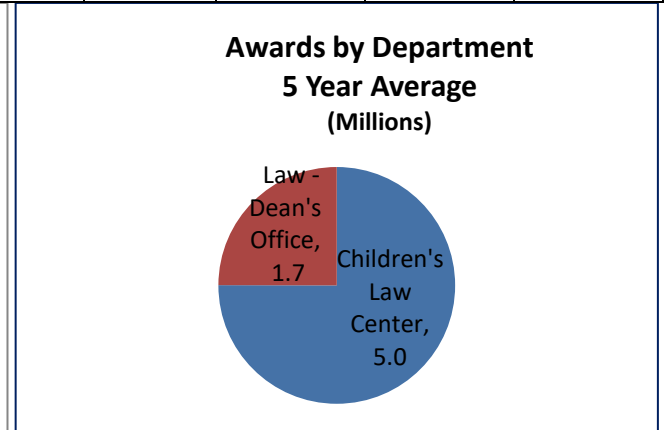
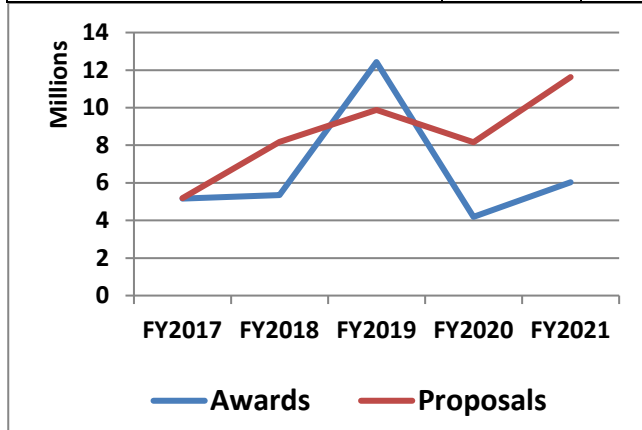
- The Palmetto LEADER, a mobile law office equipped to deliver legal services and education to rural communities, is now traveling the state and making an impact in underserved communities.
- Alumnus David Beasley was awarded the Nobel Peace Prize on behalf of the World Food Programme.
- Thirty-nine members of the Class of 2020 accepted state, local and federal clerkships.
- Two Breakthrough Faculty Awards in the last two years-Emily Suski and Shelley Welton.
- Alumna Judge J. Michelle Childs was a finalist for the U.S. Supreme Court.
- Third-year student, Glynnis Hagins, has received a Skadden Fellowship. Hagins is one of 28 recipients for 2022 and the first UofSC law student to receive the prestigious fellowship, one of the more competitive awards in the country.
- Five books were published in the last two years in Oxford University Press, Cambridge University Press, Yale University Press, NYU Press, and Public Affairs.

Appendix A. Research & Scholarly Activity

Office of Research IT and Data Management Office

School of Law Summary of Awards

SAM ACTIVITY	FY2017	FY2018	FY2019	FY2020	FY2021	% Change Avg. (17-20) & 2021
Division Award Totals	5,164,512	5,341,398	12,430,087	4,189,546	6,039,161	(10.9)
Unit Totals						
Children's Law Center	5,158,412	5,228,235	5,497,764	4,044,936	4,955,084	(0.5)
Law – Dean's Office	6,100	113,163	6,932,323	144,610	1,083,077	(39.8)
Law Library	0	0	0	0	1,000	N/A
Source						
Federal	4,133,044	4,650,193	10,187,621	3,024,477	1,833,476	(66.7)
Private	82,499	136,698	1,540,116	144,610	5,500	(98.8)
State/Local	948,969	554,237	702,350	1,020,459	4,200,185	420.8
Proposals						
Submissions	16	25	23	30	37	57.4
Dollars Requested	5,185,669	8,178,354	9,886,158	8,166,985	11,629,083	48.1



