

Educational Policy Committee Meeting
University of California College of the Law, San Francisco
198 McAllister St. San Francisco, CA 94102, Auditorium
2025-08-21 12:30 - 14:00 PDT

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Educational Policy Committee Meeting (Open Session) Minutes

University of California College of the Law, San Francisco
May 22, 2025

333 Golden Gate Ave, Suite 501 Deb Colloquium Room San Francisco, CA 94102. Participants and members of the public were also able to join the open session via the web link or dial-in numbers listed in the public notice of this meeting linked here: <https://www.uclawsf.edu/our-story/board-of-directors/board-meeting-notices-agendas-and-materials/>.

1. Roll Call

The Chair called the meeting to order at 1:00 p.m. Acting Secretary Morris Ratner called the roll.

Committee Members Present

Director Andrew Houston, Chair
Director Simona Agnolucci (joined at 1:06 p.m.)
Director Shashi Deb
Director Claes Lewenhaupt

Committee Members Absent

Director Chip Robertson
Director Albert Zecher

Other Directors Present

Director Courtney Greene Power

Staff Participating

Chancellor & Dean David Faigman
Chief Operating Officer Rhiannon Bailard
Legal & Executive Assistant Yleana Escalante
Director of the AI Institute Professor Robin Feldman
Dean of Students Tiffany Gabrielson
Chief Advancement Officer Julia Jordan
Chief Communications Officer John Kepley
Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon
Director of Applied Innovation and Professor of Practice Tal Niv
Associate Dean for Research Dave Owen
Deputy Chief Financial Officer Sandra Plenski
Provost & Academic Dean Morris Ratner
Dean of Enrollment Management June Sakamoto

Chief Operating Officer David Seward

2. Public Comment Period

The Chair invited public comment. No member of the public offered comment.

3. Action Item: Approval of Prior Meeting Minutes

Motion:

The Chair moved to approve the February 27, 2025 meeting minutes. Motion made and seconded. Motion carried.

4. Report of Provost and Academic Dean Morris Ratner

4.1. Strategic Plan Implementation: Year-End Report

Dean Ratner rested on the written report.

4.2. Student Success Initiatives - Academic Policy Changes

Dean Ratner rested on the written report.

4.3. Bar Success

Dean Ratner rested on the written report.

4.4. Employment

Dean Ratner rested on the written report.

4.5. Faculty Scholarship

Dean Owen reviewed faculty research efforts, noting their impact on courts, policymakers, and public debate, including an example where research by faculty members influenced a Supreme Court oral argument. He explained that research enriches teaching, described faculty publishing and speaking, and emphasized efforts to build a collaborative research culture. He reported that six new faculty and three visiting assistant professors were successfully integrated. Future goals include sustaining research culture, increasing outreach, and addressing challenges in legal education.

Director Houston asked about the impact of federal grants on scholarship at the College. Dean Owen explained that the effect has been modest compared to large universities, with federal grants comprising about 6.5 percent of the College's base since 2017, though there have been some grants from agencies such as USAID that have been canceled.

4.6. Artificial Intelligence

Dean Ratner introduced faculty and program directors centrally involved in implementation of the College's Supplemental Strategic Plan re Generative AI, adopted in 2024.

Dean Ratner first introduced Distinguished Professor Robin Feldman who is the Faculty Director of the Center for Innovation and of the Center's new AI Law and Innovation Institute ("AI Institute").

Professor Feldman described the Institute's activities since it launched. With a \$1 million gift from Director Shashi and DJ Deb, the Institute focused on raising its profile, producing scholarship and pursuing external funding. The Institute also participated in creating teaching modules. Professor Feldman reported substantial academic output, including five published or forthcoming articles and a new book she authored on AI and intellectual property. Outreach efforts included ten academic and policy presentations, including work with state and federal policymakers. Professor Feldman testified before the California Law Revision Commission on AI-related legal reforms. To further expand public engagement, she launched a social media initiative titled *Robin's Rules of Order for AI*, discussing real-time vs. distant dangers, and began producing podcasts. Regarding modules, the team developed plug-and-play modules for three core 1L courses: torts, contracts, and professional responsibility. These modules were adapted to each professor's teaching style and were designed to engage students with real-world AI applications in doctrinal contexts. Plans are in place to expand these efforts in the fall, particularly in the area of professional responsibility. In terms of funding, the Institute has so far relied solely on private and foundation support, with no government funding. They identified 30 potential funding organizations and initiated contact with eight, and they are working with Dean to explore additional opportunities for state support.

Director Agnolucci noted that AI could assist with formative assessments, helping students prepare more effectively for exams. She urged consideration of its use in reducing bias and improving student preparation.

Dean Ratner then introduced Director of Applied Innovation Tal Niv. Dean Ratner noted that while the AI Institute is largely focused on scholarship, Professor Niv and Director of LexLab Drew Amerson are more squarely focused on the curriculum and teaching.

Professor Niv outlined the strategy to position LexLab and the College as a leader in technology law. She described new courses, weekly Tech Law Table Talks, expanded outreach, and new executive education programs. Goals include

adapting curriculum, building partnerships, and establishing a self-sustaining institute ranked among the top programs in the field. She emphasized the immense opportunity available to the law school, given its location in San Francisco, close to the hub of innovation and its strong alumni network in the tech space. However, she said that this opportunity is time-sensitive, with many institutions rapidly entering the field, and stressed the importance of acting quickly to distinguish the school as a leader.

Professor Niv said LexLab's primary objective is to invest in innovative education to prepare future technology lawyers. All other efforts are in service of this goal, including building a strong community around the school and establishing thought leadership in the legal profession's future. Prof. Niv highlighted the need to adapt legal education to the evolving demands of the profession and outlined key developments from the past year. These include the expansion of an existing concentration beyond tools and business skills so that it will fully prepare students for tech-related legal practice. LexLab's mission was also broadened to better equip students for emerging technology law. New courses were introduced, such as international AI governance, a survey on AI law, and an expanded product counseling course, all aimed at helping students understand new career paths and legal challenges in tech. Testimonials from students reinforced that these efforts are having a positive impact. The team also implemented weekly "Tech Law Table Talks," bringing in tech lawyers and legal tech entrepreneurs to connect directly with students, share insights, and discuss trends. Communication efforts have increased to ensure this work is visible beyond the campus, with support from the communications office. Additionally, a new summer program on international governance for continuing legal education was launched, showcasing a strong faculty lineup. Looking ahead to the next academic year, the focus is on continuous adaptation: revamping the tech law concentration, developing new AI modules for foundational courses like Legal Writing, and establishing an advisory board of alumni and practitioners to help guide curriculum decisions. A new speaker series on legal tools will introduce students to emerging AI-based platforms used in practice. AI concepts will also be introduced during 1L orientation to help shape students' early thinking. Executive education is another area of growth, with a summer pilot program underway. Plans are also in place to explore new certification and degree programs, such as a potential LLM in AI law. Financial sustainability remains a key focus, with the goal of establishing the center as self-sustaining. To measure success, they aim to be ranked among the top 10 tech law programs, produce impactful research, secure strategic student employment in tech law roles, and deepen the school's policy and industry relationships.

4.7. Ranking

Dean Ratner rested on the written report.

4.8. New College Policies

Dean Ratner explained that the ABA requires both academic freedom and free speech policies, with grievance processes for academic freedom claims. Dean Faigman adopted an interim free speech policy, but the grievance policy requires board approval since claims may involve Board-appointed officers. Specifically, if a grievance were filed against either Dean Faigman or himself, the Faculty Executive Committee would serve as the initial adjudicating body, and the Board would be responsible for appointing a three-person appeal panel, consisting of two board members and one faculty member.

Director Deb asked how often academic freedom complaints have arisen. Dean Ratner said only one potential issue had occurred since 2017, and it was resolved informally. Director Power asked about the motivation for the new requirement. Dean Ratner explained that the ABA's action responded to cultural shifts in higher education and challenges with students engaging opposing viewpoints.

Motion:

The Chair called for a motion to recommend to the Board the interim Academic Freedom Grievance Policy.

Motion made and seconded. Motion carried.

The Committee entered closed session at 1:59 p.m. pursuant to Education Code Section 9 Section 92032(b)(7).

The Chair reconvened the open session at 2:13 p.m. The acting Secretary reported that the Educational Policy Committee voted to recommend the Board approve new Distinguished Faculty (Professors Jodi Short, Reuel Schiller, and Dave Owen) and the use of contractual sabbatical credit by Professor Ming Chen in FA25.

5. Adjournment

The Chair adjourned the meeting at 2:13 p.m.

Respectfully submitted,

John K. DiPaolo, Secretary

Report 4.1 – AY25-26 Academic Division Strategic Priorities

By Provost & Academic Dean Morris Ratner

At the start of each academic year since the Board of Directors and Chancellor & Dean adopted the March 2020 Operational Strategic Plan,¹ I have submitted a quarterly report highlighting implementation priorities for the year in the academic division. At the end of each academic year, I have reported about the degree to which those priorities were achieved or advanced. As the College has engaged in successive rounds of supplemental strategic planning on topics identified below, I have layered in reporting on implementation and achievement of supplemental plan goals. This first report of the new 2025-2026 academic year (AY25-26) continues that practice with cross references to prior reporting where appropriate.

I. 2020 Operational Strategic Plan – Reporting and Continued Implementation

The 2020 plan included a refreshed mission statement.² The 2020 plan focused on five interconnected topics related to that mission statement, i.e., student development and fulfillment, scholarly excellence, community cohesion, the Academic Village, and financial health and organizational capacity. For each topic, the 2020 plan articulated multiple goals, strategies, and initiatives. That plan has served as the College’s lodestar for action and reporting since the Board of Directors and Chancellor & Dean adopted it in March 2020.

A. “Final” Reporting

In coordination with the Board of Directors, the Chancellor & Dean has constituted a new Supplemental Strategic Planning Working Group on Federal Policy Impacts and Institutional Planning, referenced in Section V, below, to address federal policy changes including, significantly, changes to federal loan programs.³ In connection with that effort, Dean Faigman charged Chief Financial Officer David Seward and Provost & Academic Dean Morris Ratner, the co-chairs of the working group that developed the 2020 plan, with the task of preparing a final report on 2020 plan implementation. That report is due in early September 2025. It will show that the strategies and initiatives developed in 2020 have largely been implemented; however, as explained in Section I.B, below, the College continues to adopt new initiatives aimed at achieving the 2020 plan that were not explicitly contemplated by that plan. Relatedly, the College has engaged in supplemental planning to address major new opportunities and threats on topics as varied as the pandemic, the campus climate and academic freedom, generative AI, and student success. While the forthcoming final report will

¹ See <https://uclawsf.app.box.com/s/9jg7kvzi3iict4laoooug3s6k6bm56p5>.

² UC Law SF’s mission statement: “UC Law SF serves society as a center of higher learning committed to exceptional teaching, influential scholarship, and exemplary public service. We provide a rigorous, innovative, and inclusive legal education that prepares diverse students to excel as professionals, advance the rule of law, and further justice.” See <https://www.uclawsf.edu/home/aba-required-disclosures/>.

³ See Angie Harris, Financial Aid Sharknet information page (July 22, 2025) (https://uclawsf--simpplr.vf.force.com/apex/simpplr_app?u=/site/aoi410000oCZXoxAAH/page/aocKho0000HMSkIAX); Nancy Conneely & Derek Brainard, New Rules for Law School Loans: Limits, Repayment Plans and What You Need to Know, AccessLex Institute (July 17, 2025) (<https://www.accesslex.org/news-tools-and-resources/new-rules-law-school-loans-limits-repayment-plans-and-what-you-need-know>).

focus on 2020 plan implementation, Sections II-V, below, provide updates regarding supplemental planning efforts.

B. Academic Program Strategic Priorities in AY25-26 that Further 2020 Plan Goals

Though the specific strategies and initiatives outlined in the 2020 plan have largely been implemented, the College continues to pursue 2020 plan goals by developing and implementing new strategies and initiatives. The following subsections briefly sketch strategic priorities in AY25-26 that further 2020 plan goals but were not specifically enumerated as initiatives in the 2020 plan. To help situate new board members, it may make sense to define the term “academic division.” Chancellor & Dean Faigman has divided College operations into three main divisions for administrative purposes: The Chancellor & Dean directly oversees non-academic operations, including functions such as admissions, HR, IT, the General Counsel’s Office, alumni engagement and fundraising, and security. The academic division is headed by the Provost & Academic Dean who reports to the Chancellor & Dean; the academic division includes faculty, the curriculum, student affairs, academic program units like academic support and career development, the Registrar’s Office, degree program management, and research support, including the College’s grants operation. The third division is headed by the Chief Financial Officer and is responsible for the College’s budget management and fiscal health. Board standing committees line up with this internal reporting and administration structure; the Educational Policy focuses primarily on academic division matters.

1. Student Success

In addition to implementing last year’s supplemental strategic planning regarding student success (discussed in Section II.A., below), a primary goal in the coming academic year is to pivot instruction and assessment to the next generation of bar exam. A new bar exam may be administered within two years of the date on which the Bar releases details about that exam’s content and format, meaning that the 1Ls matriculating in Fall 2025 may take an exam that looks different from the exam that prior generations of graduates took.

On October 10, 2024, the California Supreme Court issued an Administrative Order sketching the contours of a new California Bar Exam.⁴ As previously reported,⁵ that new exam will involve a different array of subjects, a purportedly smaller universe of issues within each subject, and a greater emphasis on lawyering skills. The Court ordered the Committee of Bar Examiners to develop more detailed plans that could be disclosed to law schools within the two-year period required by statute so that law schools have some time to prepare students for the new exam. In the same period, also as previously reported,⁶ California attempted to develop an alternative to the National Conference of Bar Examiners (NCBE)’s Multistate Bar Exam (MBE) to save funds by allowing remote administration of exams. The State Bar’s first

⁴ See <https://www.calbar.ca.gov/Portals/o/documents/admissions/Examinations/California-Supreme-Court-Admin-Order-2024-10-10.pdf>.

⁵ See Morris Ratner, *et al.*, Educational Policy Committee Report 4.2 re “California Bar Exam Developments” (November 21, 2024) (https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1059&context=board_materials_2024).

⁶ *Id.*

attempt to implement that plan in February 2025 was plagued by technical errors and other issues,⁷ though it corresponded with historically high pass rates for the law school and for test-takers statewide.⁸ In the wake of that, the Court ordered a return to using the NCBE's MBE and to in-person administration for the July 2025 administration of the California Bar Exam. The July administration is the subject of accompanying Report 4.2. Deans of ABA-accredited law schools in California recently wrote to the State Bar urging adoption of the NCBE's NextGen Uniform Bar Exam (supplemented by California-specific questions) by 2028, instead of attempting to create a new bar exam from scratch.

Against this backdrop, UC Law SF is confronting the question of how we should adapt our academic program now considering what we know or at least suspect the new bar exam will entail, recognizing that the NCBE's NextGen Uniform Bar Exam⁹ likely provides a template even if California does not end up accepting the ABA deans' recommendation. Toward that end, I constituted and chair a Bar Pivot Working Group¹⁰ that has spent the summer focused on formative and summative assessment retreat for faculty that will build on prior teaching colloquia focused on teaching and testing the way we expect the new exam will likely require us to test and teach. (Associate Dean for the Office for Academic Skills Instruction and Support Jennifer Freeland has taken the lead on retreat preparation.) Dean Freeland and I have partnered to create additional resources for faculty, including links to sample NextGen UBE questions posted by the NCBE.¹¹ The fall faculty retreat will be followed a spring retreat focused on educating faculty about changes to instruction and assessment that will best prepare students for a lawyering exam.

This year and in coming years, the Bar Pivot Working Group and full faculty will assess design changes made after 2016 to restructure the 1L and upper division curricula to determine if further changes should be made to ensure students are prepared for the new bar exam. Program design elements on the table for reconsideration include the Sack program, the 1L legal writing program, and upper division required courses, which currently do not account for new bar subjects like Family Law and Employment Law, enrollment in which remains low despite recent advising efforts. Some changes can be made administratively. For example, Dean Freeland has discretion to adjust Sack Program guidance and templates without faculty action. Other changes, such as possible changes to course requirements, may require faculty action.

⁷ See Morris Ratner, *et al.*, Board of Directors Report 6.2.1 re "Bar Passage" (March 13, 2025) (https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1011&context=board_materials_2025).

⁸ See Morris Ratner, *et al.*, Educational Policy Committee Report 4.3 re "Bar Success" (May 22, 2025) (https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1025&context=board_materials_2025).

⁹ See <https://nextgenbarexam.ncbex.org>.

¹⁰ Bar Pivot Working Group members include in addition to Deans Ratner and Freeland, Director of Bar Passage Support Margaret Greer, Associate Director of Bar Passage Support Dan Martin, Bar Success Analyst Stefano Moscato, Faculty Executive Committee Chair Emily Murphy, Associate Dean for Experiential Learning Gail Silverstein, Clinical Professor Mai Linh Spencer (who served on the Blue Ribbon Commission that proposed changes to the California Bar Exam the Supreme Court ultimately mostly adopted), and Director of Legal Research & Writing Angie Gius.

¹¹ See <https://www.ncbex.org/exams/nextgen/sample-questions>.

2. Academic Program Elements that Positively Contribute to Fiscal Health and Organizational Capacity

Budget challenges addressed in prior reporting in the Finance Committee reinforce the benefits of continuing to emphasize and pursue elements of the 2020 Operational Strategic Plan that involved growth and increasing capacity. In the coming academic year, we'll emphasize two – grant funding¹² and growth of master's degree programs.¹³

a. Grants

Third-party funding supports the research and public service elements of the law school's mission. Accompanying Report 4.4 provides a summary of sponsored research fundraising in fiscal year (FY) 2025 and over the period since the 2020 plan was adopted. It demonstrates that sponsored research funding activities were robust despite turmoil in federal funding of higher education research nationally. In AY25-26, the strategic priority for the research centers whose efforts generate most of the College's sponsored research funding will need to adapt to a changed funding landscape that entails less federal support for research and more competition for non-federal funding.

b. Asynchronous Master's Degrees

Since the Board and Chancellor adopted the 2020 Plan, the College has revived the asynchronous Health Policy & Law degree that we jointly offer with UCSF. In addition, we have created an asynchronous track within the non-lawyer Master of Legal Studies degree program. This year, we are exploring creating an asynchronous track in the LL.M. degree program, which would be effectuated in partnership with West Academic/BarBri. Associate Dean for Global Programs Binyamin Blum is leading this effort. Dean Faigman has funded a new term-limited (contract) faculty line, Associate Director of the LL.M. Program, to help launch this effort, and we have hired new contract faculty member Luis Bergolla¹⁴ to serve in that role. Professor Bergolla starts on September 1 and brings with him substantial prior experience supporting peer law schools' asynchronous master's degree programs.

3. Community Cohesion/Climate

Planning priorities for the coming year are covered in Section IV, below, because this topic was the subject of supplemental strategic planning after March 2020.

¹² Initiative 2.1.3.2 of the 2020 plan was to “Build grants development and management capacity to attract and support top scholars.” And Strategy 5.5.2 was to “continue enhancement of grants management function.”

¹³ Strategy 5.5.3 of the 2020 Plan was to “enhance non-JD admissions efforts.”

¹⁴ See <https://law.stanford.edu/luis-bergolla/>.

II. Implementing AY24-25 Supplemental Planning – Student Success

A. Bar Success

After the fall 2024 Board-faculty retreat, the faculty Academic Standards Committee and full faculty investigated and ultimately adopted policy changes last year in the following areas: grading policies, formative assessment requirements, and GPA-based interventions (supportive requirements for students whose law school GPAs place them in the third and fourth quartiles).¹⁵ This year, these new policies need to be implemented. I will report on implementation later this year.

B. Employment

The most significant change on the hiring landscape is the move to concentrate hiring through direct application to law firms; this process precedes and has taken much of the wind out of the sails of what used to be the primary vehicle for big firm hiring, "On Campus Interviews" (OCI). Assistant Dean of the Career Development Office Amy Kimmel's section of accompanying Report 4.2 provides an update and explains plans for continuing to educate and prepare students for the new process in AY25-26.

III. Implementing AY23-24 Supplemental Planning – AI

We comprehensively reported on supplemental plan implementation in a report submitted for the March 13, 2025 Board of Directors meeting.¹⁶ Since that time, I have formalized the working group that is guiding internal plan implementation.¹⁷ That group met most recently on July 30, 2025, to share information about progress on various initiatives being pursued across the academic division. Here are some highlights:

Advisory Board: Director of Applied Innovation Tal Niv has begun recruiting members to serve on a Technological Innovation in Legal Practice & Education Advisory Board. Starting this academic year, this board will bring together a select group of expert and visionary leaders of the legal profession to advise UC Law SF as we chart the future of legal education in an era shaped by AI and automation. The advisory board will focus on some of the most pressing questions we face:

¹⁵ See Morris Ratner, *et al.*, Educational Policy Committee Report 4.2 re "Student Success Initiatives" (May 22, 2025) (https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1025&context=board_materials_2025);

Morris Ratner, *et al.*, Educational Policy Committee Report 4.1 re "Bar Passage" (February 27, 2025) (https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1009&context=board_materials_2025).

¹⁶ See Morris Ratner, Board of Directors Report 6.2.3 re "Supplemental Strategic Plan re Generative AI" (March 13, 2025) (https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1011&context=board_materials_2025).

¹⁷ In AY25-26, this faculty working group includes, in addition to me, Director of Applied Innovation Tal Niv, Director of LexLab Drew Amerson, Director of the Center for Negotiation and Dispute Resolution Hiro Aragaki, Assistant Direct of the Center for Innovation Paul Belonick, Faculty Director of the Center for Innovation and the AI Law & Innovation Institute Robin Feldman, Associate Dean for OASIS Jennifer Freeland, Director of LRW Angie Gius, Clinical Professor Brittany Glidden, Library Director Hilary Hardcastle, Deb Scholar Zac Henderrson, Chief Communications Officer John Kepley, Assistant Dean Amy Kimmel, Distinguished Professor Jodi Short, Associate Dean Camilla Tubbs, and Assistant Dean of Student Services Miguel Zavala.

