

Blueprint for Quality Enhancement
School of Law
FINAL
April 27, 2011

Vision, Mission and Goals

Our vision and our mission statements depend upon the development of a strategic plan, which is more and more dependent on the arrival of the new dean.

Executive Summary

- A. The ranking in U.S. News is as good as any for the top ten, with ties: Yale (1), Harvard (2), Stanford (3), Columbia (4), NYU (5), California–Berkeley (6), Chicago (6), Pennsylvania (8), Michigan (9), Duke (10), Northwestern (10), Virginia (10)
- B. Peers would come from: North Carolina (30), Alabama (30), Georgia (35), Florida (51), Tennessee (59); adding Illinois (23) or Iowa (26) would give a quintet of aspirational peers not limited by geography
- C. Strengths
 1. Professionalism/Legal Ethics – ties to Nelson Mullins Riley & Scarborough Center on Professionalism provide opportunities for national recognition, as we display innovative approaches to mentoring.
 2. Environmental Law – Strong faculty (Eagle & Carlarne); student-edited Journal (*Southeastern Environmental Law Journal*); joint degree program (J.D./M.S.E.L. [Master’s of Studies in Environmental Law]) with Vermont Law School.
 3. Tax – Strong faculty (Quirk & Hellwig), regularly send a number of graduates to best LL.M. Tax programs in United States (NYU, Florida)
- D. Important Accomplishments
 1. Hire of 11 new faculty (Carlarne, Cherry, Crocker, Fox, Holley-Walker, Kuo, Means, Nelson, Said, Seiner, Zug); most have strong student evaluations for teaching; all are developing strong records of publication
 2. Conversion of legal writing program from one taught by adjuncts to one taught by full-time faculty on long-term contracts
- E. Weaknesses
 1. Overcoming acceptance of adequate performance and replacing with standard of excellence
 2. Defining identity for school that goes beyond preparation for practice in South Carolina to an aspiration for broader geographical and intellectual goals, a process that involves managing the school’s transition from one with faculty who are engaged in practice to one with engagement in scholarship
 3. Heavy dependence on tuition revenue and inadequacies in staffing

II. ***FIVE-YEAR GOALS*** The key five-year goals are (1) complete construction/renovation of the law building. Construction depends upon effective fundraising, which will be enhanced by the public announcement of dedication of revenue from bonds to the law school project. Enhancement of scholarships will also depend upon fundraising, though seeing the building project begin to move will provide a significant boost.

(2) Enhancing scholarship funding while constraining tuition increases also depends on successful fundraising, with progress on the building campaign will assist this goal enormously.

III. ***2011-12 ACADEMIC YEAR GOALS*** The key goal here is to complete strategic planning.

I. Unit Statistical Profile

1. Number of entering 1L's for Fall 2008, Fall 2009 and Fall 2010 and their median LSAT scores.

| | <u>1L enrollment</u> | <u>median LSAT score</u> |
|-----------|----------------------|--------------------------|
| fall 2008 | 228 | 159 |
| fall 2009 | 240 | 158 |
| fall 2010 | 239 | 159 |

2. Freshmen retention rate for classes entering Fall 2007, Fall 2008, and Fall 2009.

AY 2007-08

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

AY 2008-09

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

AY 2009-10

240 enrolled fall 2009
 - 7 withdrawals
 - 5 dismissals
 - 8 transfers after 1st yr
 91.7% Retention

3. Number of majors [JDs] enrolled in Fall 2008, Fall 2009 and Fall 2010 by level (headcount and FTE; undergraduate, certificate, first professional, masters, doctoral).

| | |
|-----------|-----|
| fall 2008 | 667 |
| fall 2009 | 689 |
| fall 2010 | 682 |

4. Number of entering 1L's for Fall 2008, Fall 2009 and Fall 2010 and their median LSAT scores.

| | <u>1L enrollment</u> | <u>median LSAT score</u> |
|-----------|----------------------|--------------------------|
| fall 2008 | 228 | 159 |
| fall 2009 | 240 | 158 |
| fall 2010 | 239 | 159 |

5. Number of graduates in Fall 2009, Spring 2010, and Summer 2010 by level (undergraduate, certificate, first professional, masters, doctoral).

| | |
|-------------|-----|
| fall 2009 | 5 |
| spring 2010 | 201 |
| summer 2010 | 8 |

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

n/a

7. Total credit hours generated by your unit (regardless of major) for Fall 2009, Spring 2010, and Summer 2010.

| | |
|-------------|--------|
| fall 2009 | 10,130 |
| spring 2010 | 10,227 |
| summer 2010 | 561 |

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

| | <u>Fall 2009</u> | <u>Spring 2010</u> | <u>Summer 2010</u> | <u>Total</u> |
|--------------|-----------------------------|-------------------------------|-------------------------------|---------------------|
| Tenure track | 8,397 | 8,623 | 364 | 17,374 |
| Instructor | 484 | 240 | 111 | 835 |
| Adjunct | <u>1,259</u> | <u>1,364</u> | <u>86</u> | <u>2,709</u> |
| | 10,130 | 10,227 | 561 | 20,918 |

9. Number of faculty by title (tenure-track by rank, research by rank, etc.), as of Fall 2008, Fall 2009, and Fall 2010 (by department where applicable).

| | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|-----------|--------------------|--------------------|--------------------|
| full | 16 | 16 | 14 |
| associate | 11 | 12 | 13 |
| assistant | 12 | 11 | 8 |
| other | 6 | 6 | 6 |

10. Total continuing education units (standard University CEUs or Institutional CEUs) generated for Fall 2009, Spring 2010 and Summer 2010. (Please refer to policy RACM 1.04.)