Appendix 1. Faculty Information

Faculty (Last, First)	Citation	Full Journal/Book Title	Year	Type
Alford, Duncan E.	Duncan Alford, <i>The Operation of Supervisory Colleges in EU Banking Supervision: A Case Study of Soft Law Becoming Hard Law</i> , 54 Int'l Lawyer 83 (2021).	International Lawyer	2021	Law Review Article
Alford, Duncan E.	Duncan, Alford, <i>Is a Single Bank Supervisor Inevitable Throughout the EU?</i> , Global Risk Regulator (2021).	Global Risk Regulator	2021	Article
Black, Derek W.	Derek W. Black, <i>Education Law: Equality, Fairness, and Reform</i> (Aspen, 3d ed. 2021).	Education Law: Equality, Fairness, and Reform	2021	Book
Chambliss, Elizabeth	Elizabeth Chambliss, <i>PL on the DL: Domestic Violence Courts' "Quiet Partnership with Nonlawyer Advocates"</i> , JOTWELL: J. Things WE LIKE (2021)	Jotwell: The Journal of Things We Like (Lots)	2021	Other
Cross, Jesse M.	Jesse Cross & Shelley Welton, <i>Making Federalism Work: Lessons from Health Care for the Green New Deal</i> , 55 U. Rich. L. Rev. 765 (2021).	University of Richmond Law Review	2021	Law Review Article
Davis, Tessa R.	<i>Brief of Amici Curiae Tax Law Professors Tessa Davis and Clint Wallace in Support of Respondent (SC DOR)</i> (October 22, 2021).	Amicus Curiae	2021	Other - Amicus Curiae Brief
Eichhorn, Lisa A.	Lisa A. Eichhorn, <i>Declaring, Exploring, Instructing, and (Wait for It) Joking: Tonal Variation in Majority Opinions</i> , 18 LEGAL COMMUNICATION & RHETORIC 1 (2021) (lead article).	Legal Communications & Rhetoric	2021	Article
Eichhorn, Lisa A.	Lisa A. Eichhorn, <i>Declaring, Exploring, Instructing, and (Wait for It) Joking: Tonal Variation in Majority Opinions</i> , 18 LEGAL COMMUNICATION & RHETORIC 1 (2021)	Journal of the Association of Legal Writing Directors	2021	Article
Eisenberg, Ann M.	Ann Eisenberg, <i>Economic Regulation and Rural America</i> , 98 Wash. U. L. Rev. 737 (2021).	Washington University Law Review	2021	Law Review Article
Eisenberg, Ann M.	<i>How the Legal Framework of Fracking in Appalachia Disserves the Poor</i> , in <i>When Fracking Comes to Town: Governance, Planning, and Economic Impacts of the US Shale Boom</i> (Cornell Univ. Press) (2021).	When Fracking Comes to Town: Governance, Planning, and Economic Impacts of the US Shale Boom	2021	Book Chapter

Eisenberg, Ann M.	Ann M. Eisenberg & Elizabeth K. Warner, <i>The Precipice of Justice: Equity, Energy, and the Environment in Indian Country and Rural Communities</i> , 42 Energy L. J. 281 (2021).	Energy Law Journal	2021	Law Review Article
Eisenberg, Ann M.	<i>Transitions in Energy Communities</i> , 12 Geo. Wash. J. Energy & Envtl. L. 103 (2021). (invited contribution)	George Washington Journal of Energy and Environmental Law	2021	Law Review Article
Eisenberg, Ann M.	<i>Market-Anticipatory Approaches to Rural Property Vacancy</i> , 29 J. Affordable Housing & Community Dev. L. 61 (2021). (invited contribution)	Journal of Affordable Housing and Community Development Law	2021	Law Review Article
Eisenberg, Ann M.	<i>Law and Policy Approaches to Rural Property Vacancy</i> , in Ten Years Tackling Vacancy and Abandonment: A Restrospective Examination of Strategies and Impacts, Center for Community Progress & Federal Reserve Banks of Atlanta/Cleveland (2021). (invited contribution)	Ten Years Tackling Vacancy and Abandonment: A Retrospective Examination of Strategies and Impacts	2021	Book Chapter
Gupta-Kagan, Josh	Josh Gupta-Kagan, A Ringing Endorsement of Lawyers, and the Most Important Development in Child Protection Law (reviewing Lucas A. Gerber, et al., Understanding the effects of an interdisciplinary approach to parental representation in child welfare, 116 Child. & Youth Serv. Rev. 105163 (2020).	Child & Youth Service Review	2020	Book Review
Gupta-Kagan, Josh	Josh Gupta-Kagan, How the Biden Administration Can Address Hidden Foster Care, The Imprint, Dec. 21, 2020, https://imprintnews.org/child-welfare-2/how-biden-administration-address-hidden-fostercare/50487 .	The Imprint	2020	Article
Gupta-Kagan, Josh	Josh Gupta-Kagan, Beyond "Children Are Different": The Revolution in Juvenile Intake and Sentencing, 96 Wash. L. Rev. 425 (2021).	Washington Law Review	2021	Law Review Article
Gupta-Kagan, Josh	Josh Gupta-Kagan et al., Reimagining Schools' Role Outside the Family Regulation System, 11 COLUM. J. RACE & L. 575 (2021).	Columbia Journal of Race & the Law	2021	Law Review Article
Kuo, Susan Shu-Hui	Susan Kuo & Ben Means, A Corporate Law Rationale for Reparations, 62 B. C. L. Rev. 799 (2021).	Boston College Law Review	2021	Law Review Article
Martin, Lisa Vollendorf	Lisa Martin, Modernizing Capacity Doctrine, 73 Fla. L. Rev. 821 (2021).	Florida Law Review	2021	Law Review Article