- How is the profession changing due to the emergence of new technology, including artificial intelligence? What is the pace of adoption? What tools are most in use currently?
- How do we think technological innovation will affect the legal profession in the medium-term or long-term?
- How are technological changes impacting current models for providing legal services, including hiring and training of new lawyers?
- What new knowledge and skills should law students acquire before they graduate to be prepared for this evolving legal services environment?
- Are there opportunities for UC Law SF and practitioners to partner to ensure students acquire such knowledge and skills?

Advisory board members will meet twice annually - in the fall and spring semesters - with the Chancellor & Dean, Provost & Academic Dean, faculty leaders from the Center for Innovation (C4i) and LexLab, and other members of our academic leadership.

Professional Development Programming. This past summer, Professor Niv and Director of LexLab Drew Amerson piloted a weeklong summer program for professionals on AI during the week of July 21 to earn a certificate of completion in Law and AI and 30 hours of continuing legal education. The program is posted on the LexLab website,¹⁸ as are profiles of program faculty.¹⁹ LexLab is editing and will post videos of the program segments which will be shared internally with community members on Sharknet.

1L Programming. This year, 1L programming includes the following: (1) a panel on AI and the legal profession during the first day of 1L general JD orientation; (2) a program that is integrated in the “1L Essentials” co-curricular professional development program on the same topic; and (3) LRW1 instruction, including an AI-related exercise in the fall term, and a possible addition of instruction in the spring LRW2 class. 1Ls also can attend and participate in LexLab special “free hour” programs throughout the academic year.

Further Updates to the Technology Law and Lawyering Concentration. In her second year in the Director of Applied Innovation role, Director Tal Niv has continued to update the technology concentration. The concentration is described in the online Course Catalog.²⁰ It serves as a guided course of study for upper division students interested in specializing in technology law and lawyering, and it also serves as a roadmap to the curriculum for those students who, while not earning a concentration certificate, nevertheless want to take specific classes within the concentration.

Research and Scholarly Contributions. The center of gravity for AI scholarship on campus is the AI Law & Innovation Institute.²¹ One example of the speed with which it is

¹⁸ See <https://lexlab.uclawsf.edu/laic-program>.

¹⁹ See <https://lexlab.uclawsf.edu/laic-faculty>.

²⁰ See <https://uclawsf.catalog.prod.coursedog.com/jdc/jdc#technology-law-and-lawyering1>.

²¹ See <https://www.uclawsf.edu/center-for-innovation/ai-law-innovation-institute/>.

establishing a presence in this area is the publication of Distinguished Professor Robin Feldman's new book on AI and IP.²²

Pervasive Instruction. Given the effects of AI on lawyering, I shared resources with all Legal Ethics and Professional Responsibility faculty, including a model PowerPoint template created by Assistant Director of the Center for Innovation and Professor of Practice Paul Belonick and scholarship that could ground class discussions of the intersection of AI and the law governing lawyers. The College is continuing to facilitate the exchange of teaching ideas among faculty, e.g., by asking faculty to report in their annual reports on the degree to which they are integrating AI into their teaching and sharing the results of that reporting with all faculty.

IV. Implementing AY21-22 Supplemental Planning – Community Cohesion

A community experience (i.e., climate) survey was a key element of the 2020 Operational Strategic Plan section on community cohesion. That survey was completed and shared with the community in spring 2021. In AY2021-2022, a working group established by the Chancellor & Dean engaged in supplemental strategic planning to reflect on the survey results and consider possible interventions to improve the campus climate. Several initiatives grew out of that process, including hiring the College's first Ombudsperson,²³ posting information for students on how to formally or informally resolve disputes,²⁴ and the creation and publication of Principles of Community.²⁵

The survey and supplemental planning identified additional cross-cutting initiatives that we will continue to prioritize in the academic program this year. First, since 2020, the College has invested substantial resources bolstering its commitments, co-curricular educational programming, and policies pertaining to free speech and academic freedom, which are cornerstones of community cohesion. In AY25-26, we will implement the newly adopted free speech policy adopted in March 2025,²⁶ and the faculty will continue to deliberate about how best to protect academic freedom in a period during which core principles appear to be under stress. Second, in AY25-26 the College will continue to adapt to the recent departure of our Chief Diversity Officer Mario Lopez, with Assistant Dean for LEOP Elizabeth McGriff taking on some DEI-related functions and a new hire taking over the First Generation Program.

²² See <https://www.cambridge.org/core/books/ai-versus-ip/753BoC776CBB12D667E557506BF21089>.

²³ See https://uclawsf--simpplr.vf.force.com/apex/simpplr_app?u=/site/aoi6To000oBL5tcQAC/dashboard.

²⁴ See https://uclawsf--simpplr.vf.force.com/apex/simpplr_app?u=/site/aoi410000oGGGWeAAP/page/aoc6To0000SoBMuQAN.

²⁵ See <https://www.uclawsf.edu/community-principles/#:~:text=We%20strive%20to%20create%20an,learn%2C%20work%2C%20and%20serve>.

²⁶ https://uclawsf--simpplr.vf.force.com/apex/simpplr_FileDetail?fileId=0696To0000bh5yOQAQ&siteId=aoi410000oGGGWeAAP.

A. Free Speech and Academic Freedom

The faculty adopted an updated Academic Freedom Policy in the spring of 2023.²⁷ The Board of Directors adopted an Interim Academic Freedom Grievance Policy and an Interim Policy on Free Speech at its June 12, 2025 meeting.²⁸ We are advertising those new (2025) policies this year and assessing their implementation.

Last year's Faculty Executive Committee (FEC) asked the Provost & Academic Dean to continue to focus attention on faculty member concerns that unpopular but otherwise lawful speech may result in negative consequences for them. Toward that end, Provost & Academic Dean Morris Ratner, Dean of Students Tiffany Gabrielson, and GC John DiPaolo are working with prior-year FEC member Keith Hand, who also co-chaired the ad hoc committee that produced the current version of our Academic Freedom Policy, to lead a faculty conversation this year about the legal and policy boundaries of protected speech in the classroom setting.

B. Diversity, Equity & Inclusion (DEI) in AY25-26

1. New DEI Dean

Chief Diversity Officer Mario Lopez left the College in the spring of this year. Assistant Dean for the Legal Education Opportunity Program [Elizabeth McGriff](#) ('96) has agreed to take on an additional role starting July 1, 2025 as Assistant Dean for Diversity, Equity & Inclusion, essentially taking over the College-wide diversity functions Mario performed. In that capacity, she will collect and share information about diversity, equity, and inclusion ("DEI") with the community, report and help the College brainstorm about new DEI initiatives, hone and share her already-considerable expertise on DEI matters, build community partnerships, and take over as Chair of the Chancellor & Dean's [Diversity Equity & Inclusion Working Group](#) ("DEIWG"). Dean McGriff's new title is "Assistant Dean for the Legal Education Opportunity Program and Assistant Dean for Diversity, Equity & Inclusion." In her capacity as Assistant Dean for DEI, Dean McGriff reports directly to the Chancellor & Dean. She will continue to report to the Provost & Academic Dean for LEOP-related matters.

2. First Gen Program Reboot

In coordination with the Provost & Academic Dean, former Chief Diversity Officer Mario Lopez launched and ran the First Generation Program at UC Law SF. After Chief Diversity Officer Mario Lopez's departure, we broke out that facet of his former role and executed a hiring process for a part-time First Generation Program director to start this summer. Adjunct Professor and Meta Associate GC, AI Product [Ernest Hammond III](#) agreed to serve as the next Director of the College's First Generation Program. He started on July 21 and is leading a special 1L first generation student orientation session the week of August 11.

²⁷ See https://uclawsf--simpplr.vf.force.com/apex/simpplr_app?u=/site/a0i4100000GGGWeAAP/page/aoc2M00000qDh33OAC.

²⁸ See David Faigman, et al., Board of Directors Report 6.2.1.5 re "Interim Policy on Free Speech" (June 12, 2025) (https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1023&context=board_materials_2025).

Director Hammond reports to the Provost & Academic Dean. He will effectively reboot and reimagine that popular program starting this academic year.

V. Supplemental Planning in AY25-26 – Federal Policy Changes

As noted, supplemental planning is taking place this year that focuses on, among other topics, changes in federal policies pertaining to graduate education financing. Reporting on this will likely take place primarily in other Board committees (e.g., Finance) or at the Board of Directors level. It is referenced here primarily to place it in the context of multiple years of supplemental planning.

Report 4.2 – Student Success

By Provost & Academic Dean Morris Ratner, Director of Bar Passage Support Margaret Greer, Associate Director of Bar Passage Support Dan Martin, and Assistant Dean for Career Development Office Amy Kimmel

I. Bar Success

Accompanying Report 4.1 addresses implementation of last year’s supplemental strategic planning on student success and additional initiatives associated with anticipated changes to the California Bar Exam. This section of this report focuses more narrowly on Class of 2025 preparedness for the July 2025 administration of the California Bar Exam.¹

Bar Success Analyst Stefano Moscato shared the following information about the Class of 2025’s preparedness levels for the July administration of the California Bar Exam. Recall that last year’s Class of 2024 first-time bar pass rate on the July 2024 administration of the California Bar Exam was near historic highs at 84%.² In addition to law school cumulative GPA, percentage of post-graduate bar study completion (what I loosely call “bar preparedness”) is one of the most powerful predictors of first-time bar passage. That explains why, using it last year, Professor Moscato was able to nearly perfectly predict our first-time pass rate on the July 2024 administration. Professor Moscato tracked student progress in post-graduate bar study this summer. He reports that the Class of 2025 achieved higher preparedness levels than did the Class of 2024, which is a good sign:

Here’s how the data compare to last year’s cohort:

- 80.5% average course completion vs. 79.8% last year.
- Critically, only 17 grads completed less than 50% of their course (including 5 below 25%), vs. 30 (and 11 sub-25%) last year.
- Average of 1,036 supplemental MBEs attempted (vs. 827 last year), including 572 questions in the last three weeks (vs. 508 last year). 324 of 340 grads attempted at least 100 questions, vs. 316/345 last year.
- Among those who took their commercial bar course’s full day simulated MBE test, the average score was 125.1 (vs. 124.6 last year). And many more grads heard our messaging on the importance of taking this simulated exam: Only 41 grads did not take it (and 6 others took only the morning portion), vs. 61 non-takers plus 11 morning-only last year.
- 225/340 grads submitted at least one BEST essay, vs. 214/345 last year. 1,240 total essays submitted, vs. 1,148 last year.
- All of that increased supplemental work translates to a 94.4% “effective” course completion rate, vs. 90.9% last year.

¹ Unlike the February administration, which was on a different platform and used Kaplan questions, the July administration was on the prior platform (ExamSoft) and used NCBE questions, and was in-person, and we are not aware of significant administration issues. Our graduates report that the exam went smoothly.

² See Morris Ratner, *et al.*, Educational Policy Committee Report 4.1 re “Bar Passage” (February 27, 2025) (https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1009&context=board_materials_2025).

Since the population whose odds most greatly increase when following our suggested study approach is the sub-3.2 GPA cohort, it bears mentioning that the gap between this year and last year is even more pronounced here:

- 74.9% course completion & 86.9% effective course completion, vs. 73.7% & 82.7% last year.
- 891 supplemental MBEs attempted, vs. 674 last year.
- 117.2 vs. 113.7 average score on the simulated MBE. 31 non-takers (and 2 morning-only) vs. 40 non-takers (and 6 morning-only takers) last year.

The LEOP Class of 2025 cohort preparedness statistics were even better. According to Professor Moscato, LEOP Class of 2025 graduates achieved the following during bar study this past summer:

- 81.8% course completion.
- 1123 supplemental MBE questions, 584 in the final three weeks.
- 93% participation in BEST, accounting for over 25% of the essays submitted.
- 97.2% effective course completion.

Of course, while preparedness is a powerful predictor, it is just that, a predictor. Actual pass rates will not be known until results are released in November.

Graduate preparedness levels are a function of the readiness we create over a three-year course of study. But they also reflect the incredible efforts of our bar success team leadership, Director of Bar Passage Support Margaret Greer, Associate Director of Bar Passage Support Dan Martin, and, for LEOP grads, new OASIS Professor of Practice Heather Varanini and this past year, outgoing Professor of Practice Richard Sakai. Their work each summer is informed by data analyses Professor Moscato provides throughout the summer. They deserve our gratitude for what amounts to a 10-week marathon of individual coaching of hundreds of graduates each year.

II. Employment

Assistant Dean Amy Kimmel leads the Career Development Office and prepared the text in this section of this report.

A. Class of 2025 Employment (Year Over Year Data)

The Career Development Office (CDO) captures employment data for the graduation class at the start of every month on our graduate tracking sheet. Our graduate tracking sheet includes anyone who has not given us all the information required for reporting so it is possible that a graduate's status may change in the coming months.

- August 1, 2025: 125/359³ (35% are unemployed and/or we do not have complete data on their employment status).⁴
- August 7, 2024: 180/ 366 (49% are unemployed and/or we do not have complete data on their employment status).
- August 16, 2023: 154/345 (44% are unemployed and/or we do not have complete data on their employment status).
- August 3, 2022: 134/309 (43% are unemployed and/or we do not have complete data on their employment status).

B. Recruiting Trends

1. Big Law Recruiting

Big Law hiring has changed dramatically in the last year and a half. Law firms now do the bulk of their recruiting through direct applications to their firms (rather than through early or traditional OCI Programs).⁵ To respond to these changes, we offered increased resources and workshops throughout the spring for students, and we offered firms a pre-OCI program in the first week of June and a more traditional OCI program in the last week of July. The numbers of firms participating in the pre-OCI program rose slight from last year (up to 36 from 28) and the number of firms in the more traditional summer OCI program was down from last year (29⁶ down from 40). This is down from the 70+ employers who participated in the traditional summer OCI in 2023.

Over the next two months, we will be gathering data both from our students as well as from our national and local professional organizations to better understand the recruiting trends from this past summer and to plan for next summer. Likely, the role of OCI will continue to decrease. In response to these shifts, we are providing firms and students more opportunities to connect earlier in the first year. We are hosting two networking events featuring employers from all sectors (with ample representation from Big Law) as part of our 1L Essentials programming. One of the spring mandatory 1L Essentials (Academic Regulation 708 Professional Development Program) events will prepare students for 2L summer recruiting. Additionally, we will provide more resources to students about how best to research and identify these opportunities when they are available.

These shifts are not without challenges for students. They may be navigating a 1L summer and 2L summer job search at the same time. Students may be forced to make decisions about 2L summer (and by extension their post-graduation career) at an earlier stage before they have really explored all the practice areas. This shift to direct

³ Additionally, the class size is not confirmed; May and August graduates are still being processed so the denominator (Class of 2025 class size) may change.

⁴ We expect this lower number is in large part to our improved data collection practices.

⁵ Per NALP, direct applications were the most prevalent recruiting method in 2024 (as opposed to traditional OCI in 2023). The summer 2024 recruiting cycle saw firms participate in OCI at fewer schools than the previous cycle.

⁶ This number also included a higher than usual number of mid-size firms and DA offices.

applications requires a higher level of self-direction in the job search without the more systematized and “one-stop-shop” process of OCI. This continues to be a particular challenge for first-generation and other students who are not familiar with these firms, do not have a large network of lawyers, and to whom all of this is very new. We will continue to partner with LEOP and the First-Gen Program to ensure this information is getting to our students.

2. Government Hiring

The federal Department of Justice Honors Program is happening this year despite a very late start and the continued hiring freeze at the federal level.⁷ Almost all the formal positions are with the Executive Office of Immigration Review (103 out of the 118 spots). This is a marked increase from years past; typically, EOIR make up 20-30 positions. The rest of the positions are mainly within Civil Division. Positions at U.S. Attorney’s Offices are only open to graduates who’ve already passed the bar or are waiting on their results—they aren’t available to current students. The Presidential Management Fellows program (another good pathway into post-graduate federal government work) was terminated.

We are continuing to monitor the federal hiring and its potential impact on the market both on state level jobs and on the market broadly as more government attorneys are forced to pivot to other practices and/or sectors.

⁷ The formal positions in the Honors Program have received hiring freeze exemptions.

Report 4.3 – Centers

By Provost & Academic Dean Morris Ratner

The 2020 Operational Strategic Plan identified as a “cross-cutting initiative” the goal of expanding the law school’s centers and programs of excellence. As previously reported, the College has significantly expanded the number of programs and centers. This year, in academic year (AY) 2025-2026, Chancellor & Dean David Faigman is launching a new Center for Constitutional Democracy. However, this report is backward looking. Each year since 2020, I have shared center annual reports covering the prior year and highlighting their activities.¹ While not all reports have been finalized for AY 2024-2025, the sampling attached to this report shows the breadth and impact of our centers’ work. Attached please find the following reports for the last academic year:

- Center for Gender and Refugee Studies.
- Center for Innovation.
- Center for Litigation and Courts
- Center for Negotiation and Dispute Resolution.
- Center for Race, Immigration, Citizenship & Equality.
- Center for Racial and Economic Justice.
- Center for Social Justice.
- Equality Action Center.
- International Development Law Center.
- LexLab.
- UCSF/UC Law Consortium.
- WorkLife Law.

You can also find online versions of the following additional center reports: the Center for Business Law² and the Center for East Asian Legal Studies.³

¹ See <https://www.uclawsf.edu/academics/centers/>.

² See <https://www.icontact-archive.com/archive?c=272315&f=49892&s=56728&m=828149&t=e21c46406720c3197d8e879bc8cb48451b56d0d4f789b335b26937dbc556968b>.

³ See <https://www.uclawsf.edu/east-asian-legal-studies/>.



2024-2025 ANNUAL REPORT



FACULTY DIRECTOR
PROFESSOR KAREN MUSALO



MESSAGE FROM THE DIRECTOR

The Center for Gender & Refugee Studies (CGRS) works to ensure that the United States lives up to its international and domestic legal obligations to protect individuals fleeing persecution. We provide training, expert consultation, and resources to attorneys who represent asylum seekers so that they can obtain the best outcome in individual cases, while we litigate and are engaged in research and policy advocacy to impact the development of the law. CGRS is a nationally and internationally recognized source of expertise and is a frequent reliable source for scholars and journalists writing on refugee issues. This year, CGRS is proud to celebrate 25 years of pursuing justice for those fleeing violence, persecution, and the escalating impacts of climate change around the world.

I founded CGRS after achieving the groundbreaking victory in *Matter of Kasinga*, which was the first precedent decision establishing that women fleeing gender-based persecution could be eligible for asylum in the United States. Although CGRS's initial mission was on behalf of refugee women, we have expanded to protect all those who suffer human rights violations and arrive at our borders seeking the protection guaranteed by U.S. law, and our international obligations.

The global trend by rich industrialized countries—including the United States—has been to turn back asylum seekers, resulting in tragic deaths at the border, and at sea. We work to counter policies that violate the right to *non-refoulement* (non-return) to persecution. We harness our skills as scholars, educators, litigators, and policy experts to restore and reimagine access to asylum, providing refugee communities a fair chance to live in safety and dignity.

As unprecedented attacks on immigrants and asylum seekers intensify, CGRS's work is more critical than ever. We are committed to challenging the unlawful policies that violate the rights of those fleeing persecution, and to advocating for a just and peaceful world where people do not need to flee their home countries in order to save their lives.



Karen Musalo

PROFESSOR KAREN MUSALO
DIRECTOR

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SAFEGUARDING THE RIGHT TO ASYLUM

Since the reelection of Donald Trump, protections for refugees and asylum seekers have been under existential threat. All refugee admissions have been suspended, with the exception of the admission of a number of white South Africans, and those fleeing persecution are prohibited from raising asylum claims when they arrive at the U.S. border. CGRS is taking a leading role in challenging these unjust and inhumane policies.

CGRS engages in impact litigation to challenge systemic barriers to asylum as well as intervenes as counsel or *amicus* in select individual asylum cases to set positive precedent. Since Trump took office for his second term, we have filed three separate [lawsuits](#) to halt policies that deny asylum protections and prevent individuals and families from accessing asylum at the U.S. border. In April, we secured a [victory in](#) *Immigrant Defenders Law Center v. Noem*, blocking the government's reimplementaion of the "Remain in Mexico" policy, which forced people seeking asylum to await their U.S. immigration court date under perilous conditions in Mexico.

IN THE PAST YEAR:

- We were counsel in **12** major national impact litigation cases.
- We were counsel or *amicus* in **31** individual asylum cases at the Courts of Appeals, the Board of Immigration Appeals (BIA), immigration courts and United States Citizenship and Immigration Services (USCIS).
- We filed an [amicus](#) brief with the Supreme Court in *Department of Homeland Security v. D.V.D.* arguing against the removal of asylum seekers to places like South Sudan, Libya, and El Salvador where they face a substantial risk of torture or other ill-treatment without adequate notice and a meaningful opportunity to express their fears.
- We [filed an urgent request](#) with Inter-American Commission on Human Rights demanding immediate action against El Salvador for the unlawful detention of at least 288 individuals, many with pending asylum claims, transferred from the United States to the CECOT mega-prison in March 2025 by the Trump administration without any legal process. To complement U.S. litigation efforts, this request aims to ensure access to asylum and a fair legal process.

CHAMPIONING FAIR AND HUMANE POLICIES

CGRS takes a leading role in national coalitions, submitting in-depth comments on immigration-related rulemaking and providing guidance for organizations and individuals submitting comments to proposed regulations. CGRS also co-leads the [#WelcomeWithDignity](#) campaign for asylum rights, empowering impacted communities nationwide to build collective resistance and momentum against regressive measures.