None

11. Percent of credit hours [by undergraduate major], taught by full-time faculty.

| <u>Fall</u> <u>2009</u> | <u>Spring</u> <u>2010</u> | <u>Summer</u> <u>2010</u> |
|----------------------------|------------------------------|------------------------------|
| 88% | 87% | 85% |

Scholarship, Research and Creative Accomplishments:

1. Numbers of publications in calendar year 2008, 2009, and 2010 by category (e.g., books, book chapters, refereed articles, non-refereed publications).

| | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|-----------------------|-------------|-------------|-------------|
| Books | 7 | 1 | 8 |
| Book chapters | 9 | 9 | 7 |
| Refereed articles | 15 | 8 | 9 |
| Non-refereed articles | 13 | 12 | 11 |
| Short Articles | 25 | 17 | 9 |
| Presentations | 129 | 93 | 85 |
| Book reviews | 7 | 4 | 1 |

2. Number of research paper presentations at national or international conferences in calendar year 2010.

85

3. List the national awards, scholarships, and fellowships awarded to faculty in calendar year 2010.

1, Thomas Crocker, Visiting Scholar American Academy Arts & Science

4. Number of performances and/or juried exhibitions at national or international venues in calendar year 2010.

0

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

| Children's Law Office | FY2010 |
|--------------------------------------|--------------------|
| SC Department of Juvenile Justice | \$190,148 |
| SC Department of Public Safety/DOJ | \$290,084 |
| SC Department of Social Services/HHS | \$1,110,300 |
| South Carolina Bar Foundation | \$66,300 |
| | \$1,656,832 |
| Law School | |
| SC Court Administration/ACF/HHS | \$162,119 |
| SC Bar Foundation | \$25,297 |
| SC Department of Public Safety/USDoJ | \$150,000 |
| | \$337,416 |
| Total Law | \$1,994,248 |

6. Total extramural funding processed through SAM in FY 2010, and Federal extramural funding processed through SAM in FY2010.

| | <u>FY2009</u> | <u>FY2010</u> |
|------------------------------|----------------------|----------------------|
| Children's Law | 2,368,066 | 1,862,488 |
| IOLTA, Pro Bono | 25,184 | |
| Department of Justice | 178,870 | |
| National Wildlife Federation | <u>5,000</u> | <u>3,000</u> |
| | 2,577,120 | 1,865,488 |

7. Total research expenditures per tenured/tenure-track faculty for FY 2010, by rank and by department, if applicable.

n/a

8. Amount of sponsored research funding per faculty member (by rank, type of funding; e.g., federal competitive versus non-competitive, state, etc., and by department if applicable).

n/a

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

n/a

10. Number of patents, disclosures and licensing agreements in calendar year 2008, 2009 and 2010.

none

11. Number of proposals submitted to external funding agencies during calendar year 2010 (by type and by department if applicable).

n/a

Faculty Hiring:

1. Number of faculty hired and lost for AY2008, AY2009 AND AY 2010 (by department if applicable, and by rank.) Give reason for leaving, if known.

Faculty Hired

AY2008: Cinnamon Carlarne, Jaclyn Cherry

AY2009: none

AY2010: none

Faculty Lost

AY2008: none

AY2009: Kay Butler, retirement

AY2010: Lad Boyle and Jim Flanagan, TERI retirement

2. Number of post-doctoral scholars (Ph.D., non-faculty hires) in FY2008, FY 2009, FY 2010.

0

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

Anticipated Faculty losses

| | |
|---------|--|
| 2010-11 | 1 [Kim Connolly moved to SUNY Buffalo to become Clinics Director] |
| 2011-12 | 2 (Cinnamon Carlarne to Ohio State & Ann Bartow to Pace) |
| 2012-13 | 0 |
| 2013-14 | 2 (TERI: Pat Flynn & David Owen) |
| 2014-15 | 2 (TERI: Pat Hubbard & Lewis Burke) |
| 2015-16 | 0 |

Planned Faculty Hiring

| | |
|---------|-----------|
| 2011-12 | 0 |
| 2012-13 | 4 faculty |
| 2013-14 | 2 faculty |
| 2014-15 | 4 faculty |
| 2015-16 | 2 faculty |

Funding Sources:

1. E Funding, as of December 31, 2008, 2009 & 2010.

| | <u>12/31/2008</u> | <u>12/31/2009</u> | <u>12/31/2010</u> |
|--------------------------|-------------------|-------------------|-------------------|
| Law School | 207,940 | 142,539 | 168,706 |
| Children's Law Office | <u>12,533</u> | <u>20,169</u> | <u>38,257</u> |
| Total | 220,473 | 162,708 | 206,963 |

2. Gifts and pledges received in FY 2010.

| | <u>FY2009</u> | <u>FY2010</u> |
|---------------|------------------|------------------|
| Endowment | 407,834 | 288,903 |
| Quasi-endowed | 25 | |
| Unendowed | 428,771 | 507,659 |
| Building | <u>948,533</u> | <u>1,043,619</u> |
| Total | 1,785,163 | 1,840,181 |