Means, Benjamin	Susan Kuo & Ben Means, A Corporate Law Rationale for Reparations, 62 B. C. L. Rev. 799 (2021).	Boston College Law Review	2021	Law Review Article
Miller, Colin	Colin Miller, Amici Curiae Brief for Johnson v. Indiana, S.Ct. No. 20-7612, April 26, 2021.	Supreme Court No. 20-7612	2021	Other - Amicus Brief for the Supreme Court
Miller, Colin	Colin Miller, Amici Curiae Brief for Caniglia v. Strom, S.Ct. No. 20-157, January 15, 2021 (9-0 ruling in favor of position advanced in brief).	Supreme Court No. 20-157	2021	Other - Amicus Brief for the Supreme Court
Miller, Colin	Colin Miller, The End of Comparative Qualified Immunity, 99 TEX. L. REV. ONLINE 217 (2021).	Texas Law Review Online	2021	Article
Raj, Claire S.	Claire Raj, <i>The Lost Promise of Disability Rights</i> , 119 Mich. L. Rev. 933 (2021)	Michigan Law Review	2021	Law Review Article
Richardson, Nathan D.	Nathann Richardson, Deference is Dead, Long Live Chevron, 73 Rutgers L. Rev. 441 (2021).	Rutgers Law Review	2021	Law Review Article
Ross, Eve	Eve Ross, Book Review, <i>Pushout: The Criminalization of Black Girls in Schools</i> , in Newsletter of the AALS Section on Pro Bono and Public Service Opportunities (2020).	Newsletter of the AALS Section on Pro Bono and Public Service Opportunities	2020	Book Review
Ross, Eve	Eve Ross, Book Review, <i>Maid: Hard Work, Low Pay, and a Mother's Will to Survive</i> , in Newsletter of the AALS Section in Pro Bono and Public Service Opportunities (2020).	Newsletter of the AALS Section on Pro Bono and Public Service Opportunities	2020	Book Review
Ross, Eve	Eve Ross, Book Review, <i>No Visible Bruises: What We Don't Know about Domestic Violence Can Kill Us</i> , in Newsletter of the AALS Section on Pro Bono and Public Service Opportunities (2021).	Newsletter of the AALS Section on Pro Bono and Public Service Opportunities	2021	Book Review
Said, Wadie E.	Wadie E. Said, The Destabilizing Effect of Terrorism in the International Human Rights Regime, 67 UCLA L. Rev. 1800 (2021).	UCLA Law Review	2021	Law Review Article
Samuels, Joel	Joel Samuels, Foundations of Civil Procedure, 5th Ed., Lulu Press (2020).	Foundations of Civil Procedure	2020	Book
Seiner, Joseph A.	Joseph A. Seiner, The Virtual Workplace: Public Health, Efficiency, and Opportunity, Cambridge University Press (2021).	The Virtual Workplace	2021	Book
Seiner, Joseph A.	Joseph A. Seiner, <i>Plausible Harassment</i> , 54 U.C. Davis L. Rev. 1295 (2021).	UC Davis Law Review	2021	Law Review Article
Smith, Bryant Walker	Julian De Freitas, Andrea Censi, Bryant Walker Smith, Luigi Di Lillo, Sam E. Anthony, Emilio Frazzoli, <i>From driverless dilemmas to more practical commonsense tests for automated vehicles</i> , PNAS (2021)	Proceedings of the National Academy of Sciences	2021	Article