Over the last year, we published **35** policy resources, including factsheets and rapid response materials, to help inform and guide advocates and policy makers. We also produced select resources in Spanish.

CGRS IN THE NEWS

Journalists frequently turn to CGRS staff for our expertise and insight on the latest developments in immigration and asylum law and policy. This year, we were quoted, featured, or used as a source in **160** [media pieces](#) in national and international press. CGRS faculty published **8** op-eds and other commentary, including in the [Los Angeles Times](#) and [Just Security](#).

RESPONDING TO THE CLIMATE EMERGENCY



CGRS is a leader in the movement to expand access to protection for those displaced by the impacts of climate change. We develop practical guidance and country conditions documentation to support advocates representing climate-displaced individuals.

Building on our 2023 climate practice advisory, we co-authored a groundbreaking new resource for global partners, [International Protection for People Displaced Across Borders in the Context of Climate Change and Disasters: A Practical Toolkit](#), to help legal practitioners and decision-makers navigate protection claims involving climate factors. With the Kaldor Centre for International Refugee Law and University of Essex School of Law and Human Rights Centre, and support from the United Nations High Commissioner for Refugees (UNHCR), we launched multiple worldwide briefings and webinars on the Practical Toolkit and international protection frameworks.

This year we participated in the 40th Anniversary of the 1984 Cartagena Declaration on Refugees, a regional protection agreement. The commemoration provided an opportunity for states and stakeholders to discuss ongoing challenges and new commitments in response to displacement in Latin America and the Caribbean. As part of this process, we submitted [recommendations](#) and coordinated a [webinar](#) to assess emerging trends and regional approaches. When the process culminated in the Chile Declaration and Plan of Action (2024–2034), we [analyzed](#) its potential as a blueprint for addressing climate- and disaster-related displacement in the Americas.

UNPARALLELED ASYLUM LAW EXPERTISE

CGRS is a nationally recognized leader in the field of asylum law, supporting thousands of attorneys annually with the online tools and training they need to successfully litigate asylum cases. We are recognized by the State Bar of California as a primary technical assistance (TA) and training provider for a state-wide network of legal services organizations. In this current climate, we are developing rapid-response resources and trainings to ensure advocates remain informed about policy changes that directly impact their clients.

In 2024-2025 we:

- Provided tailored consultation and technical assistance in more than **8,000** individual asylum cases.
- Conducted over **100** webinars, workshops, and other presentations, reaching an additional **9,000** advocates nationwide.
- Produced and disseminated **49** new CGRS-authored resources, including in-depth practice advisories, country-conditions evidentiary materials, and model briefing.
- Continued to provide attorneys with free, one-of-a-kind access to experts to support their asylum cases through our online expert witness database, which now includes **500** country conditions experts and medical professionals



How our TA Program works

SHINING A LIGHT ON ASYLUM ADJUDICATION

This year, CGRS added a new [Immigration Judge \(IJ\) Dashboard](#) to our innovative [online tools](#). Drawing from CGRS's repository of over **15,500** unpublished immigration decisions, the dashboard offers detailed insights into how specific judges have ruled on asylum cases involving similar fact patterns. This unprecedented level of transparency enables advocates to tailor litigation strategies based on real trends, data which is otherwise not available to the public. CGRS staff published [an article](#) in Bender's Immigration Bulletin outlining the importance of the IJ dashboard in understanding how extrajudicial factors and bias influence immigration judges.

CGRS Director, Professor Karen Musalo, along with co-authors, provided a deeper analysis of immigration judge decision-making in her article, [With Fear, Favor, and Flawed Analysis: Decision-Making in U.S. Immigration Courts](#), in Boston College Law Review. The article identified the way various biases impact the outcomes in asylum cases.

REGIONAL APPROACH TO MIGRATION

CGRS aims to ensure that U.S. policies prioritize human rights and access to meaningful protection. We work with partner organizations in the United States, Latin America, and the Caribbean to advocate for humane migration policies, address the root causes of forced migration, and contribute to the development of a more just regional system of refugee protection.

This year, in collaboration between the Refugee and Human Rights Clinic and CGRS, Professor Karen Musalo carried out a third fact-finding trip to Honduras to document human rights abuses and displacement caused by climate change and environmental degradation. These trips provide us with the opportunity to work with regional partners to develop country conditions evidence, including expert witness declarations which constitute critical proof in asylum claims.



CGRS and Refugee and Human Rights Clinic fact-finding delegation to Honduras March 2025

HAITI JUSTICE PARTNERSHIP: 2025 DELEGATION TO MEXICO CITY

In March, CGRS Legal Director and Visiting Assistant Professor Blaine Bookey led a delegation of CGRS staff, UC Law SF [Haiti Justice Partnership](#) faculty and students, and other partners including a professor from our sister law school in Haiti, *l'École Supérieure Catholique de Droit de Jérémie* ([ESCDROJ](#)), to Mexico City to document current conditions facing Haitian asylum seekers and provide Know Your Rights (KYRs) trainings in Haitian Creole.

The delegation interviewed dozens of migrants, met with NGOs, UNHCR and Mexico City government officials, and conducted KYRs for Haitian migrants. In coordination with local partners, the delegation surveyed the pressing needs of Haitian and other non-Spanish-speaking asylum seekers in Mexico City.



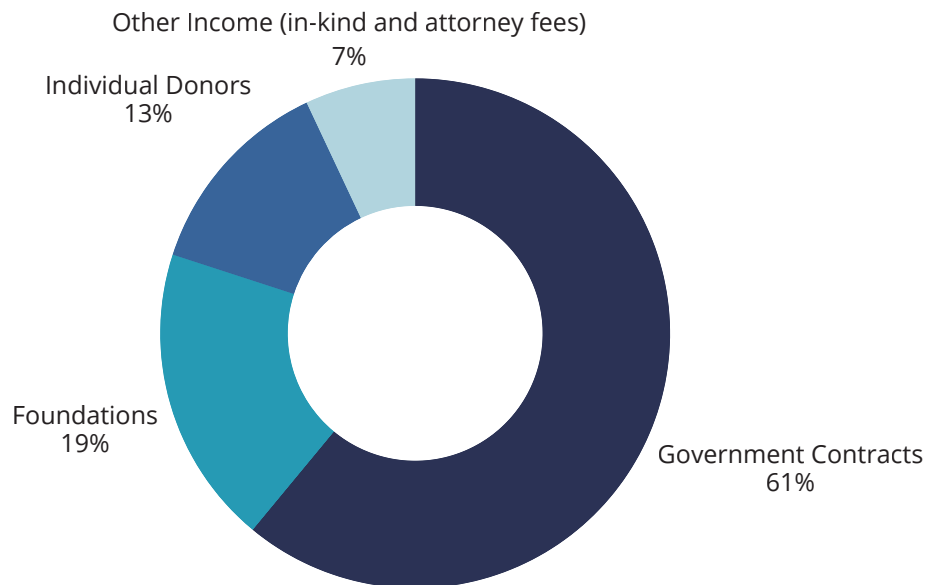
CGRS and Haiti Justice Partnership delegation to Mexico City March 2025

The delegation incorporated its findings into a shadow [report](#) for the UN Human Rights Council's review of the United States, which documents how U.S. policies that deny migrants the right to seek asylum violate international law, and have a disproportionate impact on Haitian and other Black asylum seekers forced to stay in Mexico.

FISCAL YEAR 2025 FINANCIAL OVERVIEW

Center Operating Budget: \$4,052,852

SOURCES OF REVENUE



Special thanks to: Dean and Chancellor, David Faigman, and the Academic Dean, Morris Ratner, our Advisory Board, and our individual donors who make our work possible.



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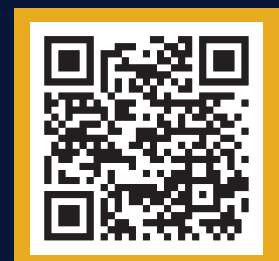


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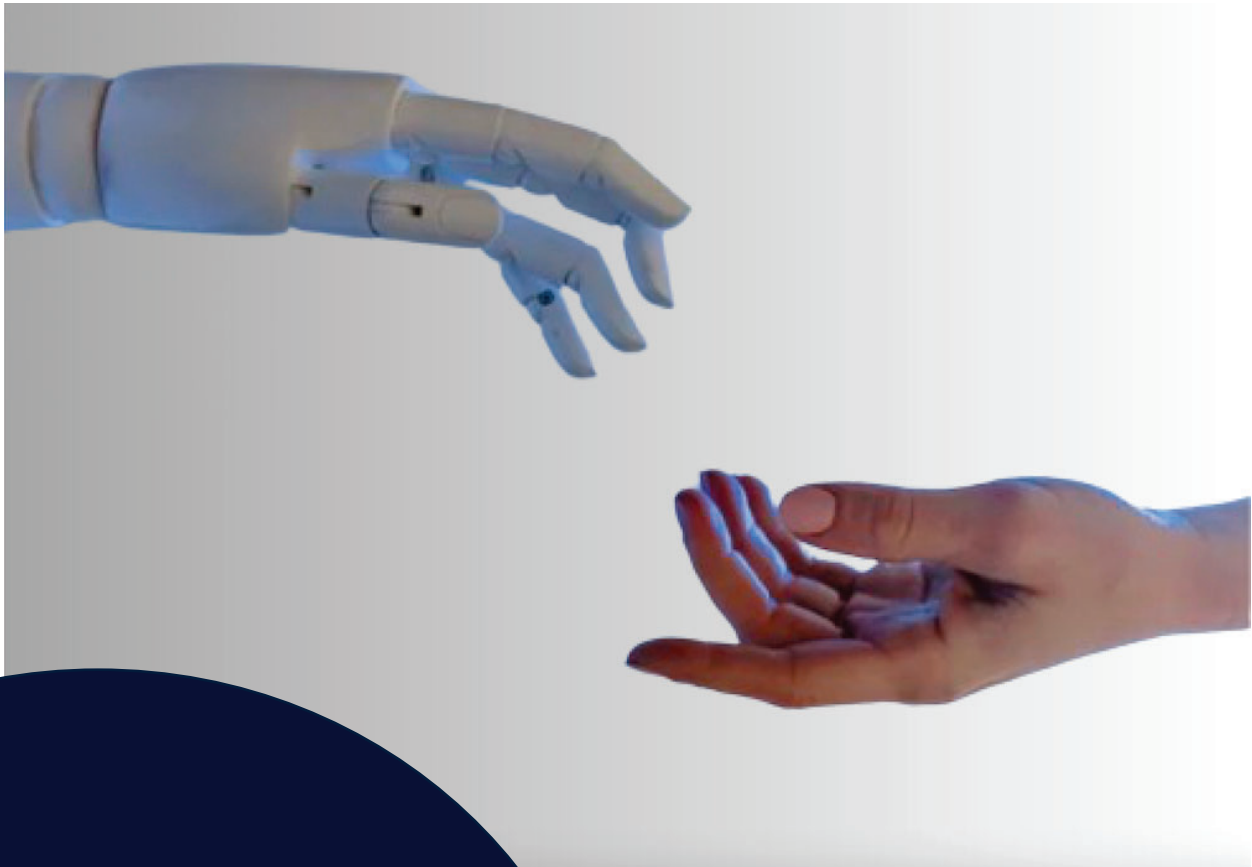
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**ANNUAL
REPORT
2024 – 2025**



CENTER FOR INNOVATION (C4i)



**C4I DIRECTOR
PROFESSOR
ROBIN FELDMAN**

MESSAGE FROM THE DIRECTOR ROBIN FELDMAN

This year brought many exciting developments, especially for the **AI Law & Innovation Institute**, the newest branch of **C4i**. The Institute's purpose is to anticipate the research needed to answer the policy issues of today and tomorrow.

In addition to publishing five academic articles in journals and completing eight others, C4i shifted into high gear to support publication of my 5th book, *AI & IP: Rewriting Creativity* (forthcoming Summer 2025). The work also yielded dividends with an on-campus podcast filming entitled, [“How I Used AI in Writing a Book on AI”](#).

C4i's flagship program, **Startup Legal Garage**, provides students with hands-on legal experience and startups with free legal advice. In its **Spring 2024 lineup**, we partnered with **17 startups**. To date, **more than 600 students** have been launched into the world of startup law, serving **over 550 startups**. An astonishing **80%** of these startups are still in business today; **14 others** have achieved buyout by a larger firm. Program alumni have exited for millions of dollars, received funding from the NIH, and won the Nobel Prize.

C4i's research through the **Law and Medicine Initiative** also met with significant success this year, with publications appearing in *BERKELEY TECHNOLOGY LAW JOURNAL*, *VANDERBILT ENT. & TECH. L.*, *UNIVERSITY OF ILLINOIS LAW*, and more.

As in recent years, we responded to dozens of requests for technical advice or testimony from Congressional committees and regulatory agencies, including the Senate Health Committee, the Department of Justice's working group on AI, and the California Law Revision Commission's hearings on healthcare and on AI.

Finally, in a year of scarce resources, we were honored to receive \$2.5 million in grants and gifts. We will do our best to live up to that trust and to continue advancing the reputation of UC Law SF.

-Professor Robin Feldman



CENTER FOR INNOVATION MISSION STATEMENT

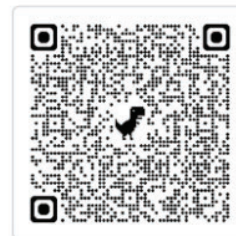
Connect with C4i:

Website: www.uclawsf.edu/center-for-innovation/

Email: feldmanr@uclawsf.edu

Twitter: [@C4iUCLaw](https://twitter.com/C4iUCLaw)

Donate:



“More than a think tank, C4i is an action tank invested in identifying implementable solutions to today’s problems.”

Research initiatives and classroom components are integral to the Center as it identifies and advances the knowledge, tools, and skills necessary to foster innovation in the practice and development of law and policy, and in legal education."

The Center for Innovation (C4i) at UC Law features three dynamic initiatives: the Startup Legal Garage; the Law & Medicine Initiative; and the AI Law & Innovation Institute

- **Startup Legal Garage** provides startups with free legal advice and UC Law students with hands-on legal experience while supervised by attorneys from the area’s leading law firms, creating win-win-win experiences for all participants.
- The **Law & Medicine Initiative** empowers policymakers, stakeholders, and regulators to make informed, evidence-based decisions at the intersection of intellectual property law and medicine.
- **The AI Law & Innovation Institute** anticipates the research needed to answer the innovation policy issues of today and tomorrow, so we can help solve those issues as they arrive.

Center Leadership



Robin Feldman
C4i Director



Paul Belonick
SLG Director
C4i Assistant Director



Gideon Schor
Law & Medicine
Director



Zac Henderson
Shashi & DJ Deb Professor of
Emerging Technology and Law

AI LAW & INNOVATION INSTITUTE KEY WORK



Government Activities Related to AI

For almost a decade, Professor Feldman and C4i have provided guidance on AI to government institutions upon request:

- Technical advice to **congressional committees and agencies** on regulation of AI
- The **Army Cyber Institute's** threat casting exercise on Weaponization of Data
- The **GAO's** Artificial Intelligence Roundtable report to Congress on the future of AI
- The **United Nations** (address delivered to the 2023 General Assembly Science Summit on the impact of AI, delivered by Chancellor David Faigman)
- The **Federal Trade Commission's** hearing on Emerging Competition, Innovation, and Market Structure Questions Around Algorithms, AI, and Predictive Analytics
- The **US Patent & Trademark Office's** Listening Session on Patents and AI Inventorship
- The **National Academies' Workshop** on AI and Machine Learning to Accelerate Translational Research, for the Government-University-Industry Research Roundtable
- The **National Academies' Workshop** on Robotics and AI
- The **Department of Justice's** working group on AI

Academic Work on Artificial Intelligence

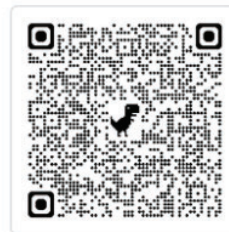
(For past publications, see <https://www.uclawsf.edu/people/robin-feldman/>)

- ***AI & IP: Rewriting Creativity***
Forthcoming, CAMBRIDGE UNIVERSITY PRESS, Robin Feldman
- ***Artificial Intelligence and Cracks in the Foundation of Intellectual Property***
UC LAW JOURNAL, Robin Feldman
- ***AI and Antitrust: "The Algorithm Made Me Do It"***
COMPETITION, Robin Feldman and Caroline Yuen
- ***AI & Probabilistic Dispute Resolution***
WISCONSIN LAW REVIEW, Zac Henderson

STARTUP LEGAL GARAGE PROGRAM HIGHLIGHTS

Connect with SLG:

Website: www.startuplegalgarage.org
Email: startuplegalgarage@uclawsf.edu
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As the flagship program of C4i, the **Startup Legal Garage** provides free legal services for early-stage technology and biotechnology startups through partnerships with incubators and law firms. In particular, the program supports women- and minority-owned businesses. In past years, Startup Legal Garage has won awards from both the **American Legal Technology Awards** and **Bloomberg's Law School Innovation Program**.

Highlights from our 2024 - 2025 Lineup:

- **Aquamesh**, using IoT networks to enable **remote water quality monitoring**.
- **Episense**, monitoring brain activity to **predict incoming seizures**.
- **Hakimu Group**, using AI to help **build legal infrastructure across Africa**.
- **Wizearly**, using AI to help **identify students at risk of chronic absenteeism**.
- **Playrportal**, providing tools to **match female soccer players with professional clubs**.

Past Success Stories Include:

- **Caribou Biosciences:** pioneered CRISPR technology; founded with the help of our law students. Founder Jennifer Doudna was awarded the Nobel Prize in Chemistry in 2020.
- **Black Girls Code:** seeking to increase the number of women of color in the digital space by empowering girls of color ages 7 to 17 to become innovators in STEM fields, leaders in their communities, and builders of their own futures through exposure to computer science and technology. Recognized by PC Magazine, NY Daily News, The Independent, CNET, Fortune, Newsweek, CNBC, Huffington Post, NPR, and USA Today.
- **Evolve Energy:** helping consumers save their energy costs through AI and IOT.

LAW & MEDICINE INITIATIVE FEATURED RESEARCH 2024 – 2025

Dance of the Biologics

(BERKELEY TECHNOLOGY LAW JOURNAL)

The system set forth by the Biosimilars Act is so complex that scholarship has largely avoided explaining it. This article tackles every step of the process head-on.

Purple is the New Orange

(UNIVERSITY OF ILLINOIS LAW REVIEW)

The Purple Book does not provide nearly as much intellectual property information as the Orange Book. Insulin is a case study in the Purple Book’s informational shortcomings.

The New Clinical Investigation Exclusivity: A Substantial Source of Monopoly Time for Brand Drugs

(NATURE BIOTECHNOLOGY)

In the United States, some non-patent exclusivities can have an outsized impact on the ability of generic competitors to enter the market and lower drug prices.

AI and Antitrust: “The Algorithm Made Me Do It”

(COMPETITION)

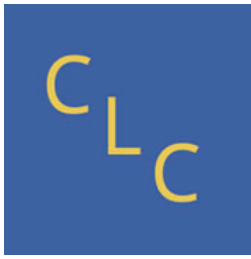
As AI becomes a more accurate tool, it could lead to anticompetitive hub-and-spokes arrangements that current competition laws may not be fully equipped to evaluate. Using the pharmaceutical supply chain as an example of an industry with concentrated intermediaries, this article identifies such structures as tacit collusion. AI is likely to exacerbate the issue.

NIH Licensing Would Benefit from Free-Market Provisions. Cambridge's Journal of Law, Medicine & Ethics

(Cambridge’s JOURNAL OF LAW, MEDICINE & ETHICS)

Government encouragement of free markets is an effective way to foster pharmaceutical innovation; by including “free-market provisions” in its licensing agreements that discourage anti-competitive/research-impeding behavior, the NIH can support this goal without new legislation.

C4i also completed seven studies this year which are under review at journals. Stay tuned!



Center for Litigation and Courts
at UC Law – SF

2024-2025

CLC ANNUAL REPORT



CLC Founding Director
Professor Scott Dodson

MESSAGE FROM THE FACULTY DIRECTOR

Scott Dodson



No other academic center in the world has the broad mandate of studying civil litigation and the courts. The Center for Litigation and Courts at UC Law has that mandate.

Founded in spring 2021, CLC has become a global leader in bringing academic discussion, knowledge, and guidance to civil litigation:

- Hosts, in partnership with key organizations like NITA and the National Judicial College, educational and skill-building events for the bench and bar;
- Organizes and cosponsors an annual academic conference on the cutting-edge topic of complex litigation ethics;
- Produces original scholarship on litigation and courts and submits amicus briefs to courts across the nation;
- Publishes *The Judges' Book* annually and disseminates it free to all federal judges nationwide and all California state judges;
- Holds moot courts for attorneys appearing before appellate courts around the country, and is currently slated to moot around 70% of the California Supreme Court's civil cases in 2025;
- Houses the nationally ranked UC Law SF Trial Team and is the focal point for the Concentration in Civil Litigation and ADR.

SELECT HIGHLIGHTS

in 2024-2025

New Scholarship

“The Complexities of Consent to Personal Jurisdiction” ***California Law Review (2025)***

This article showcases the complexities of the new consent-to-personal-jurisdiction doctrine after *Mallory v. Norfolk Southern Railway Co.*

“Cy Pres in Federal Securities Class Actions” ***Emory Law Journal (2024)***

This article empirically validates some concerns about cy pres distributions, including lax oversight by courts, conflicts with recipients, and the selection of recipients unlikely to advance the class's interests.

2025 National Civil Justice Institute Appellate Advocacy Award

CLC Director Scott Dodson and CLC Research Professor Joshua Davis won the National Civil Justice Institute's 2025 Appellate Advocacy Award for their pro bono representation of Stuart Harrow before the United States Supreme Court. Harrow, a longtime federal employee, challenged a furlough but was told by the Federal Circuit that he missed a filing deadline in his case and that, because the deadline was jurisdictional, the court could not excuse his lateness. Dodson and Davis successfully sought certiorari on the jurisdictional issue. Dodson wrote the briefs, and Davis argued the case. They prevailed, securing a 9-0 reversal of the Federal Circuit. In addition to keeping Harrow's case alive, the win provided greater access to justice for the many pro se MSPB complainants seeking judicial review.

Special Thanks To:

Chancellor and Dean David Faigman
Provost and Academic Dean Morris Ratner
CLC Staff and Affiliates
CLC Advisory Board
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2024-25

ANNUAL REPORT

LAW CENTER



Center for
Negotiation &
Dispute
Resolution
UC Law San Francisco

UC Law SAN FRANCISCO

MESSAGE FROM THE DIRECTOR

Professor of Law & Faculty Director
Hiro N. Aragaki

Established in 2003, the Center for Negotiation and Dispute Resolution (CNDR) at UC Law San Francisco is **one of the oldest** law school alternative dispute resolution (ADR) centers in the country. It is a premier **ADR think tank** that brings cutting edge research to bear on the latest developments in practice faced by lawyers, neutrals, governmental actors, NGOs, and parties seeking to resolve their disputes out of court. CNDR is also an **award-winning training institute** that offers hands-on, practice-ready education to law students in small classes of twenty or fewer. Hundreds of lawyers, judges, and policy makers from across the globe have also chosen CNDR as their go-to provider for ADR training, citing its world-renowned faculty and broad offerings in negotiation, mediation, arbitration, and more.

We welcome the opportunity to work with those who share our dedication to resolving conflict outside of the traditional litigation system and hope you will consider joining in our efforts.



OUR MISSION

Litigation is not the only or best way to resolve the vast majority of disputes; a modern system of justice needs quality **litigation alternatives**. CNDR's mission is to help scholars and their students think big ideas about those alternatives, and to provide a forum to engage ADR practitioners, policy makers, and government actors working in the trenches. It does so in a number of ways:

01.

Undertaking rigorous **scholarship** that has real-world impact.

02.

Developing new courses and **teaching** methods that emphasize learning by doing and practice-readiness.

03.

Ensuring that our work has both a **local and a global reach**, adhering to the highest values of diversity, equity, and inclusion.

"[UC Law SF] has rapidly become an academic leader in the alternative dispute resolution field. The knowledge and opportunities for experience available to its students are exceptional."

-Dorothy W. Nelson, Senior Judge, Ninth Circuit U.S. Court of Appeals

OUR TEAM

CORE FACULTY & STAFF



Hiro N. Aragaki
Professor of Law &
Faculty Director



Clark Freshman
Professor of Law



Gail Silverstein
Associate Dean for
Experiential Learning,



Corey Linehan
Associate Director



Karen Grayson
Senior Academic
Program Coordinator



Clint Waasted
Director, Negotiation
and Dispute
Resolution Team

AFFILIATED FACULTY



Jo Carrillo
Professor of Law



Thalia González
Professor of Law and
Harry & Lillian Hastings
Research Chair



Betsy Candler
Professor of Practice



Mattie Robertson
Professor of Practice



Dwight Golann
Research Professor



Catherine Rogers
Research Professor &
Professor,
Bocconi University
Milan, Italy



Simon Boehme
Senior Fellow



Zach Henderson
Visiting Assistant
Professor

*“UC Law SF is a beacon
for ADR in the San
Francisco Bay Area and
beyond.”*

-Serena K. Lee,
President & CEO,
International Institute
for Conflict Prevention
& Resolution (CPR)

INNOVATIVE TEACHING

CNDR helped pioneer skills-based and clinical ADR education in law schools. Approximately **25%** of all JD students take at least one of our courses, and we expect demand to increase over time given the ABA's new requirements for experiential learning units, and with negotiation and dispute resolution being tested on the **NextGen Bar Exam** starting in 2026. CNDR also helps oversee the *Civil Litigation & ADR Concentration* for JD students and the *Dispute Resolution & Legal Process* specialization for LLM students.



Our adjunct professors are thought leaders in the ADR field and include **Howard Herman**, former Director of the ADR Program at the U.S. District Court, San Francisco) and **Colin Rule**, the CEO of mediate.com and architect of ODR systems at eBay and PayPal.

"CNDR has the most interesting and vibrant ADR teachers and state-of-the-art courses for law students in the Bay Area."

-Gary Friedman, Co-founder, Center for Understanding in Conflict

INTERNATIONAL IMPACT

In September 2024, CNDR held an international training on dispute systems design and mediation reform for a distinguished group of international visitors, including Supreme Court justices, judges, lawyers, and mediators from every continent except Antarctica.



CNDR is helping the next generation of lawyers in India--a country of 1.3 billion people--learn about mediation.

In 2020, the Bar Council of India required every law school to offer a compulsory ADR course. CNDR is partnering with the **top law school** in India, the National Law School in Bangalore, to help develop a negotiation and mediation advocacy course adapted to the Indian context that can also be used as a model by other law schools.

PROFESSIONAL TRAININGS

Mastering the Fundamentals of Mediation Certificate Training

In July 2024, CNDR offered this highly sought-after, annual 40-hour comprehensive mediation training for practitioners

Customized Mediation Training for the California Labor Commissioner's Office

In 2024-25, CNDR provided a series of mediation certification trainings to approximately 225 administrative law judges and investigators at the California Department of Industrial Relations, one of the largest CNDR trainings in recent years.

"CNDR has been an invaluable partner in building our Alternative Dispute Resolution Program and helping us serve the public better."

-Karen V. Clopton, Chief Administrative Law Judge, California Public Utilities Commission

"Fantastic! [Mastering the Fundamentals of Mediation] blew away my expectations."

- Trainee from 2022

In 2024-05, CNDR provided specialized training programs for several bay Area corporations, including **Block**, **The Meta Oversight Board**, and **Exelixis**.

EVENTS & PROGRAMS

ADR Speaker Series: January-March 2025



The Dynamics of Infrastructure Dispute Mitigation

Shahla Ali, Professor of Law, Associate Dean (International) and Director of the LLM Program in Arbitration and Dispute Resolution at the University of Hong Kong, Faculty of Law



Dealing with International Dispute Resolution; Multiple Parties and Wicked Problems

Carrie Menkel-Meadow, Chancellor's Professor of Law and Political Science, University of California, Irvine and A.B. Chettle Jr. Professor of Law, Dispute Resolution and Civil Procedure, Emerita, Georgetown University



Settlementality

Jesse Bregant, Assistant Professor, University of Houston Law Center



The Psychology of Lawyers in Litigation and Negotiation

Jean Sternlight, Saltman Professor of Law & Founding Director Saltman Center for Conflict Resolution, William S. Boyd School of Law, University of Nevada, Las Vegas



How Can Real Practice System Theory Help Attorneys and Mediators Improve Their Performance?

John M. Lande, Isidor Loeb Professor Emeritus at the University of Missouri School of Law



Joint Session or Caucus? Factors Related to How the Initial Mediation Session Begins

Art Hinshaw, Associate Dean for Experiential Learning, Faculty Director, Lodestar Dispute Resolution Center, Clinical Professor of Law, Sandra Day O'Connor College of Law at Arizona State University

STUDENT ENGAGEMENT

With an experienced Silicon Valley negotiator as its coach, the UC Law SF **Negotiation & Dispute Resolution Team** has consistently received top accolades at student moot court competitions hosted by the ABA, the International Chamber of Commerce in Paris, and others.



Scholarships

The Francis E. McGovern scholarship was created to honor the legendary UC Law SF Professor and renowned court-appointed special master. The scholarship supports a continuing UC Law SF student who has engaged in ADR in an exceptional capacity during their time at the law school. This year's McGovern Scholarship was awarded to **Ron Kinan, JD '26**

SPECIAL THANKS

Chancellor and Dean David Faigman
Provost and Academic Dean Morris Ratner

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CREJ ANNUAL REPORT

2024 - 2025



Mission Statement

The Center for Racial and Economic Justice (CREJ) works to advance equity and justice through legal education, research and scholarship, and academic-community partnerships and collaborations. Through its annual Wiley Manuel Visiting Scholar and Professorship, CREJ hosts leading legal scholars whose work has been recognized as seminal in the fields of racial and economic justice.

To achieve its mission, CREJ works collaboratively with UC Law SF faculty, UC Law SF students, and local and national organizations, as well as other race and law centers across the country. A core element of CREJ's leadership at UC Law SF is the contextualization of conventional doctrinal course instruction within a historical and structural context of racism and inequality and course offerings that center critical perspectives of race, identity, and inequity. To address pressing field issues and challenges and facilitate dialogue focused on racial and economic injustice, CREJ convenes scholars, practitioners, and community leaders each year for conferences, symposiums, and roundtables.

Faculty Directors



Professor Thalia González



Dean Shauna Marshall



Professor Alina Ball

Dear Community,

As we end another year, the Center for Racial and Economic Justice (CREJ) is thrilled to share its milestones and achievements.

As you will read, our faculty and programs this year have been central in furthering our commitment to racial and economic equity. Whether it was welcoming Professor Cheryl Harris as the Wiley Manuel Visiting Scholar and Professor of Law (p. 5), hosting academics and practitioners from across the country to strategically challenge educational fines and fees (p. 7), engaging in original research in education civil rights (p. 10), partnering with community-based organizations (p. 10) or organizing an all-day symposium on racial capitalism (p. 8), our focus on interrogating systems of oppression and fostering spaces for co-creating justice-led alternative visions has remained steadfast. We are also proud recognize the field accomplishments of CREJ-affiliated faculty members and the two-year appointment of Natalia Ramírez Lee as the C. Keith Wingate Visiting Assistant Professor of Law (p. 6). This year, we have added the reflections of voices within and outside the UC Law community (p. 10) to share how CREJ is working to be a hub for justice.

We extend our heartfelt gratitude to the UC Law staff, student research fellows, panelists, speakers, and attendees whose participation and support have been integral to the success of CREJ programs this year. The dedication and support from those within our UC Law community allows us to continue this vital work. We also wish to thank our community partners and collaborators, your dedication to protecting those most vulnerable across the country inspires us.

In addition to highlighting CREJ's successes this year and thanking all of those engaged with CREJ, we wish to take a special moment and express our deepest and sincere gratitude to founding faculty co-director Professor Alina Ball. She has been instrumental in developing the strong foundations from which CREJ grows and changes. Alina will be deeply missed in the CREJ community, but we are thrilled for this next stage in her academic career and wish her the best as she expands the clinical program at Berkeley Law.

Lastly, the work of racial and economic justice is needed more than ever in this moment of political turmoil. As we looks to the future and expands its work, we humbly ask for your renewed support of and active engagement with CREJ. May the year ahead be filled with hope, access, and dignity for all.

In solidarity,

Professors Thalia González and Shauna Marshall
Faculty Co-Directors
Center for Racial and Economic Justice

Faculty Affiliates



Prithika Balakrishnan



Karen Musalo



Seema N. Patel



Christine Natoli



Richard Boswell



Veena Dubal



Radhika Rao



Ascanio Piomelli



Matt Coles



Ming H. Chen



Reuel Schiller

CREJ Research Fellows

Kaitlin Alcontin



Kaitlin Alcontin is a graduating 3L from Alameda, California who is passionate about the intersections of environmental justice, housing, and labor. She graduated from the UCLA Luskin School in 2022 with a B.A. in Public Affairs and minors in Asian American Studies and Environmental Systems & Society. At UC Law SF, she was Co-Editor in Chief of the UC Law Environmental Journal and a board member for the Pilipinx American Law Society and Students for Disability Rights.

Righteous Caldwell

Righteous Caldwell, originally from Atlanta, Georgia. He attended the University of Pittsburgh and earned a BA in Legal Studies and double minor in Political Science and Economics, with a concentration in Sociology. At UC Law SF, he was the Vice President of the Black Law Student Association and a staff editor for the UC Business Law Journal. His research focuses on education access and the use of fines, fees and charges. He is part of a research team that is coding exclusionary school discipline legislation from the 1900s to present.



Alyssa Scott



Alyssa Scott is a graduating 3L from San Francisco, California who is passionate about criminal justice reform and increasing equitable access to education for all. She graduated from UCLA in 2018 with a B.A. in World Arts and Cultures and a minor in Arts Education. Alyssa was a 2023-24 Co-Chair of UC Law's Abolition & Prisoner Outreach organization and Senior Notes Editor for the UC Law Journal. As a CREJ Research Assistant Alyssa engaged in research on restorative justice, juvenile justice, and education law and policy.

2024-2025

Wiley Manuel Visiting Scholar and Professor

Cheryl I. Harris is the Wiley Manual Visiting Scholar and Professor with CREJ and a leading scholar in Critical Race Theory with over three decades of influential work on racial inequality and the law.

Professor Harris is widely recognized for her scholarship, including her seminal 1993 article “[Whiteness as Property](#),” published in the Harvard Law Review. In this piece, she examined how whiteness has historically functioned as a form of property, grounded in the right to exclude. Today, her work remains essential in the study of race, law, and justice.



Cheryl Harris

Professor Harris began her career as an appellate and trial litigator at leading criminal defense firms in Chicago after graduating from Wellesley College and Northwestern School of Law. She went on to serve as a senior legal advisor in Chicago’s Office of Legal Counsel. In 1990, she joined the faculty at Chicago-Kent College of Law. The following year, she played a key role in organizing a series of conferences between U.S. legal scholars and South African lawyers during the development of South Africa's first democratic constitution, ratified in 1994. Since then, she has been a part of human rights delegations in several conflict zones included Northern Ireland and Haiti. She joined the UCLA School of Law faculty in 1998, where she co-founded the law school’s Critical Race Studies (CRS) Program. In 2021, she was appointed to the City of Los Angeles Reparations Advisory Commission.

Professor Harris’ scholarship explores the relationship between law and racial power, with particular focus published in leading law journals such as the Harvard Law Review, California Law Review, and UCLA Law Review. In addition to legal scholarship, her engagement with civil rights history, Black political thought, and critical theory has been featured in several influential interdisciplinary journals and collections.

As a visiting professor, Harris delivered the Mathew O. Tobriner Memorial Lecture and keynote address at CREJ’s Racial Capitalism Symposium. This past spring, she taught a seminar on Critical Race Theory. Professor Harris led students through critical inquiries into the persistence of racial inequality in a legal system that formally prohibits discrimination, the role of law both in challenging and maintaining racial hierarchy, and the intersection among forms of inequality.

“Professor Harris is one of the reasons I left civil rights law practice and became a professor,” said Shauna Marshall, CREJ Co-Director. “Her pathbreaking work on race and economic justice inspired a generation of law teachers to think critically and creatively about the way to bring about racial justice in this country. It is truly thrilling to have her a part of CREJ.”

Former CREJ Co-Director Alina Ball echoed this statement.

“Professor Harris is more than a gifted educator—she is a tour de force,” Ball said. “Her passion for teaching and steadfast belief in her students’ potential have inspired several of her former students, including myself, to pursue legal academia. She encourages critical thinking, nurtures student growth, and engages each student with compassion and respect for their individual contributions.”

2024-2025

C. Keith Wingate Visiting Assistant Professor



Natalia Ramírez Lee

CREJ welcomed Natalia Ramírez Lee as the 2024-2026 C. Keith Wingate Visiting Assistant Professor of Law. Throughout her career, Professor Ramírez Lee has championed workplace equity and supported underrepresented workers in asserting their legal rights.

Previously, Professor Ramírez Lee worked as a litigator for two boutique employment law firms and co-led the Women’s Employment Rights Clinic at Golden Gate University School of Law. She graduated from Berkeley Law, where she served as a Managing Editor of the Berkeley Journal of African American Law and Policy (now the Berkeley Journal of Black Law and Policy), Speakers Editor for the Berkeley Journal of Employment and Labor Law, a Coblentz Civil Rights Fellow and was awarded the American Jurisprudence Award in Constitutional Law.

Professor Ramírez Lee’s interest in employment law is rooted in the overlap between workplace and racial discrimination. She is particularly interested in exploring issues like caregiver discrimination, which disproportionately affects women workers with family responsibilities. Her areas of scholarship include the intersection of employment law, economic inequality, and racial and gender justice.

“I want to situate workplace law in a historical context of racism and inequality to give students and fellow scholars a more nuanced understanding of the complexities of racism and other forms of discrimination and subordination in the workplace,” Professor Ramírez Lee said.

Last fall, Professor Ramírez Lee co-taught a course on Race, Racism, and the Law. In the spring, Professor Ramírez Lee designed and taught a seminar called *Law, Labor, and Care*, which examined how the legal system addresses—or often fails to address—paid and unpaid care work. The class explored foundational issues in care, including key concepts like the “ideal worker.”

Her recent scholarship, including *Flexible Work, Rigid Discrimination*, explores employment discrimination in the context of remote work. The article explains how the legal system is failing to adequately address remote work discrimination, leaving many workers without protection. Another recent article of hers examines how remote work can diminish workers’ legal protections due to outdated workplace structures and norms.

Building on her commitment to both scholarship and teaching, Ramírez Lee is energized by the vibrant academic community at UC Law SF.

“I think it’s a dynamic place and that students are doing really interesting work—they’re organizing and they’re thinking critically about issues going on in our world,” Professor Ramírez Lee said.

Overview of Events

“Fine-Free Justice: Lessons From Across the Movements And Advancing Change Now”

On November 1, 2024, students, advocates, legal experts, and community leaders gathered for “Fine-Free Justice: Lessons From Across the Movements and Advancing Change Now,” a symposium dedicated to examining the pervasive and harmful impact of fines and fees across public systems. The event featured two panels and a roundtable working session where attendees explored legal and policy advocacy to reduce and restrict educational fines and fees.

“My favorite moment of the symposium was the working round table and being able to discuss with students—who these policies effect—ideas on how to educate and protect their communities,” said Jasmine Richardson-Rushin, Attorney at Youth Law.

In one of the symposium’s most revealing presentations, Education Law Center Attorney Paige Joki and Professor González shared research identifying 3,846 different ways students can be fined or charged fees in schools, portraying how deeply embedded these financial barriers are.

“The Center for Racial and Economic Justice’s intentional focus on school-based fines and fees is critical,” Joki said. *“These barriers to access and full participation, which are rooted in racism and economic injustice, demand our urgent attention. Public school children deserve fully funded and truly free schools”*

The “Fine Free Schools Movement” panel focused on the growing national campaign to eliminate school-based fines and fees. Drawing on advocacy efforts in Pennsylvania and Missouri, panelists discussed how financial penalties tied to school attendance, truancy, and disciplinary issues disproportionately burden low-income students and families.



Overview of Events

Racial Capitalism Symposium

On February 7, 2024, CREJ hosted the Racial Capitalism Symposium, a powerful, day-long event examining how racial capitalism shapes legal structures, global economies, and lived experiences. The symposium brought together leading scholars and advocates to explore both theoretical and practical applications of racial capitalism and the law. At the symposium, Professor Cheryl I. Harris delivered the Matthew O. Tobriner Lecture, tracing the deep ties between racial injustice, economic inequality, and legal structures.

“The presentations were enlightening and inspiring and will undoubtedly generate a new wave of legal scholarship on the ways that capitalism and racism are inextricably intertwined both historically and currently,” said Carmen Gonzalez, Loyola University Chicago School of Law.

Another highlight was a conversation between UC Law SF Professor Ming Hsu Chen, director of the Center for Race, Immigration, Citizenship and Equality (RICE), and Professor Veena Dubal of UC Irvine Law. Dubal discussed how globalization and tech-sector deregulation have led to a “fissured workplace,” where outsourcing suppresses wages and worker protections.

In another panel moderated by CREJ Co-Director Shauna Marshall, scholars explored the global dimensions of racial capitalism, focusing on climate change, migration, education, and resistance strategies.

Panelists highlighted the importance of integrating such topics into legal education and examined how political changes following the 2024 election have impacted protectionism and global economic dynamics. A special focus on Silicon Valley served as a case study in how racial capitalism operates at the intersection of tech, labor, and law.

“Getting to hear about progress being made within various fields was inspirational in a moment where progress feels stunted and fragile,” said Amirah Tulloch, class of 2027.



“The racial capitalism symposium was an incredible event! It was the perfect size and format for not only learning from some of the most distinguished scholars in the field in a plenary format, but also for getting to know more junior scholars and scholars from outside the United States in a small, conversational format. It was well designed for learning [and] I was delighted to be a part of it.”

- Angela Harris, Distinguished Professor of Law at Seattle University School of Law

Overview of Events

Mathew O. Tobriner Memorial Lecture

Professor Cheryl Harris delivered the Mathew O. Tobriner Memorial Lecture to a packed auditorium at CREJ's Racial Capitalism Symposium. Her speech, "On Race, Capitalism, and (Im)possible Futures," traced the legal construction of whiteness as property and examined how U.S. law has protected racial hierarchies for centuries. Harris compared today's political turmoil to Gramsci's "interregnum," a period of collapse without clear renewal, marked by "morbid symptoms," and critiqued the two-party system as inadequate to address deep inequalities and warned of rising autocratic threats. Still, she ended with hope, invoking Fannie Lou Hamer's fight for justice.



Student attendee Amirah Tulloch, class of 2027, called the keynote deeply impactful.

"It is always a special moment to hear Professor Harris speak," Tulloch said. "The deftness with which she weaves narrative into her teachings, and her deep understanding of race making and dynamics in the current legal field unlocked a deep and personal anecdote about her travels and experience with racial capitalism in a way that felt so tangible."