Snow, Ned	Ned Snow, <i>Barring Immoral Speech in Patent and Copyright</i> , 74 SMU L. Rev. 163 (2021).	Southern Methodist University Law Review	2021	Law Review Article
Snow, Ned	Ned Snow, <i>Moral Bars to Intellectual Property: Theory & Apologetics</i> , 28 UCLA Ent. L. Rev. 75 (2021).	UCLA Entertainment Law Review	2021	Law Review Article
Snow, Ned	Ned Snow, <i>Copyright, Obscenity, and Unclean Hands</i> , 73 Baylor L. Rev. 386 (2021).	Baylor Law Review	2021	Law Review Article
Stoughton, Seth W.	Seth Stoughton, How the Fourth Amendment Frustrates the Regulation of Police Violence to be, 70 Emory L.J. 521 (2021).	Emory Law Journal	2021	Law Review Article
Stoughton, Seth W.	Seth Stoughton, Should Police Be Able to Review Their Body Cam Footage?, SMERCONISH, May 14, 2021.	Smerconish	2021	Article
Stoughton, Seth W.	Seth Stoughton, Review of POLICING THE OPEN ROAD: HOW CARS TRANSFORMED AMERICAN FREEDOM (2019), in 55 Law & Soc'y Rev. 209 (2021).	Law and Society Review	2021	Book Review
Suski, Emily	Emily Suski, <i>Subverting Title IX</i> , 105 MINN. L. REV. 2259 (2021).	Minnesota Law Review	2021	Law Review Article
Toussaint, Etienne C.	Etienne Toussaint, Black Urban Ecologies and Structural Extermination, 45 Harvard Environmental Law Review 448 (2021).	Harvard Environmental Law Review	2021	Law Review Article
Toussaint, Etienne C.	Etienne Toussaint, Of American Fragility: Public Rituals, Human Rights, and the End of Invisible Man, 52 Colum. Hum. Rts. L. Rev. 826 (2021).	Columbia Human Rights Law Review	2021	Law Review Article
Toussaint, Etienne C.	Etienne Toussaint & Sabine O'Hara, Food Access in Crisis: Food Security and COVID-19, 180 Ecological Economics (2021).	Ecological Economics	2021	Article
Toussaint, Etienne C.	Etienne Toussaint, Monuments of American Sorrow, 69 UCLA L. Rev. Disc. 128 (2021).	UCLA Law Review Discourse	2021	Article
Wallace, Clinton G.	<i>Brief of Amici Curiae Tax Law Professors Tessa Davis and Clint Wallace in Support of Respondent (SC DOR)</i> (October 22, 2021).	Amicus Curiae	2021	Other - Amicus Curiae Brief
Wallace, Clinton G.	Clinton G. Wallace & Jeffrey M. Blaylock, <i>Administering Taxes Democratically?</i> , 94 TEMP. L. REV. 49 (2021).	Temple Law Review	2021	Law Review Article
Welton, Shelley	Shelley Welton, <i>The Bounds of Energy Law</i> , 62 B.C. L. REV. 2339 (2021).	Boston College Law Review	2021	Law Review Article
Welton, Shelley	Shelley Welton, <i>Rethinking Grid Governance for the Climate Change Era</i> , 109 CAL. L. REV. 209 (2021).	California Law Review	2021	Law Review Article

Welton, Shelley	Jesse M. Cross & Shelley Welton, <i>Making Federalism Work: Lessons from Health Care for the Green New Deal</i> , 55 U. RICH. L. REV. 765 (2021).	University of Richmond Law Review	2021	Law Review Article
Zug, Marcia A.	Marcia Zug, <i>ICWA's Irony</i> , 45 AM. INDIAN L. REV. 1 (2021)	American Indian Law Review	2021	Law Review Article