Legal and Policy Perspectives on Domestic Employment Symposium

On May 13, 2025, CREJ convened a symposium focused on the legal and structural challenges of domestic employment and labor justice. Centering the experience of domestic employers and workers, the event challenged attendees to critically engage with the intersection of labor law, racial justice, and economic equity. The event also recognized the 15th anniversary of Hand in Hand, a nonprofit organization dedicated to advocating for fair labor standards and shaping policy in the domestic work sector.

"Domestic workers—nannies, house cleaners, home care workers—have long been excluded from foundational labor protections. But importantly, as the symposium made clear, they are not power-less. Through grassroots organizing, legal innovation, and coalition-building, domestic workers are winning rights and reshaping labor law from the ground up. For our students training to become advocates, this was a vital opportunity to learn how law can be a tool for justice when grounded in history, movement strategy, and community partnership—exactly the kind of critical engagement CREJ exists to foster," said Seema Patel, Associate Professor of Law, UC Law SF.

CREJ as a hub

CREJ serves as a vital hub for students, scholars, and community members engaged in the pursuit of equity and justice. CREJ advances justice through community-engaged research, interdisciplinary scholarship, and sustained collaboration with grassroots organizations, academic centers, and legal advocates.

COMMUNITY COLLABORATIONS

“We (at Legal Services of Eastern Missouri) are immensely grateful for the experience to participate in the fine free justice symposium not only because it offered an opportunity for us to connect with passionate and creative-thinking advocates, but it allowed us to continue moving the needle on the work we hope to accomplish on this issue in Missouri.”

- Amanda J. Schneider, Legal Services of Eastern Missouri, Inc.

FACULTY SCHOLARSHIP

- Flexible Work, Rigid Discrimination (Natalia Ramírez Lee, 2025)
- Exclusionary School Discipline State Legislative Trend Analysis (Center for Racial and Economic Justice, 2025)
- Mass Surveillance as Racialized Control (Prithika Balakrishnan, 2025)
- With Fear, Favor, and Flawed Analysis: Decision-Making in U.S. Immigration Courts (Karen Musalo, et al., 2024)
- Aligning United States Law with International Norms Would Remove Major Barriers to Protection in Gender Claims (Karen Musalo, 2024)
- Racial Reckoning and the Police-Free Schools Movement (Thalia González & Rebecca Epstein, 2024)
- Reproducing Inequality: Racial Capitalism and the Cost of Public Education (Thalia González & Paige Joki, 2024)
- The Uncertain Future of Restorative Justice: ‘Anti-Woke’ Legislation, Retrenchment & Politics of Parental Rights (Thalia González & Mara Schiff, 2024)
- Taking the Name Brown in Vain: Separate but Equal, Brown and the Harvard Case (Matt Coles, 2024)

FIELD RESOURCES

- CREJ released the [first FAO](#) on educational fines and fees, including information on state and national protections.
- CREJ published a [legislative brief](#) titled *State Legislation Expanding the Scope and Use of Exclusionary School Discipline (ESD)*.

Support the Work



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CREJ

2024-2025

RICE ANNUAL REPORT



UC LAW SAN FRANCISCO

CENTER FOR RACE, IMMIGRATION, CITIZENSHIP & EQUALITY

Faculty-Director of RICE
Professor Ming H. Chen

Message from Faculty Director Ming Hsu Chen

Dear friends and supporters of RICE,

Challenging times require community solidarity. RICE reaffirmed the core principles of equality in race, immigration, and citizenship in partnership with UC Law community: immigration kickoff event (with Students for Immigrants Rights), Racial Capitalism Symposium (with CREJ), Angel Island historical tour and panel on Cosmopolitanism and Nationalism (with AALS Immigration Section), and a white paper on civic engagement of New Americans (in partnership with NAC). As we transition to private funding, your support for academic research on law and policies, pro bono service projects, public education and community events is more important than ever! Thank you to Morris Ratner, Cynthia Diaz, Leslie Hernandez, Ashley Judilla; Larry Drumm, Ken & Gina Hsu, Reuel Schiller, Don Tamaki, and UC Law SF students Emily Cole, Adrian Ballesteros, Saamia Aziz, Ju Lee for their support.



Ming Hsu Chen

RICE Advisory Board



Irene Bloemraad
UC Berkeley, Centre for Migration Studies and Political Science, University of British Columbia

Catherine Seitz
Immigration Institute of the Bay Area, Legal Director (UC Law '01)

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Gabriel 'Jack' Chin
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Faculty-Affiliates



Alina Ball

Blaine Bookey

Richard Boswell

Matt Coles



Thalia Gonzáles

Rory Little

Karen Musalo

Brittany Glidden

Ascanio Piomelli

Reuel Schiller

RICE Kick off Panel

September 25, 2024

Professors Ming Hsu Chen, Richard Boswell, Karen Musalo and Students for Immigrants Rights held a luncheon to expose students to the wealth of UC Law classes, clinics, externships, pro bono naturalization workshops, and spring break service trips to Haiti and the US-Mexico border on immigration, asylum, and citizenship.



AALS Immigration Reception and Angel Island Trip

January 9-11, 2025



On January 9, RICE hosted the AALS Immigration Section reception at the Asian Art Museum, just across the street from UC Law SF, where students mingled with nationally-prominent immigration scholars. On January 11, they toured Angel Island immigration barracks and new museum with the Angel Island Station Foundation to learn about the 300,000 detainees held there during the Chinese Exclusion Era.

Racial Capitalism Symposium

February 7, 2025

RICE and CREJ co-hosted an all day symposium on Racial Capitalism. Professor Ming Hsu Chen discussed her research on racialization of Silicon Valley technology workers, from Google to Uber, with Professor Veena Dubal (UC Irvine School of Law and formerly UC Law SF). Pioneer of critical race theory Cheryl Harris (UCLA Law and UC Law SF Visiting Scholar) delivered the keynote address on landmark Supreme Court cases that uphold and reproduce a racialized economy. Professor Shauna Marshall moderated a discussion with Professor Thalia González (UC Law SF), Professor Angela Harris (Seattle U. School of Law), Professor Tonya Brito (University of Wisconsin Law School), Professor Carmen Gonzalez (Loyola Chicago School of Law), and Renee Hatcher (UI Chicago Law School) on racial capitalism in education, immigration, economics, environment.



RICE Tasting Tour

May 11, 2025



UC Law SF alumnae, faculty, and students embarked on their second annual tasting tour (aka rice crawl) in Chinatown and North Beach. They walked from restaurants to restaurant sampling rice dishes from Chinese, Italian, Nepali, and Middle Eastern cuisines while building community and learning about RICE's work throughout the community of SF.

RICE Scholarship

In 2024, RICE partnered with the New Americans Campaign (Lucia Martel Dow and Leah Muse-Orlinoff) to study civic engagement among naturalized citizens. Professor Ming Hsu Chen and UC Law research assistants Adrian Ballesteros, Emily Cole, and Joy Seehee Min, interviewed naturalized citizens from Asian American, Arab American, and Latinx communities to better understand how naturalized citizens view their civic engagement and how they engage in civic society. The report found that naturalized citizens possess a strong sense of civic duty while maintaining close ties to their own culture. The white report will be used to help NAC and other organizations develop policies and practices that facilitate the feeling of welcome and belonging that leads to increased civic participation among citizens.

RICE in the News



[We can't ignore Latino and Asian American voices in 2024](#) - June 13, 2023

Professor Ming Hsu Chen discusses the importance of political representation amongst Latino and Asian American voters.

[Undocumented students need jobs to pay for college. Public universities can hire them](#) - July 6, 2023

Professor Ming Hsu Chen writes in favor of hiring programs for Dreamers in public universities.

[What the Supreme Court Got Wrong About Affirmative Action](#) - September 6, 2023

Professor Ming Hsu Chen discusses the limitations of relying on racial binaries in contemporary analysis of affirmative action.

[We should end legacy admissions. But it won't make up for losing affirmative action.](#) - January 13, 2024

Professor Ming Hsu Chen explores the push to end legacy admissions in response to threats to affirmative action.

[California cannot abandon undocumented students after UC regents cave to politics](#) - February 24, 2024

Professor Ming Hsu Chen assesses reactions to UC Regents voting to ban hiring undocumented students.

[A 129-Year-Old San Francisco lawsuit Could Stop Trump From Ending Birthright Citizenship](#) - January 21, 2025

Professor Ming Hsu Chen discusses birthright citizenship and the Constitution in context of the Trump Administration with KQED.

[How a young Chinatown cook helped establish birthright citizenship in the US](#) - January 27, 2025

Professor Ming Hsu Chen discusses Executive order 14160 denying citizenship to people born to undocumented parents and legal precedent surrounding birthright citizenship.

[Let the Record Show](#) - March 13, 2025

UC Law San Francisco spotlights the work RICE does to shape debates around birthright citizenship and issues of equality for immigrants.



Upcoming Events 25-26

Social Justice Welcome Reception
Citizenship Day
Symposium: Rule of Law & Threats to Democracy
RICE Tasting Tour

Staff Leslie Hernandez, Ashley Judd, Cynthia Diaz
RICE Research Fellows Saamia Aziz, Emily Cole

Donate to RICE



Connect with RICE!



@ RICE_UCLawSF



@ RICE_UCLawSF



Center for Race, Immigration,
Citizenship, and Equality



Center for Race, Immigration,
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ANNUAL REPORT



2024-2025



MISSION STATEMENT

The Center for Social Justice provides strategic leadership of social justice activities at the law school and promotes a strong public interest campus culture. The CSJ's goal is to help all students find meaningful ways to incorporate justice work into their professional identity and future practice.

MESSAGE FROM CO-DIRECTORS PROFS. BRITTANY GLIDDEN & GAIL SILVERSTEIN

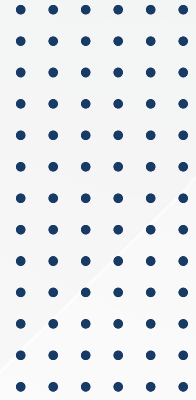


As we all know, the legal profession is experiencing profound challenges. The boundaries of the rule of law and the separation of powers between the government branches are being tested. There has been interference with the judiciary, and retaliation against individual lawyers, firms, and non-profits based on who they represent. The meaning and practice of pro bono work has been deeply impacted. Lawyers are daily being called upon to consider what their prioritized values are, and to ask themselves what their values mean for their practice. Many in the legal profession – including faculty and law students – are standing up for the rule of law via demonstrations, petitions, and standing alongside those in our community who are vulnerable at this moment.

Now, more than in decades, it is important for students to identify and rank their own values and figure out how they will act on these as they practice law. Most students who enter law school have a high priority on justice and ensuring that part of their role as a lawyer will be to defend those who are most vulnerable in our society.

At the Center for Social Justice, we seek to help students in identifying and fostering their values as they enter the legal profession. We greet students at orientation and ask them to think about what is important for them, and how they can continue fostering that alongside their studies. We offer meaningful opportunities for students to engage with our community in direct legal work and offer programming that assists students in understanding the avenues by which their values can be put into action. We also foster community in the law school, allowing students to find support in each other for strength and solidarity. We welcome you to join us in supporting the next generation of lawyers by donating, volunteering, or mentoring!

RIBBON CUTTING FOR THE CSJ ON-CAMPUS SPACE



The Center for Social Justice officially opened our doors in October 2024! Located in the lobby of 200 McAllister, the CSJ is one of the first things visitors see when entering campus. The office has been used for student meetings, lunches, and networking events. At the launch party, the CSJ honored alumni with awards for their contributions to and advocacy for social justice.

SOCIAL JUSTICE ALUMNI ACHIEVEMENT AWARDS

ANGELO SANDOVAL '17 ARNETA ROGERS '15



2024-25 PROGRAMMING

From orientation to graduation, the CSJ provides opportunities for community, learning through programs and the SJ concentration, and volunteer opportunities in the Tenderloin and beyond.

ORIENTATION

During orientation, the CSJ organized events for 35 incoming students to volunteer with nonprofits in the Tenderloin community.



Over 100 1Ls also attended our Social Justice Welcome to meet and mingle with SJ faculty, staff, and upper division students.

In September 2024, the CSJ's Pro Bono Program hosted a fair where students met student leaders and attorney supervisors from around thirty pro bono projects and non-profits. Students could sign up for volunteer opportunities from tax law to prisoner legal services.

PRO BONO FAIR



SOCIAL JUSTICE SPEAKER SERIES



The CSJ hosted a speaker series in the fall for 1L students to learn from and engage with student leaders and social justice practitioners about how to get involved in public interest and pro bono work inside and outside of the classroom.

RIGHTS & BITES

Every month, in accordance with a monthly practice-area theme, the CSJ invited students to join a faculty member for lunch to discuss their experience in an area of law ranging from immigration law to housing law to environmental law.



SOCIAL JUSTICE CONCENTRATION



2L students can choose to join the Social Justice Lawyering Concentration, which prepares students to make a positive impact on the world by offering a specialized curriculum of public interest courses, including negotiation, clinics or externships, a class on the impact of race in our society and a yearlong seminar. The Concentration connects students who share a calling to become a strong, supportive, enduring community that helps sustain students throughout their time in law school and as practitioners who pursue impactful social justice work.



SOCIAL JUSTICE CELEBRATION

The CSJ and Clinical Programs hosted a Social Justice Celebration on the Friday before graduation to mark the end of the academic year. Over 150 students, administrators, faculty, staff, and families attended to recognize and commemorate the important impacts students have made over the past year and throughout their time at UC Law SF.



SPRING BREAK PRO BONO TRIPS

Our Alternative Spring Break (ASB) program expanded again this year, with 68 students working at 13 different placements, including immigration work both in Mexico and in the US, education policy, criminal defense, housing, trusts and estates, and “clean slate” work.



CONTRA COSTA PUBLIC DEFENDER'S OFFICE

Through the Contra Costa Public Defender's Office, students observed client interviews in county jail, drafted petitions with the Clean Slate Unit in Martinez, and shadowed juvenile court attorneys in Walnut Creek. For the first time through the ASB program, four 2L and 3L law students became Bar certified and appeared on the record for arraignments.

In Redding and at legal clinics across a variety of rural locales, students worked with Legal Services of Northern California to prepare estate, medical, and financial planning documents for low-income clients. The student volunteers were supervised by alum Sarah Fielding, Class of '14.



LEGAL SERVICES OF NORTHERN CALIFORNIA



AL OTRO LADO

In Tijuana, Pro Bono Program Director Simone Lieban Levine worked with binational nonprofit Al Otro Lado to provide Know Your Rights trainings in a series of shelters for migrants and asylum seekers. Students provided intakes in Spanish to locate potential plaintiffs and help migrants access legal, medical, and social services.

ASB TESTIMONIALS

“It reaffirmed that the legal field is the right path for me. Making a meaningful difference in someone’s life—helping them retain their freedom or move forward with their life—was incredibly fulfilling. This work is tough, but it’s worth it. There’s nothing I’d rather do.”

—**Joshua Johnson, 2L**
Contra Costa Public Defender

“This trip is my favorite UC Law SF memory so far.”

—**Cameron Remington, 1L**
Legal Services of Northern California

“[T]he experience reinforced the importance of collaboration when addressing complex social issues, inspiring me to continue seeking similar community-oriented opportunities during my law school journey.”

—**Alysha Shahrukh, LLM**
Alameda County Office of Education

“Even as a first-year student, I was able to make a meaningful contribution, showing that you don’t need to wait until graduation to make a difference.”

—**Patrick Gonzalvo, 1L**
Swords to Plowshares



**LAND OF LINCOLN
LEGAL AID**

In East St. Louis, Illinois, students learned about poverty law, racial justice, and the city’s history with Land of Lincoln Legal Aid. They then focused on intersectional reproductive justice by drafting declarations for clients seeking to change their name to affirm their gender or return to a maiden name after divorce.

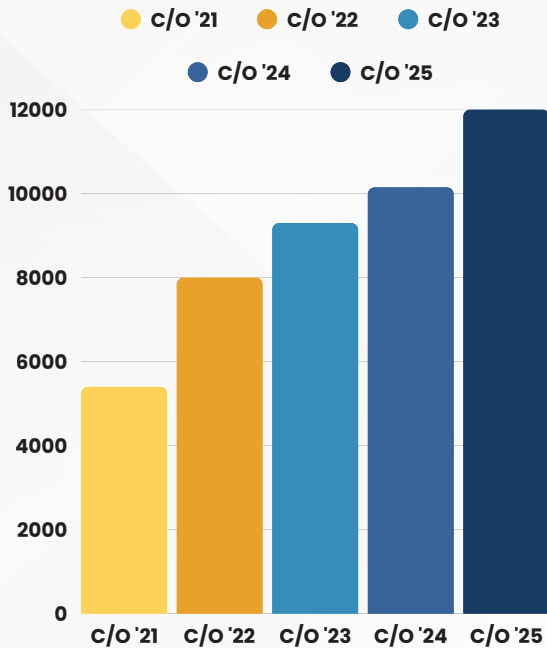


LGBT ASYLUM PROJECT

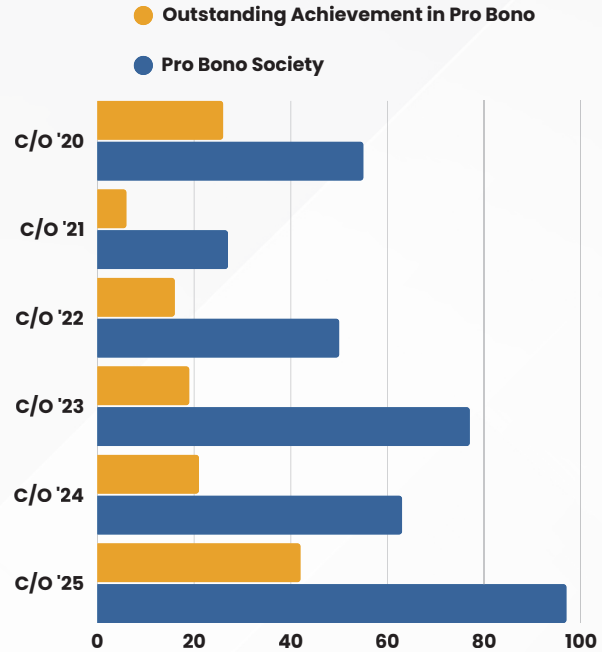
At home in the Bay, students worked with the LGBT Asylum Project to assess case files, edit client declarations, and research and write country condition reports to assist clients fleeing persecution due to their sexual orientation, gender identity, or HIV status.

PRO BONO STATISTICS

CLASS YEAR HOURS



GRADUATION HONORS



Increased percentage of students who submitted hours this academic year compared to when we began tracking in 2020:

71%

CLASS OF 2025 HONORS

97 GRADUATES

became a part of the Pro Bono Society: Volunteered at least 45 hours (JD) or 15 hours per year

42 GRADUATES




earned Outstanding Achievement in Pro Bono: Volunteered at least 150 hours (JD) or 50 hours per year

Thank you to our incredible Class of 2025, who volunteered almost 12,000 pro bono and community service hours!






THANK YOU for your continuous support of the Center for Social Justice and the Pro Bono Program!

Please come and visit or contact us if you are a social justice organization and want to partner with us to work with our students and use the space.

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 -  415-565-4620
 -  gliddenbrittany@uclawsf.edu
silverst@uclawsf.edu

Contact Us

-  www.uclawsf.edu/center-for-social-justice/
-  www.instagram.com/csj.uclawsf/
-  www.linkedin.com/company/uc-law-sf-center-for-social-justice/

To donate to the Center for Social Justice, please scan the QR code:





EQUALITY ACTION CENTER

ANNUAL REPORT

2024-2025





A Word From Our Director

The Equality Action Center has been working with colleagues to respond to the attack on DEI initiatives. In February we wrote an article in Harvard Business Review, “How to Assess the New Legal Risks of Your DEI Policies.” This spring I appeared on the American Bar Association Labor and Employment Section annual conference and webinar seminar series, discussing the future of DEI. EAC’s evidence-based approach—bias interrupters—both had proven effectiveness and does not single out any group for special treatment. Instead, it interrupts bias in business systems to ensure a consistent employee experience.

We are continuing to work with UCSF to equalize access to career-enhancing opportunities for medical faculty. This year we did three workshops with UCSF Division Chiefs, and built a tool that allows them to track access to opportunities. The National Science Foundation grant that supported this work was terminated abruptly halfway through our experiment. We are seeking alternative funding to continue our work.

We just received a \$200,000 grant from the W.W. Kellogg Foundation, which will enable us to convene 20 to 30 companies to build their capacity to ensure a consistent employee experience in performance evaluations and access to opportunities.



We are also working with UCSF’s Innovation Ventures to explore options for commercializing our intellectual property. Stay tuned! Our inaugural Partner Accelerator program launched in May in Washington, D.C. Participants loved it: virtually all the presenters and panels received the highest ratings possible. I have also published a new book, *Outclassed: How the Left Lost the Working Class and How to Win Them Back*. My book tour has taken me to the Commonwealth Club in San Francisco, Politics & Prose in Washington, D.C., the Brooklyn Public Library in New York City, the Harvard Bookstore in Cambridge, Massachusetts, and Mrs. Dalloway’s in Berkeley. As of early June, the book has been reviewed or discussed in the Financial Times, Guardian, San Francisco Chronicle, Boston Globe, New York Post and I have appeared on MSNBC’s Morning Joe and National Public Radio stations in San Francisco and Los Angeles. In mid-May, in conjunction Andrea Dittman of USC Marshall School of Business, I launched the New Class Bubble Quiz, which helps people assess whether they’re middle class or elite; already we have over 16,000 responses. It’s fun, zany and will help our research.

Joan C Williams

Founding Director



OUR MISSION

Equality Action Center at UC Law SF seeks to advance racial, gender, and class equality in the workplace and in politics. Our initiatives address inequality at a structural level with concrete, evidence-based interventions. We lead programs that cultivate leadership and level the playing field for everyone. Our focus is pragmatic: our rigorous research is linked with practical steps to produce social or organizational change within a two- to five-year time frame.

OUR TEAM



JOAN C. WILLIAMS
FOUNDING DIRECTOR



DR. RACHEL KORN
RESEARCH DIRECTOR



DR. ASMA GHANI
LEAD RESEARCH SCIENTIST



CHELSEY CROWLEY
PROGRAM MANAGER



RYAN MALEK-MAPLE
PROGRAM ASSOCIATE



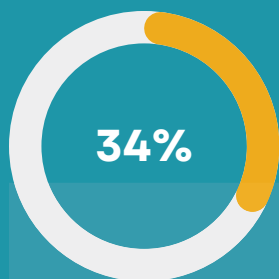
ALINA KILCULLEN
RESEARCH & POLICY FELLOW



ACCESS TO OPPORTUNITIES IN MEDICINE (ATOM) PROJECT



The ATOM (Access to Opportunities in Medicine) project was launched to address a major, but fixable, reason that women, and women of color in particular, leave the medical field – unfair access to career-enhancing opportunities. Equality Action Center, in partnership with University of California San Francisco, launched the Workplace Experiences Survey (WES) to investigate employee’s perceptions of workplace culture and opportunities available to them and to determine whether there was a level playing field for all groups. Our results showed significant disparities between groups – with Black women, Latinas, and South Asian women reporting some of the worst workplace experiences.



Only 34% of South Asian women reported fair access to career-enhancing assignments compared to 85% of White men.



Almost 70% of Black women, Latinas, and South Asian women reported doing more administrative work compared to only 29% of White men.

In addition, we created the Faculty Tasking Tool, an evidence-based digital tool that allows Division Chiefs of a medical department to easily and systematically track the allocation of work opportunities given to their research faculty. Results showed disparities in the types of opportunities assigned to various groups.

To address these disparities, we created an evidence-based scalable intervention - a customized workshop for the Division Chiefs based on the data collected from the WES and the Tasking Tool, along with strategies to ensure that all groups can have fair access to opportunities in the workplace. As a result of this project, we hope to create a level playing field for all medical professionals and retain the best talent.



REPORT ON INEQUALITY IN THE RESTRUCTURING FIELD



Equality Action Center conducted a large-scale study, commissioned by the American College of Bankruptcy, to examine gender and racial bias in the restructuring field. The Workplace Experiences Survey (WES) was sent to lawyers at over 80 financial advisory firms, law firms, investment banks, and other types of organizations to document lawyers self-reported experiences of workplace culture.

A New Plan of Reorganization

Gender and racial bias in the restructuring industry



Across these firms, data collected from 764 participants showed substantial levels of inequality in restructuring based on race and gender, age, disability, and LGBTQ+ status. These findings are documented in our most recent published report, “A New Plan of Reorganization: Gender and racial bias in the restructuring industry.” The report also includes our evidence-based Bias Interrupters toolkits – freely available resources that have been accessed over half a million times on our website – which firms in the restructuring industry can use to level the playing field for all groups.





Our annual Leadership Academy is an executive education course empowering law firm partners and in-house counsel to stride confidently to the next level of their careers. With an action-oriented curriculum including strategic decision making, managing gender dynamics, and conflict resolution, participants leave the three-day program reenergized with the hard skills and new network to equip them for success.

The training helps cultivate leadership skills by enabling participants to increase their visibility and value to orgs by leveraging their talents and abilities more strategically. The Leadership Academy has been consistently referred to by participants as “life-changing” since the inaugural 2007 program and has been so impactful that we collaborated with a former attendee to launch a sister program for associates in 2025.

“Career-changing...Nobody ever teaches these things!... Our job is to ensure that female associates and partners at the firm are getting the same opportunities as male associates and partners, and that they know how to recognize and make the most of those opportunities.”

– Stacey Rappaport, LAW alum & executive committee member, Milbank

ATTORNEY TRAININGS

Equality Action Center’s celebrated and intimate attorney trainings distill nearly 30 years of research into practical, evidence based tools designed to help attorneys into the next phase of their careers.





PARTNER ACCELERATOR ACADEMY

Despite advances to gender equity in the workplace, women continue to be underrepresented in law firms at the partnership level. While over 50% of law students and law firm associates are women, they make up less than 24% of equity partners and less than 5% of partners are women of color. With an incredibly successful inaugural program in 2025, receiving perfect ratings from 90% of attendees, the Partner Accelerator Academy is a leadership training that empowers law firm associates to effectively navigate the partner review process and enter partnership with the momentum to succeed.

LEADERSHIP EDGE

Leadership Edge (LE) is a membership program for organizations that strive to level the playing field by addressing the structures that contribute to bias. An alternative to one-off trainings inspiring short-term action, Leadership Edge is designed to provide sustained support to orgs working to push the needle forward.

Programming includes leadership training, professional skill building, and action-oriented conversations around race, gender and first-generation professionals in the workplace. Access is org-wide and designed for both individuals and leaders, enabling organizations to effectively retain, support, and advance diverse talent from within and ensuring a consistent employee experience for all.





SAN FRANCISCO
UC Law

INTERNATIONAL DEVELOPMENT LAW CENTER

ANNUAL REPORT

2024 - 2025



Annual Report – International Development Law Center – 2024-25

About the Center

With the formal establishment of the [International Development Law Center](#) in July 2022, UC Law SF now has a permanent home for international grant activities. The mission of the Center is to share international development expertise while providing research and learning opportunities for UC Law SF students, faculty, and graduates.

Past and ongoing projects have benefited from funding by the United Nations Food and Agriculture Organization (FAO), World Organization for Animal Health (WOAH), Pacific Community (SPC), United States Agency for International Development (USAID), Bureau of International Narcotics and Law Enforcement Affairs (INL) of the US State Department, and four U.S. Embassies: Ghana, Nigeria, Samoa, and Vietnam.

Recognizing that law is a key tool to tackle the world’s problems, the Center seeks to inspire and provide concrete opportunities for the next generation of international development practitioners.

Kosovo

This year, the International Development Law Center continued implementing a multi-year grant from the US State Department Bureau of International Narcotics and Law Enforcement Affairs (INL) in Kosovo entitled, “Expanding and Improving Practical Legal Education in Kosovo.” From 2022 through 2024, we partnered with University of Prishtina Faculty of Law (UP) for this project, which was designed to improve skills training at UP and share best practices in clinical legal education.

In October 2024, UC Law SF hosted two faculty members from UP, Professors Iliriana Islami and Furtuna Sheremeti. The visitors participated in a series of academic and observational sessions, engaged in cross-cultural discussions, and shared insights on global legal issues. The delegation was welcomed by UC Law SF Academic Dean & Provost



Visit to the historic 9th U.S. Court of Appeals building

Morris Ratner, who expressed his appreciation for the support of the U.S. Government to bring this partnership to fruition. After the formal welcomes, the delegation observed various classes and clinics, attended a roundtable lunch with several UC Law SF professors and students, and visited the United States Court of Appeals for the 9th Circuit, located in the historic James R. Browning U.S. Courthouse, which is within walking distance of UC Law San Francisco.

In November 2024, UP hosted, in Kosovo, UC Law SF Adjunct Professor Claudia Cantarella, an affiliated expert with the International Development Law Center. Over five days, Prof. Cantarella gave a series of academic lectures and shared insights on pressing legal issues, in particular artificial intelligence.

In December 2024, Professor Howard Fenton, an affiliate of the Center, traveled to Kosovo under the auspices of the grant. Professor Fenton brought extensive experience, having previously contributed to various initiatives in Kosovo over many years. During the visit to Kosovo, Professor Fenton delivered a series of lectures and workshops on comparative administrative law systems, with a focus on practical application of legal education in an international context. His visit was also an opportunity to engage with local faculty on curriculum development and pedagogy. The visit also included a trip to Prizren University, where Professor Fenton discussed with academic staff their academic programs and delivered a public lecture.

Finally, UC Law SF hosted Professors Qerim Qerimi and Ardit Gashi, from UP, in San Francisco. They observed law school clinics and lectures, held 1:1 discussions with UC Law SF faculty members, met with law school administrators, and visited local institutions. These activities provided the Kosovar visitors with insight into the workings of the U.S. legal education system, students' clinical and experiential opportunities, and strategies for providing academic instruction and support. The visit coincided with a visit by Prof. Binh Ha of Ho Chi Minh City University Law School, which is UC Law SF's partner under a new grant from the U.S. Consulate in Vietnam.



Welcome dinner for Kosovar and Vietnamese law faculty

Nigeria

This year, the International Development Center continued implementing a generous grant from the U.S. Embassy in Nigeria. During a week-long trip in July 2024, Senior Assistant District Attorney (ADA) Demarris Evans and UC Law SF Professor of Practice Jessica Vapnek visited Nigeria to deliver a series of lectures and share experiences from the U.S. legal system. During their trip, one or the other of the visitors presented public lectures in Abuja and in Keffi, engaged with clinical law students, discussed pedagogy and curriculum

with Nigerian law faculty representatives, and met with civic leaders and U.S. Embassy staff. They also participated in a variety of other individual and group meetings.



Ms. Bella Ndubuisi of the U.S. Embassy welcomed attendees to a public lecture on corruption and a panel discussion on money laundering, at the University of Abuja

In September 2024, UC Law SF hosted a delegation of professors from our two partner Nigerian universities: the University of Abuja and Nasarawa State University. The visiting group included the Dean and Vice Dean of Nasarawa State, the outgoing Dean and Clinic Director at University of Abuja, and the project liaison. The purpose of the visit was to continue strengthening the collaboration among our law schools, creating opportunities for a lasting academic exchange. Over the course of the week, UC Law SF professors welcomed the delegation into their classes and clinics. The delegation also had an opportunity to observe oral argument at the California Supreme Court.



The Nigerian delegation outside the California Supreme Court

In December 2024, UC Law SF Clinical Professor Mai Linh Spencer traveled to the University of Abuja, supplementing grant funds with Center funds, to conduct a three-day Training of Trainers for law faculty from 10 Nigerian law schools. Entitled “US-Nigeria Peer-to-Peer Clinical Legal Education Knowledge Exchange for Law Teachers,” the program included multiple interactive workshops designed to introduce clinical pedagogy to Nigerian law faculty who already teach a clinic, plan to start a new clinic, or want to incorporate experiential learning into their doctrinal courses. A total of 40 Nigerian professors attended, and the University of Abuja hopes to scale the training to reach additional faculty in other areas of the country.

Pacific Community

This year, UC Law SF and the International Development Law Center continued implementing a third successive grant from the Pacific Community (SPC), an intergovernmental organization based in Nouméa, New Caledonia, for a project that aims to strengthen the legal capacity of Pacific Island countries and territories in coastal fisheries and aquaculture. The grant also gives opportunities to UC Law SF students and graduates to take part in internships and externships at SPC, whether remote or in person. Furthermore, UC Law SF offered, for the third time, an asynchronous course on legislative drafting in coastal fisheries and aquaculture for fisheries officers and lawyers from across the Pacific Region wishing to gain experience in legislative drafting. Professor of Practice Jessica Vapnek and SPC colleagues designed and created the course during a prior iteration of the grant.

Samoa

The International Development Law Center was delighted to receive a grant this year from the U.S. Embassy in Samoa for the project, “Legislative Drafting Training for Fisheries and Legal Officers.” This project is jointly implemented by the UC Law SF and the Pacific Community (SPC). Representatives of UC Law SF, with support from SPC, trained fisheries officers from Samoa’s Ministry of Agriculture and Fisheries, along with representatives of the Attorney General’s Office, on legislative drafting. This activity was intended to help Samoa to cover its critical gap in human resources. With few attorneys in the country, fisheries officers in Samoa are often the officials who have to draft regulations to protect key fisheries resources from overfishing or illegal harvest. However, because they lack legislative drafting training, these officers often produce inadequate first drafts which then languish at the Attorney General’s office for lack of staff.



Attendees at the drafting workshop in Apia, Samoa, in November 2024

Togo

The Center received a grant this year from the U.S. Embassy in Togo, on the subject of disability rights. Most government providers and civil society organizations (CSOs) in Togo do not have knowledge of the rights of persons with disabilities, how to work with persons with disabilities, or how to ensure that persons with disabilities receive the information and support they need. Nor do many government officials understand their duties towards persons with disabilities. The grant included two planned activities. First, UC Law SF faculty and affiliates would train government workers, justice officers, and representatives of CSOs on disability rights, using a training-of-trainers model and preparing training materials so that attendees would be equipped to continue disability rights training after the close of the grant period. Second, relying on a local partner, the grant intended to create an open access online portal to share knowledge and the training materials about disability rights. Unfortunately the U.S. Government cancelled this grant in spring 2025.

Vietnam

The Center was delighted to be awarded a grant from the U.S. Consulate in Vietnam to support an exchange with Ho Chi Minh University Law School (HCMU). In January 2025, UC Law SF hosted HCMU Professor Binh Ha in San Francisco. She observed UC Law SF clinics and lectures, attended a roundtable discussion with UC Law SF faculty, met with law school administrators, and visited local institutions. These activities provided her with insight into the U.S. legal education system, American law students' clinical and experiential opportunities, and how local judicial institutions operate and welcome law student interns.



Prof. Ha (center, flanked by two Kosovar law professors) visited Prof. Debra Bogaard's Negotiation class to present about negotiation practice in Vietnam

Soon after the arrival of a new presidential administration, UC Law SF was informed that this grant was frozen. After providing certain information and certifications, UC Law SF received a modified grant agreement, and we were delighted to hear that activities could resume. Professors Vapnek and Spencer of UC Law SF will travel to Vietnam in September 2025 for a reciprocal visit to HCMU focused on clinical legal education and legislative drafting.

Other Activities

In addition to travelling to and hosting visitors from our partner countries, the International Development Law Center prepared several proposals, for potential projects in Albania, Cook Islands, Hong Kong, Poland, Slovenia, Timor Leste, and the United Kingdom.

A Thank You to Our Donors

The International Development Law Center was incredibly grateful to receive several donations from alumni and friends of UC Law SF. One donor pledged to match up to \$25,000 of donations. We are so thankful for our donors, especially in this era of cuts to international aid. With your help, and with key support from the UC Law SF administration and board of directors, we are hopeful we can continue our important international work, involving and inspiring UC Law SF students and building enduring connections with our international partners. Please consider a donation of any size here: https://lnkd.in/grm_QRtH



Jessica Vapnek
Faculty Director





LexLab Annual Report

2024-25

Mission Statement

To prepare students to be technology lawyers who provide outstanding counsel to clients navigating rapid technological evolution, contribute thoughtfully to global technology regulation efforts, and lead the legal profession through the ethical and forward-thinking adoption of new technologies.



Maria Clara Ribeiro Siqueira '25 and Justine Caedo '25 say UC Law SF's Technology Law and Lawyering Concentration provided specialized skills, industry insights, and mentorship that helped them translate their passion for tech and innovation into fulfilling career paths in transactional law, privacy, and AI.

Message from our Director of Applied Innovation

The legal landscape is rapidly evolving due to advancements in AI technology, creating unprecedented opportunities for innovation. Our institution is uniquely positioned to lead in this transformation by integrating AI into legal education and practice. We aim to be recognized as a top institution in tech law, fostering a culture of excellence and ambition. Our goal at LexLab is to not only adapt to changes but to be **pioneers in shaping the future of tech law and AI governance**.

We are excited about the transformative potential of AI in the legal field. As we navigate through turbulent times, we believe that striving for excellence and innovation will position our school, at the forefront of this evolution. In the face of uncertainty, our choice to drill down on these topics ensures we remain relevant and impactful in a very fraught environment for the profession and for academic institutions.

Embracing AI allows us to redefine our approach to legal challenges, preparing our students for the future. Our commitment to practical, hands-on training equips our students to tackle real-world challenges effectively and gives them a leg up compared to graduates from other schools.

Our primary goal is to establish a leading tech law program that bridges the gap between legal education and the rapidly evolving tech ecosystem. We aim to create a vibrant community and position ourselves as thought leaders in the field of tech law.



Tal Niv, Professor & Director of Applied Innovation

Our Team



Tal Niv, Professor &
Director of Applied Innovation



Drew Amerson,
Director of LexLab



Alisa Sedneva
Fellow

Committed to Technology Lawyering

Our **Technology Law and Lawyering concentration** prepares students to challenge the status quo as technology and globalization accelerate change in the delivery of legal services. With a curriculum updated for the age of AI and platform governance, the program bridges legal knowledge with practical tools. Students learn directly from legal leaders at top tech companies—through lectures, externships, and hands-on clinics—gaining experience with the real-world challenges faced by companies at the forefront of innovation.

Student Testimonials

- **"The Tech Law Concentration is one of the most forward-thinking programs at UC Law SF.** Courses don't just teach legal theory—they prepare you to practice law in real-world tech environments, with up-to-the-minute updates and industry guest speakers."
- "Being in San Francisco meant that our AI and product counseling courses weren't hypothetical. **We were engaging with real issues, right as they were unfolding, and learning directly from the people shaping them.**"
- "These experiences made me feel not just like a student of law, but like a future contributor to the innovation ecosystem. **I've gained the practical skills and confidence to step into real-world challenges at the intersection of law and technology.**"
- "The classes are interesting and have been some of my most important classes for real-life law and business skills. For example, the Justice Tech class got me an internship at a startup that was part of the LexLab incubator last fall. Also, the Legal Ops class impressed all my interviewers and was a huge help in answering a surprise technical question in my interview for Airbnb. **I felt like a superhero for knowing things most other law students don't learn until years into their career.** Needless to say I got the job, and I do owe it in part to these classes."

Community Events

Keeping in mind our goals of creating a vibrant community, fostering strong partnerships with Bay Area tech companies and alumni, and cementing our position as a thought leader in the field of tech law, LexLab hosted 18 events over the past year. Several of our events were open to the public and drew large crowds, including our annual Privacy Day and Demo Day events. We also introduced a more intimate lunch and learn series for our students to connect with leading tech lawyers.



California State Senator Scott Wiener delivering the keynote address at our annual Privacy Day event, that drew more than 150 attendees.

Tech Law Table Talks

SPRING 2025 EVENT SCHEDULE

TECH LAW TABLE TALK LUNCH SERIES

Join LexLab for our table talk series featuring conversations with leading technology lawyers over a free lunch. We will explore the careers of technology lawyers and their work supporting cutting edge innovations.

THURSDAYS 12:30 PM - 1:30 PM
LEXLAB MAIN SPACE
198 MCALLISTER, ROOM 240

- 01/09/25
PRODUCT COUNSELING
John Didday, Legal Director, Product, Alliances & IP at Zendesk
Edo Royker, Technology Counsel at Cloudflare
Sam Zun, VP Legal at Shopify
- 01/16/25
AI LAWYERING
Ernest Hammond III, AI Attorney at Meta
Ashley Pantuliano, Deputy General Counsel at OpenAI
Justin Haan, Partner in the Technology Transactions Group at Morrison & Foerster
- 02/06/25
CRYPTOCURRENCY & BLOCKCHAIN LAWYERING
Doug Sharp, Senior Director, Associate General Counsel, Corporate at Coinbase
Ryne Saxe, Co-Founder & CEO at Eco Inc.
David Lazarus, Partner at Nielsen Merksamer

2025 PRIVACY DAY AT UC LAW SF

WEDNESDAY, JANUARY 29
2:30 PM - 8:00 PM
198 MCALLISTER, AUDITORIUM

Join an extraordinary Privacy Day event with privacy leaders and experts across Northern California's most influential tech corridors. The event will explore the rapidly evolving landscape of data privacy, cybersecurity and artificial intelligence.

The event is presented in partnership among LexLab, WISP San Francisco Bay Area, and the IAPP Sacramento, San Francisco, and Silicon Valley KnowledgeNet Chapters.

Keynote

- California State Senator Scott Weiner

Privacy & AI Landscape Panel

- Brandon Reilly, Partner and Leader of Privacy & Data Security Group at Manatt, Phelps & Phillips
- Linsey Krolik, Professor at Santa Clara University School of Law

Fireside Chat

- Stacey Schesser, Supervising Deputy Attorney General at California Department of Justice

From Policy to Practice Panel

- Sheila Pham, Director of Legal - Privacy at Ring Central
- Lara Kehoe Hoffman, Assistant Chief Counsel at California Privacy Protection Agency
- Amy Chang, AI Security Research & Operations at Cisco
- Supriya Yerramilli, Solutions Engineer at Ketch

Fireside Chat

- Maureen Mahoney, Deputy Director of Policy and Legislation at California Privacy Protection Agency
- Adriana Taylor, Co-Chair, Silicon Valley KnowledgeNet Chapter of IAPP

- 02/13/25
TECH TRANSACTIONS AT STARTUPS
Nathan Lovejoy, General Counsel at Traceable
- 02/27/25
CREATIVE COMMONS
Kat Walsh, Deputy General Counsel at Creative Commons
- 03/27/25
AI LITIGATION
Dan Velton, Tech Litigation Attorney
Lucky Vidmar, Head of IP and AI Litigation at Microsoft
- 04/03/25
PRIVACY PRACTICE
Audrey Kittock, Senior Product Counsel at Adobe
Hannah Poteat, Assistant General Counsel for Privacy at LTK
- 04/10/25
IN-HOUSE TECH LAWYERING
Shanti Ariker, Chief Legal officer at Jfrog
Jasmine Singh, General Counsel at Ironclad

Learn more and register at:
lexlab.uclawsf.edu/events

"LexLab has been an incredible resource—not just for learning but also for meeting professionals in the field. Through their weekly Tech Law Table Talks, I've heard directly from attorneys and business leaders at companies like Meta, OpenAI, GitHub, and Microsoft. These conversations have given me a better sense of the industry, available career paths, and how the challenges tech lawyers are facing today relate to the theoretical learning we have been doing in class."

-Maria Clara Ribeiro Siqueira '25

Justice Technology Accelerator



Students and startup founders celebrating at Demo Day '24

Fall 2024 marked the seventh installment of LexLab's legal technology accelerator program. Partnering with [gener8tor](#), [Village Capital](#), [Dream.Org](#), and the [Justice Technology Association](#), we supported eight justice tech startups. Those companies joined the students in our "Building a Justice Tech Startup" class to compete before a panel of judges at Demo Day. The \$5,000 grand prize was claimed by [Thurgoood](#), which helps attorneys and advocates resolve wrongful termination disputes and other employment matters. [Advocord](#), a life management platform for guardians, and [Redo.io](#), which uses data science for criminal justice reform, each took home \$2,500 as runners-up.

New for 2025: Law & AI Certificate (LAIC) Program



This July, we are launching a weeklong professional development course in Law and Artificial Intelligence. Held in an intimate setting, the program offers participants a rare opportunity to engage directly with a distinguished [faculty](#) of legal and industry leaders—including counsel, entrepreneurs, and policymakers from Anthropic, OpenAI, Meta, Microsoft, GitHub, Everlaw, and the European AI Office.

The LAIC program offers a comprehensive, internationally focused training, providing legal and compliance professionals with essential, globally relevant domain knowledge and practical skills. Participants will receive the Law & Artificial Intelligence Certificate (LAIC), which will set them apart as experts in this groundbreaking field.

Very special thanks to our community partners:

- IAPP
- Dream.org
- Women in Security & Privacy
- Justice Technology Association
- Gener8tor
- Village Capital

Donate to LexLab:



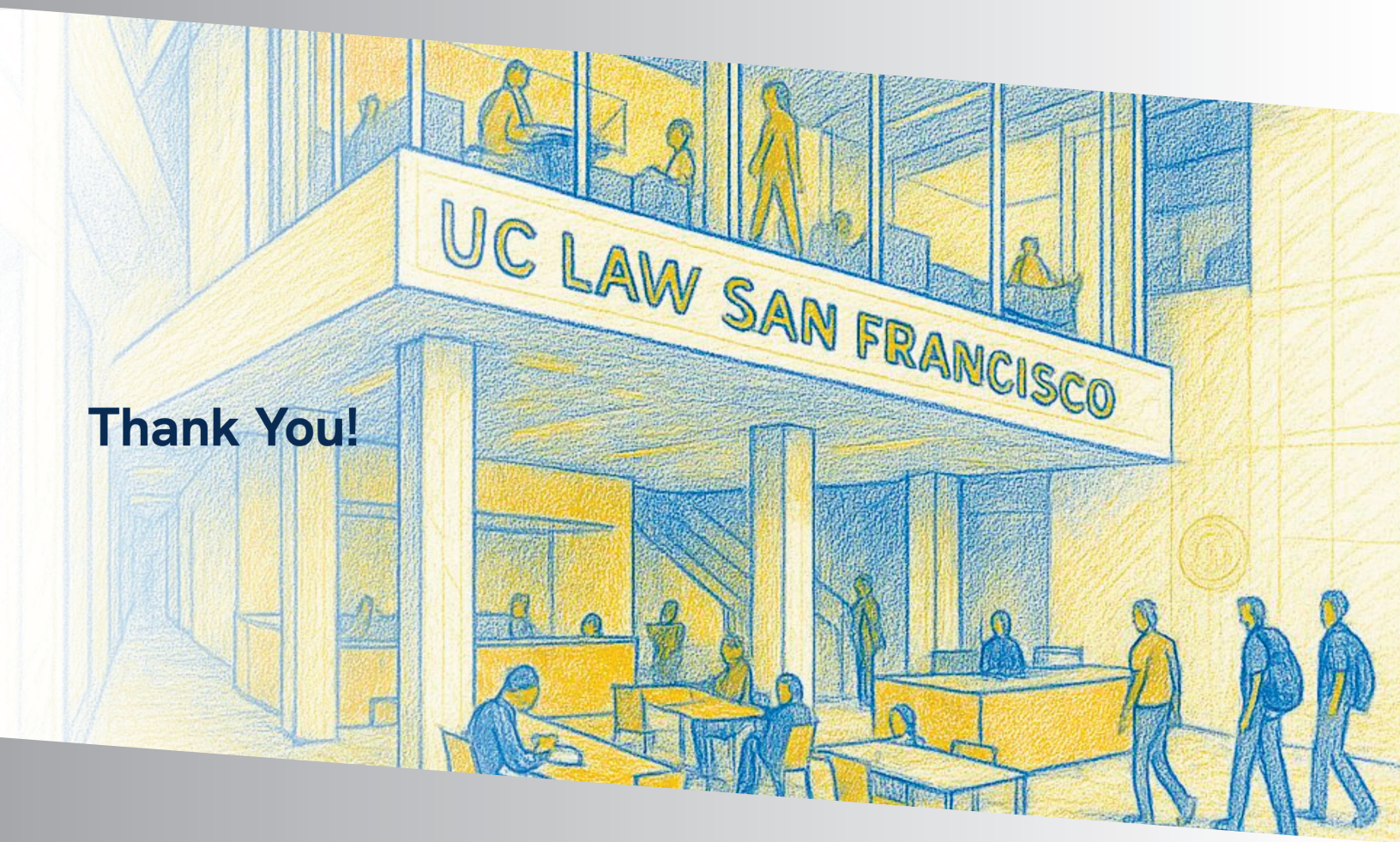
Address

200 McAllister, San Francisco, CA 94102

Website

www.lexlab.uclawsf.edu

Thank You!



CONSORTIUM ANNUAL REPORT

2024-2025



UCSF-UC Law

CONSORTIUM ON
LAW, SCIENCE &
HEALTH POLICY

Our Mission

The Consortium leverages law and policy to address the conditions in health care systems and society that together enable health and well-being. We envision a world in which all individuals and communities can attain the highest level of health possible, defined on their own terms. To this end, the Consortium builds multidisciplinary and multistakeholder collaborations among faculty and students of UCSF and UC Law SF and the patients, clients, communities, and organizations we serve alongside. Through these collaborations, we engage in education and training, research, and public service that advances health and health equity. In all areas, the Consortium's work is guided by core values of empathy, intellectual and academic integrity, and optimism.



Who We Are

LEADERSHIP TEAM

Sarah Hooper
Mallory Warner
Rachel Blanchard

Executive Director; Professor of Practice
Associate Director
Project Coordinator

CONSORTIUM ADVISORY BOARD

Benjamin Barsky
Janet Coffman
Simone Combs
Megha Garg
Sarah Garrett
George Horvath
Lynn Leng
Antwan Matthews
Emily Murphy
Kelvin Quan
Taylor Quintana
Kassie Williams

Associate Professor of Law, UC Law
Co-Director, HPL Program; Professor, UCSF
Community Member
Associate Professor, UCSF
Assistant Professor, UCSF
Associate Professor of Law, UC Law
Medical Student, UCSF-UCB JMP
Community Member
Professor of Law, UC Law
Community Member
HPL Class of 2024
JD candidate, UC Law

Student Spotlights

JD Graduate Spotlight

Sierra Burgon recently graduated from UC Law, where she served as co-president of the Health Law and Policy Society. Sierra gained several health law experiences throughout her time at UC Law, including working at the UC Office of the President, the Medical-Legal Partnership for Seniors Clinic, Kaiser Permanente, and the American Medical Association's Advocacy Group. Sierra is passionate about determinants of health and the law.



HPL Graduate Spotlight

Kahn Ryu recently graduated from the UCSF-UC Law SF Master of Science in Health Policy and Law (HPL) program. During his time with the HPL program, Kahn volunteered at the UCSF Parnassus Heights Emergency Department. He also volunteered as a Mandarin interpreter during home visits through the Medical Legal Partnership for Seniors Clinic assisting with advanced healthcare directives.



Graduating students in the JD Concentration in Health Policy & Law!



The graduating HPL cohort! 98

Health Justice Event Series

Bridging the Gap: Exclusionary School Discipline and Health Justice: This conference featured researchers, public health practitioners, clinicians, attorneys, and community advocates whose research agendas and practice examine exclusionary school discipline's implications for health equity. The conference advanced an interdisciplinary research and policy agenda to diminish disparate exposure to exclusionary school discipline and promote positive childhood health and wellbeing.



Patients, Providers, Pills, and Personhood Post-Dobbs: This conference focused on the health-justice impacts of the Dobbs decision repudiating the constitutional right to abortion.

Survival, Healing, and Performance: Formerly Incarcerated Voices on Health Justice Inside and Out: This event featured solo theater performers who shared their personal experiences of seeking medical care or caring for others in the criminal justice system. The performers shed light on the injustices entrenched within the carceral system, including systemic obstacles to adequate healthcare and the poor treatment endured by incarcerated individuals, especially those from marginalized racial backgrounds. Watch the performance recording [here](#).



Reforming Systems Driving the School to Prison Pipeline

The California Institute on Law, Neuroscience and Education recently completed a state-by-state comparative analysis of legislation on screening and interventions for dyslexia, language learning disorders, and early literacy issues in the United States. The results of this project are forthcoming in "Screenings for Dyslexia, Learning Disorders, and Literacy Issues: A U.S. State Legislative Comparative Framework," in Volume 45 of *Loyola University Chicago, Children's Legal Rights Journal* (2025).



Building Health Systems' Capacity to Address Patients' Legal Needs



The team behind PlanforClarity, a 50-state tool developed to help patients and their caregivers understand and navigate legal and financial planning for care, has received a three-year grant from the AARP Foundation.

With this generous support, the team is building a new health care team-facing portal with tools and resources to screen for and address patient and caregiver needs.

The Clarity team will also add content for Puerto Rico and about workplace protections for working elders and caregivers. The new provider facing portal is being developed with input from interdisciplinary colleagues and older adults and will launch in July 2025. Training and consults will be available to health care teams across the country for free.

Advocating for Older Adults at Risk of Institutionalization and Conservatorship

MLPS clinic students, faculty and attorneys support one of San Francisco's most vulnerable groups — low-income, homebound older adults. UCSF and VA healthcare providers connect these seniors with the MLPS clinic, where our advocates step in to perform a "legal check-up" and offer free, comprehensive legal assistance. Recent successes include:

- Restoring our client's Section 8 voucher and successfully advocating for his reasonable accommodation request for a live-in aide
- Helping our veteran client avoid institutionalization and qualify for a little-known free Medi-Cal program for married couples. His wife can now get paid to provide home care for him which will increase their household income.
- Increasing the monthly CalFresh/Food stamps allocation by over \$100 per month for our formerly homeless client
- Obtaining a waiver of a veteran client's debt with Social Security



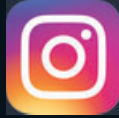
Reducing Health Care Cost to Consumers by Addressing Root Causes

The Source on Healthcare Price & Competition ("[The Source](#)") works to improve the affordability of health care and address failing health care markets through evidence-based policy solutions. Student Fellow Dilani Logan and Katie Gudiksen published "[The Corporate Practice of Medicine: Time for a Reevaluation?](#)" examining laws restricting corporate oversight of physician practices, which will soon be followed by a new webpage on the Corporate Practice of Medicine.

In the past six months, Executive Editor Katie Gudiksen and Source team member Robert Murray coauthored two articles, "[Americans Always do the Right Thing: When Will the U.S. Finally Control Runaway Hospital Price Growth?](#)" and "[U.S. State-based Hospital Rate Setting: What Worked, What Didn't, and What We Need to do Now](#)", as well as "[Rate Regulatory Handbook: A Guide for State Implementation of Cost Constraint Models](#)".¹⁰¹ All of these resources are included on their newly revamped [Provider Rate Regulation page](#).



Connect with the Consortium!



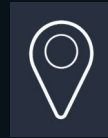
@healthpolicylaw



[uclawsf.edu/academics/
centers/consortium/](https://uclawsf.edu/academics/centers/consortium/)



UCSF-UC Law
Consortium



200 McAllister Street
San Francisco, CA 94102
consortium@uclawsf.edu

Donate to the Consortium





WorkLife Law Annual Report

2024-2025



Co-Directors: Jessica Lee & Liz Morris



Message From the Co-Directors

Dear Friend of WorkLife Law:

As we reflect on this transformative year, we see a period that tested our resilience and reaffirmed our mission in equal measure. When we stepped into our new role as Co-Directors twelve months ago, we promised to remain steadfast in fighting for a future where all people have the freedom to care for their loved ones and protect their own health without jeopardizing their economic security. That promise has never felt more urgent.

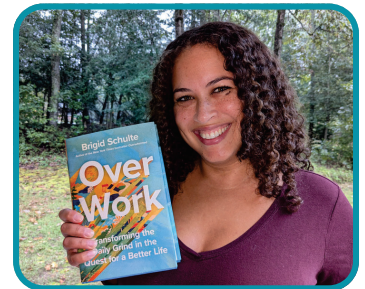
We began this year celebrating the 60th anniversary of Title VII at the Biden White House. Now we find ourselves living Project 2025—the Department of Education is being dismantled, the EEOC is being weaponized, immigrants work in fear, federal workers are being laid off in droves, and our communities are losing critical programs that support working families.

Yet through it all, we're still fighting. We're still standing with you, our partners, and the communities who need us most. We're still driving change that improves lives.

In our first year as Co-Directors, WorkLife Law launched new projects with grassroots partners, created policy and legal changes that make it easier for caregivers to meet their families' basic economic and health needs, and provided life-changing assistance to hundreds of workers and students through our free legal helpline. WorkLife Law has remained at the forefront of the national movement for work and family justice, while intensifying our focus on serving the people most at risk.

In the pages that follow, you'll find a snapshot of WorkLife Law's impact this year—victories won, partnerships forged, and lives transformed. We invite you to dive deeper into our work and discover how together we're building a more just future for working families.

With gratitude and determination,
Liz Morris and Jessica Lee
Co-Directors, WorkLife Law



Special thanks to Dean and Chancellor David Faigman, Academic Dean Morris Ratner, our Advisory Board, and our numerous supporters who make our work possible.

Our Team



Jessica Lee
Co-Director



Liz Morris
Co-Director



Juliana Franco
Senior Staff
Attorney



Cynthia Calvert
Senior Advisor



Rebeca Garcia
Communications
& Grant Manager



Pem Brown
Administrative
& Accounting
Associate



Leah Kennedy
Staff Attorney



Jessica Dimas
Reproductive Justice
for Farmworkers
Legal Fellow

Our Advisory Board

Donna Benton, PhD, Director, USC Family Caregiver Support Center/LACRC

Sarah Brafman, Special Counsel for Economic Opportunity, Office of New Jersey Governor Phil Murphy

Susan Crumiller, Founding Partner, Crumiller: The Feminist Litigation Firm

Chris Ho, Director, National Origin and Immigrants' Rights Program, Legal Aid at Work

Julian Burns King, Founding Partner, King & Siegel

Jen Liu, Managing Partner, Katz, Banks, Kumin

Sarah Mehrotra, Maryland Governor's Office for Children

Linda Moore, MD, MPH, Premise Health, Occupational Medicine Physician

Sabrina Ross, Privacy and AI Policy Director, Meta

Tina Sherman, National Director, Maternal Justice, MomsRising

Gillian Thomas, Senior Staff Attorney, ACLU Women's Rights Project

OUR MISSION

The Center for WorkLife Law at the University of California College of the Law, San Francisco is a national research and advocacy organization that seeks to ensure no person is forced to choose between economic security and their family's health and well-being. The Center advances gender and racial equity by building legal rights for pregnant people and family caregivers at work and in education.

Changing Public Policy and Expanding Legal Rights

WorkLife Law drives systemic change by equipping lawmakers, civil rights agencies, and other changemakers with tools to strengthen legal rights for pregnant people and family caregivers. This year, our expertise shaped protections nationwide, from New Jersey's pregnancy accommodation guidance to California's enhanced Paid Family Leave programs.

State-Level Victories Deliver Real Impact: Illinois became the sixth state to prohibit caregiver discrimination after adopting WorkLife Law's model policy—creating the strongest protections yet for millions of workers balancing jobs with family care. We're now partnering with local leaders to ensure equitable implementation and public awareness of these new rights.

New York and Washington joined three other states in requiring that lactation breaks be paid, advancing health equity for postpartum workers and their babies. For years, WorkLife Law has led the way in calling for paid pumping breaks as a critical measure in ensuring all families can afford to breastfeed. To learn more, check out our policy brief [Making Lactation Breaks Affordable for All](#).

Protecting Student Parents' Economic Futures:

WorkLife Law's Pregnant Scholar program advocates for policy changes to support the millions of pregnant and parenting students pursuing higher education, the majority of whom are people of color and women. Removing the systemic barriers these students face to academic success ensures their families have an equal shot at the economic security their degree provides. In January, we shifted our focus from the federal Department of Education to the states, developing groundbreaking model policies and building the case for stronger state-level protections that keep student parents in school.

Shaping New Federal Laws: The Pregnant Workers Fairness Act and PUMP Act entered their critical second year, with strong EEOC and Department of Labor enforcement guidance shaped by our advocacy. Co-Director Jessica Lee kicked off the year at a White House roundtable with top federal officials on implementation strategy. Now, the battleground has shifted to the courts, where today's legal precedents will define workers' rights for generations. WorkLife Law experts spent the year providing intensive technical assistance to litigators—reviewing filings, crafting legal theories, and preparing attorneys for oral argument. Our interventions have already started to create favorable case outcomes, ensuring future workers don't have to choose between a healthy pregnancy and a paycheck.

“Reproductive justice means people should have the ability and resources they need to parent or not parent in the safety of their own community. This means that people are treated with dignity and humanely in their workplace. That they do not need to sacrifice privacy for a paycheck. And that they are not punished or denied the full benefits of their employment based on a decision to grow their family or not.

We simply cannot realize reproductive justice without the work of WorkLife Law.”

- Liz Ling, If/When/How Senior Helpline Counsel

Directly Serving Workers and Students in Need

WorkLife Law's free legal support is "literally a godsend" to families on the verge of crisis. This year, we directly served hundreds of workers and students across 44 states and D.C., helping them safeguard their health and economic security.

Supportive Interventions That Prevent Crisis:

Through our free legal helpline, WorkLife Law attorneys provided on-demand guidance on leave and accommodations and early interventions with employers and institutions to prevent escalation and job loss. When necessary, we helped workers file charges with legal enforcement agencies and connected them with local resources and lawyers from our Attorney Network. Our early intervention approach protects livelihoods and health before situations reach crisis points.

One southern caller to our helpline, "Amanda," requested time off work for her abortion. Amanda had to travel across state lines to access care, but her boss said she was required to give 60 days' notice to take time off. Unable to risk losing her job, she waited. Five days before her scheduled procedure, Amanda was informed that her leave request was being denied.

Now well into a high-risk pregnancy, Amanda told her employer she was going to take the time off for a medical emergency. Amanda's employer told her she would face discipline if she didn't report to work. It was not until she spoke with WorkLife Law's helpline attorneys that Amanda learned she had a legal right to take leave for her abortion and was protected from discipline.

In her fifth month of pregnancy, Claribel's arduous work picking berries was taking a heavy toll on her health, and she was forced to stop working. After the state of California denied her disability insurance claim, Claribel was unable to make ends meet. Thankfully, she learned about WorkLife Law's free *Dar a Luz* helpline from a local community organization. Shortly after we submitted an appeal on Claribel's behalf, the state agency overturned the denial and issued her over \$10K in owed benefits.

Expanding Our Strategic Partnerships:

Under DOGE, the federal government laid off thousands of civil servants in early 2025. WorkLife Law fielded a significant increase in calls from federal workers on our helpline and partnered with Rise Up: Federal Workers Legal Defense Network to provide specialized assistance on pregnancy, lactation, leave, and caregiving issues.

In Los Angeles, we're partnering with the LA Caregiver Resource Center to deliver legal services, helping their low-income clients access paid family leave and workplace protections without sacrificing care for their loved ones.

Our collaboration with Unbuckled—an organization supporting caregivers of children facing severe illness or disability—produced vital know-your-rights guides that have been distributed through children's hospitals and parent support groups.

"As a mother and executive who lost my job when my son was diagnosed with cancer, I understand firsthand the immense challenges of balancing work, life, and caregiving. By easing these burdens, we help families focus on what truly matters—caring for their children."

—Becca Newton, Unbuckled co-founder

Educating Workers, Students, and their Advocates

Legal rights make a difference only if people understand them and are able to use them when it matters most. WorkLife Law educates thousands of workers, students, and community changemakers on legal rights each year.

Training Key Stakeholders Nationwide: Our team delivered dozens of live trainings to over 2,500 participants. For example, Co-Director Liz Morris presented at the American College of Obstetricians and Gynecologists' Congressional Leadership Conference alongside former EEOC Vice Chair Jocelyn Samuels, using the Pregnant Workers Fairness Act as a blueprint to teach healthcare providers how to drive policy change in support of reproductive justice.

Creating Tools That Reach Hundreds of Thousands: We published 33 new or substantially updated resources, including guidance for abortion providers on workplace privacy barriers and a Title IX Communications Toolkit for college administrators. These materials reached hundreds of thousands of people this year.

Amplifying Our Message: WorkLife Law experts appeared in over two dozen major media outlets—including Newsweek, NBC News, and the Los Angeles Times—continuing to make the case for equity in education and workplaces nationwide.

Building Institutional Capacity: Co-Director Jessica Lee provided technical assistance on Title IX changes to administrators at over 60 colleges and universities, benefiting millions of students. Our Pregnant Scholar Initiative produced over a dozen new resources to spur institutional change and help pregnant students navigate their rights.



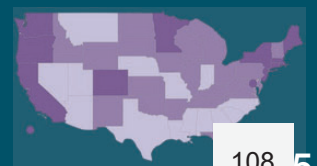
Activating the Community to Empower Pregnant Farmworkers

WorkLife Law trained 115 community health workers on how to support farmworkers during pregnancy. Dar a Luz, a partnership initiative with CAUSE, is breaking down barriers so farmworkers can access paid disability leave to avoid exposure to toxic pesticides, as well as paid family leave to promote maternal and infant health.

Featured Resources

In an [Op-Ed for Ms. Magazine](#), Co-Director Liz Morris called for an end to policies that penalize workers for choosing to start a family, like those preventing women from accessing lucrative union jobs. WorkLife Law is proud to have filed an [amicus brief](#) in the ACLU's lawsuit challenging these unfair practices that hold women back.

Our new [state law map](#) gives pregnant and postpartum workers a comprehensive, easy-to-use guide to the various laws impacting their ability to get work accommodations, paid leave, and discrimination protection.



Report 4.4 – Grants

By Provost & Academic Dean Morris Ratner

Attached please find a memorandum and exhibits prepared by Director of the Office of Sponsored Projects Yael Nadel-Cadaxa. Maintaining and growing a healthy base of sponsored research was a key element of the 2020 Operational Strategic Plan, so as to increase our research and organizational capacity. As the attached memo demonstrates, we have achieved that goal over the past five years, thanks to the efforts of our creative and resourceful research centers, who have been supported by Director Nadel-Cadaxa, our General Counsel, and our Fiscal Office. Third-party funding has supported important research and programmatic activity. For AY24-25, some of that activity is highlighted in the attachments to accompanying Report 4.3.

MEMORANDUM

To: Provost & Academic Dean Morris Ratner
Cc: Associate Dean for Research Dave Owen
From: Director of the Office of Sponsored Projects Yael Nadel-Cadaxa
Date: August 12, 2025
Re: Sponsored Project Funding Report for Fiscal Year 2025

I. Background

Sponsored (third-party funded) research is an important part of UC Law SF's effort to advance the research and public service elements of its mission. This memorandum describes funding amounts in the most recent fiscal year (FY), compares it to prior years, and describes funding sources. The memo is part of regular reporting by the Office of Sponsored Projects (OSP), established by the Provost & Academic Dean to support the academic program and provide administrative support and guidance to UC Law SF faculty and staff in their pursuit of federal, state, local, and private funding for research, instruction, and public service-related grants, contracts, and other externally sponsored projects.

In furtherance of this role, OSP (in collaboration with the Office of Fiscal Services) conducts annual analyses of sponsored funding received by the College and tracks progress supporting and expanding sponsored projects over time. The analysis identifies the specific revenue codes/types constituting external funding for research (and other scholarly projects) and then categorizes and quantifies the various streams of funding.¹ For the purposes of the analysis, all streams of funding are referred to as "sponsored project funding."² This memo builds on prior analyses and incorporates FY2025 data, providing a more complete picture of sponsored project funding trends over time.

¹ Given the multitude of revenue codes/types within the General Ledger (GL) Chart of Accounts and variation over time in policy, procedure, and practices regarding the categorization of external funding for sponsored projects, the analysis required judgment calls to define "sponsored project funding." OSP & Fiscal are confident that the results of the analyses are accurate and form a sound basis for analyzing historical and future trends in sponsored project funding. Further details on the definitions of and distinctions between revenue codes/types including in this analysis are provided in Appendix B.

² For the purposes of the analyses, "sponsored project funding" only includes revenue recorded for a given FY, which does not necessarily equate with total award amounts or total revenue received in each FY and does not include unexpended revenue on open grants/contracts. For example, if a multi-year, \$1 million grant was awarded in FY2025, \$500,000 in revenue was received in FY2025, and \$400,000 in expenses were incurred in FY2025, the "sponsored project funding" for that grant in FY2025 would be recorded in the analysis as \$400,000. The remaining \$100,000 in revenue received, but not spent, in FY2025, would be reclassified to future FYs and recorded in the FY in which associated expenses are incurred. The remaining \$500,000 in funding would be recorded in subsequent FYs, once the revenue was received *and* associated expenses incurred. For grants/contracts where the grantor/funder restricts use of the funds to specific purposes, when the grant/contract closes, any revenue received that remains unspent is return to the grantor/funder, absent approval by the grantor/funder to reallocate the funds to other purposes. For

Confidential Deliberative Work Product

The overall results of the FY2025 year-end analysis are summarized in narrative form below and in the tables and figures in Appendix A. Additional details on the methodology of the analysis and different types of revenue categorized as “sponsored project funding” are included in Appendix B.

II. FY2017-FY2025 Overall Funding Summary

Total sponsored project funding recorded from FY2017-FY2025 was \$58,955,271 and average annual funding from FY2017-FY2025 was \$6,550,586.

Looking first at the sources of FY2017-FY2025 funding: the two largest sources of funding over the last 9 FYs were private grants/contracts (responsible for \$20,967,401 or 36% of total funding) and non-exchange grants³ (responsible for \$14,332,172 or 24% of total funding); gifts/donations were the next largest source of funding (\$7,466,135 or 13% of total funding); and the remaining funding came from state grants/contracts (\$5,690,484 or 10% of total funding), city/county grants/contracts (\$1,467,066 or 3% of total funding), and fee-for-service contracts, investment income, conference fees, dues/membership fees, and other sources (referred to hereinafter collectively as “other sources” of funding) (\$4,798,329 or 8% of total funding).

Turning next to the recipients of FY2017-FY2025 funding: the recipient with by far most total funding over the past 9 FYs was the Center for Gender and Refugee Studies (CGRS), with \$21,842,982 in funding (37% of total funding), the second largest recipients was the UCSF/UC Law SF Consortium on Law, Science & Health Policy (“Consortium”), with \$13,045,787 (22% of total funding); when viewed together, the Center for WorkLife Law that operated from FY2017-FY2024 [“WLL (Legacy)”]⁴, Center for WorkLife Law formed in FY2025 [“WLL (Successor)”], and Equality Action Center (EAC) were the third largest recipient of funding, with \$11,584,413 in combined funded (20% of total funding); the Center for Innovation (C4i) was the fourth largest recipient with \$6,910,105 in funding (12% of total funding); and, all other centers/faculty received a combined \$5,571,985 in funding (9% of total funding).

grants/contracts where use of the funds is unrestricted (e.g., gifts), when the grant/contract closes, then all remaining revenue received is recorded in that FY, regardless of total expenses incurred.

³ “Non-exchange grants” are classified as revenue provided to the Foundation in the form of gifts/donations specifically intended for use by designated research centers, which is then transferred to the College for use by those research centers. While this revenue is often provided through “grant awards” or “grant agreements,” acceptance of these funds does not create an “exchange relationship,” as the College is not obligated to provide any specific benefit or service to the donor and only minimal restrictions are placed on use of the funds.

⁴ In FY2025, the Center for WorkLife Law (WLL) split into two separate centers – a “new” Center for WorkLife Law, led by co-Directors Elizabeth Morris and Jessica Lee, and Equality Action Center (EAC), led by Director Joan Williams. For purposes of this analysis, the center that operated from FY2017-FY2024 is referred to as “WLL (Legacy)” and the “new” Center for WorkLife Law formed in FY2025 is referred to as “WLL (Successor)”, and each of those centers is treated separately from EAC. For clarity, the total funding received by each of these three centers from FY2017-FY2025 is as follows:

- WLL (Legacy): \$9,313,760 (received from FY2017-FY2024)
- WLL (Successor): \$1,180,294 (received in FY2025)
- EAC: \$1,090,359 (received in FY2025)

III. FY2025-Specific Funding Summary

Turning to analysis of the most recent FY and recent trends, total sponsored project funding recorded in FY2025 was \$9,856,034, which was substantially higher than both FY2024 (an increase of \$2,558,300 or 35% over FY2024) and FY2023 (an increase of \$727,211 or 8% over FY2023), and nearly equal to UC Law SF's previous funding record from FY2022. The increased funding level in FY2025 boosted average annual funding over the last 9 FYs to \$6,550,586 (an increase of \$413,181 or 7% over the average annual funding in the 8 FYs prior to FY2025).

Drilling down further to look at the composition of FY2025 funding between different sources: the largest share of funding came from federal, state, city/county, and private grant/contract awards (\$4,960,132 or 50% of FY2025 funding), which was a substantial increase over funding from the corresponding sources in the prior FY (an increase of \$800,790 or 19% over FY2024); a nearly equal share of funding came from gifts/donations and non-exchange grants (\$4,149,213 or 42% of total FY2025 funding), which was an even larger increase over the prior FY (an increase of \$1,471,298 or 55% over FY2025); and the remainder of funding came from other sources (\$746,689 or 8% of total FY2025 funding) (hereinafter referred to as "other sources"), also showing an increase over FY2025 (increase of \$286,212 or 6% over FY2024).

Looking to recent trends among the various sources of sponsored project funding, FY2025 saw near across-the-board increases in funding: non-exchange grant funding increased \$808,005 (48% over FY2025); federal funding increased \$722,323 (62% over FY2024)⁵; gifts/donations increased \$663,294 (67% over FY2024)⁶; city/county funding increased \$507,556 (293% over FY2024); and other funding increased by \$286,212 (62% over FY2024). The only areas where we saw decreases in funding were state funding (decreased by \$373,108 or -70% in FY2025) and private funding (decreased by \$55,980 or -2%), but those decreases were vastly outweighed by gains in other areas, as evidenced by the substantial overall growth in funding.

Turning now to the different recipients of funding in FY2025: CGRS was by far the largest individual recipient of funding in FY2025 (as it was in 6 of the last 9 FYs) with \$4,010,855 in funding (41% of the FY2025 total). The next largest individual recipients of funding were: C4i, with \$1,415,073 (14% of the FY2025 total); WLL (Successor), with \$1,180,294 (11% of the FY2025 total); EAC, with \$1,090,359 (11% of the FY2025 total);

⁵ As indicated in prior reporting and discussed below, given the current federal approach to grant-funded research, we do not anticipate continued growth in federally funded research. Further, the growth in federal funding in FY2025 was partially the result of federal funding recipients completing existing federal grant/subaward projects while their awards remained active and unimpacted by shifts in federal funding priorities. As a result, the majority of our federal awards are currently mostly (or fully) expended and thus billing in FY2026 will be reduced and we do not anticipate receiving sizable new federal awards in FY2026.

⁶ The increase in gift/donation revenue in FY2025 was partially the result of a one-time, \$1 million gift to UC Law SF from the Deb AI Fund, \$500,000 of which was recorded as revenue in FY2025. The remaining \$500,000 in revenue will be recorded in FY2026.

and the Consortium, with \$994,270 (10% of the FY2025 total). Taken together, all other centers/faculty received a combined \$1,165,182 (12% of total FY2025 funding).

Looking to recent trends, apart from the Consortium (which saw its funding decrease in FY2025), all other recipients saw their funding increase in FY2025, with CGRS seeing the largest uptick in funding (an increase \$1,252,524 increase or 45% over FY2024), followed closely by C4i (an increase of \$405,301 or 40% over FY2025). It is also worth noting that WLL (Successor) and EAC, which only began operating as separate centers in FY2025, each received over \$1M in funding, roughly the same amount of funding as their previous combined center, WLL (Legacy), received in FY2024. Thus, WLL (Successor) and EAC effectively doubled the total funding they received in their first year operating separately.

IV. Analysis and Conclusions

Focusing exclusively on the raw data, FY2025 was a very positive year overall for sponsored project funding at UC Law SF. In addition to exceeding the funding totals from the two prior FYs, boosting average annual funding to a new record, and seeing near across-the-board increases in funding from all sources and to all recipients, FY2025 marked a reversal to overall funding trends from recent FYs (total funding decreased in both FY2023 and FY2024) and a reversion to prior trends of year-over-year funding growth (total funding had increased in each year from FY2017-FY2022).

This return to positive funding growth FY2025 is particularly notable coming at a time of broad cuts to federal grants programs, deep uncertainty about the future of federal funding, and the potential flow-down effects on the availability of and competition for funding from other sources. While the long-term impacts of these shifts in federal policies and priorities remain to be seen, early indications are that federal funding for research and other programs will be substantially reduced in FY2026, which may have flow-down effects on other sources of funding. In fact, we're already seeing signs that reductions in federal funding for research at the national level are prompting non-federal research funders to attempt to fill some of the funding gaps, which could conceivably result in more pressure being placed on non-federal funding sources and could result in greater competition for available funds. That in turn could negatively impact funding availability for UC Law SF projects. We are closely monitoring this and, while we have not yet seen this effect in the current FY, we anticipate that the long-term impact of the changing federal landscape will be downward pressure on overall funding in future FYs.

Beyond creating uncertainty about the future funding, the shifts in federal policies and related actions in the first half of 2025 (e.g., attempts to terminate existing federal grants programs, massively reduce the federal workforce, shutter entire federal agencies), plus the general level of confusion surrounding the nature, scope, and legality of these policies/actions, had a decidedly negative impact on researchers and administrators managing federal funds at UC Law SF (e.g., creating fear among researchers about whether their federal grants will be targeted, anxiety among administrators about whether grant expenses will be reimbursed).

To understand the real-world impact of these shifts in federal policies/actions, it's instructive to take a snapshot of what happened to UC Law SF's federal awards in the first half of 2025. At the start of 2025, UC Law SF held 14 active federal grants or subawards. Of those 14 federal awards, 13 had their payments paused or delayed, five were compelled to accept additional compliance burdens to avoid potential termination, six were actually targeted for termination, and, while five of those terminations were later rescinded as a result of legal challenges, one grant was ultimately terminated and the other five faced mandatory pauses in activities, spending, and payments. Amidst all these actions was a broader sense of uncertainty about what federal policies and actions were valid and what to expect moving forward, leaving researchers and administrators scrambling to ensure they could fund existing staff and ongoing activities and leaving them with a general state of anxiety about the future of their existing grants and federal grant programs in general. And, while much of the story remains to be written, what seems clear is that the current federal funding landscape will have a depressive effect on sponsored project work at UC Law SF, particularly on those centers and faculty that more centrally rely on federal funding to support their staff and activities.⁷

That said, while the outlook for federally funded programs is worrying, UC Law SF as a whole remains well-positioned to maintain a robust sponsored project funding base in the future years. Unlike many of our peer institutions, which rely almost exclusively on federal grants to support research and other scholarly programs, the bulk of UC Law SF's sponsored project funding comes from non-governmental sources (e.g., foundations, NGOs, individuals) and our research centers and faculty have developed and continue to strength their relationships with agencies, organizations, and individuals committed to supporting research and scholarship at UC Law SF, as evidenced by our continued ability to maintain (and expand) funding from non-governmental sources (e.g., gifts/donations, non-exchange grants, private grants/contracts). And, while year-over-year growth in funding is far from assured and any optimism should be tempered with the understanding that funding levels are heavily impacted by fluctuations in donor priorities, funding availability, grant lifecycles, and other economic, social, and political factors (much of which is outside our

⁷Multiple centers are particularly exposed to shifts in federal funding: Consortium, which holds multiple subawards under research grants from the Department of Health and Human Services (HHS) and has consistently relied on federal funding to support its staff and operations; CGRS, which holds a large subaward under an immigration contract from HHS and has a long history of federal grants and contracts work; WLL (Successor), which holds a subaward under a research grant from the Environmental Protection Agency (EPA) that may or may not be extended for another year; EAC, which holds a subaward under a research grant from the National Science Foundation (NSF) that also is up for an extension; Tax Law Center, which holds a large Internal Revenue Service (IRS) grant that funds a 1.0 FTE position; and International Development Law Center, which had one Department of State (DOS) grant terminated, will soon close its sole remaining DOS grant, has had multiple proposals rejected already in 2025, and relies almost exclusively on federal grants to support its international programs. For these centers, the concern is not simply about their existing grants/subawards (though this is concern is real, particularly for those grants/subawards with "out years" that have not yet been awarded), concern is about the future – will these and similar grants programs and the agencies that manage them even exist in the future and, if they don't, how will these centers adapt to a landscape of diminished funding and support for research.

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control), a return to the prior growth trend is a promising development for UC Law SF's grants program and, regardless of where the winds blow federally, UC Law SF remains dedicated to supporting its grant-seeking faculty, staff, and research centers and advancing research and scholarship in higher education more broadly.⁸

⁸ UC Law SF community members interested in exploring the possibility of grant or other third-party funding for research, public service, or programmatic efforts should contact OSP: osp@uclawsf.edu. Community members seeking information about grants support available at the College and through OSP should visit the [OSP Sharknet page](#).

Appendix A: Tables and Figures

**Table 1: Total Sponsored Project Funding
FY2017 - FY2025**

FY	Funding	% of Total	Variance from Prior FY	Variance from Average
2017	\$3,254,603	5.5%	N/A	(\$3,295,983)
2018	\$3,523,844	6.0%	\$269,241	(\$3,026,742)
2019	\$4,793,032	8.1%	\$1,269,188	(\$1,757,554)
2020	\$4,852,344	8.2%	\$59,312	(\$1,698,242)
2021	\$6,351,074	10.8%	\$1,498,730	(\$199,512)
2022	\$9,897,784	16.8%	\$3,546,710	\$3,347,198
2023	\$9,128,823	15.5%	(\$768,961)	\$2,578,237
2024	\$7,297,734	12.4%	(1,831,089)	\$747,148
2025	\$9,856,034	16.7%	\$2,558,300	\$3,305,448
Total	\$58,955,271	100%		
Average	\$6,550,586			

**Chart 1: Total Sponsored Project Funding
FY2017 - FY2025**

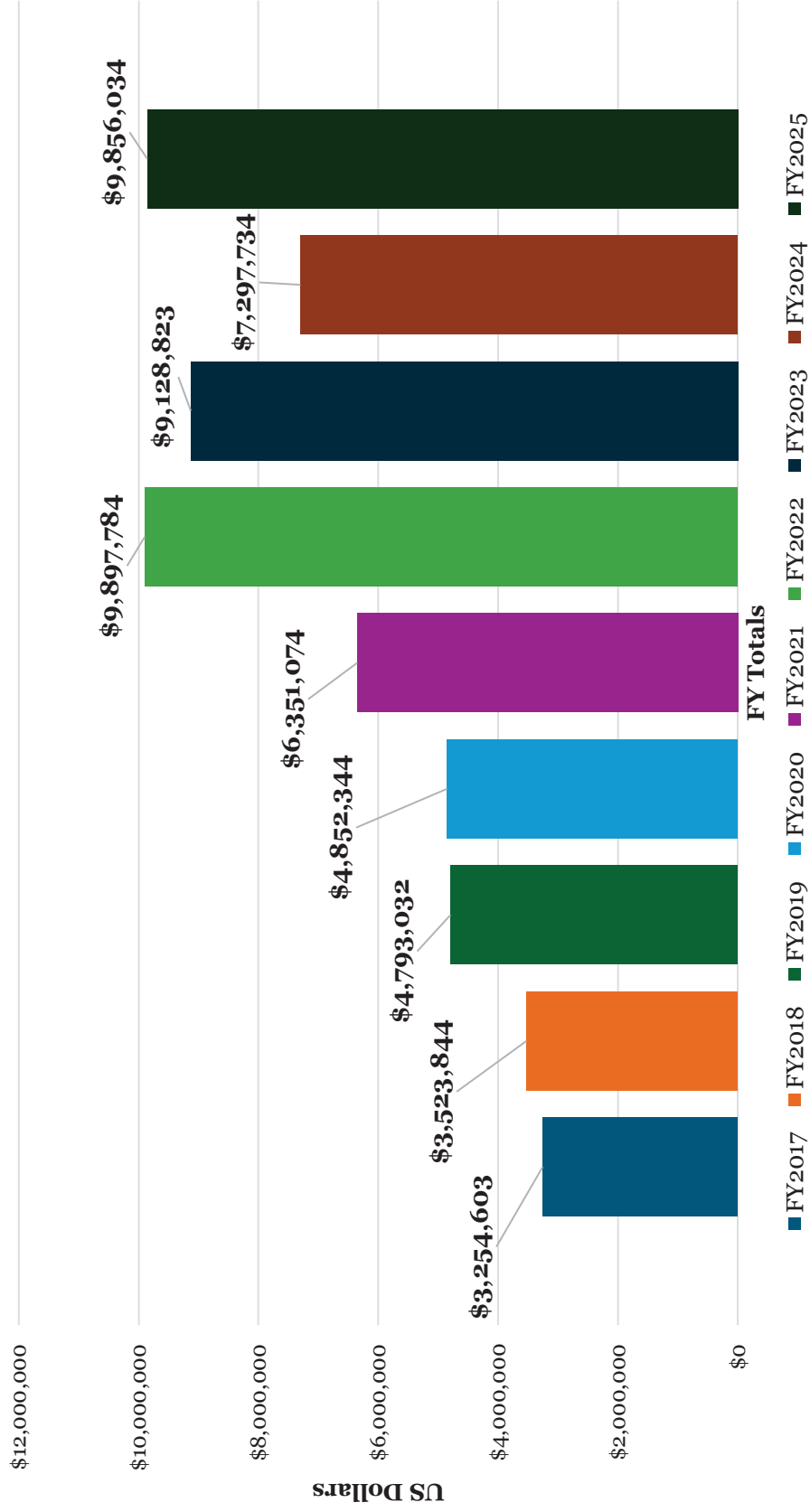


Table 2: Sponsored Project Funding by Source (Total \$) FY2017 - FY2025									
FY	Federal	State	City	Private	Non-Exchange	Gift	Other Sources	Total	
2017	\$539,098	\$110,450	\$0	\$1,162,007	\$628,301	\$319,456	\$495,292	\$3,254,603	
2018	\$360,641	\$0	\$0	\$1,175,336	\$1,088,524	\$454,958	\$444,386	\$3,523,844	
2019	\$133,779	\$0	\$0	\$1,794,870	\$1,467,748	\$702,430	\$694,206	\$4,793,032	
2020	\$62,673	\$112,395	\$137,493	\$2,040,363	\$1,602,977	\$527,482	\$368,961	\$4,852,344	
2021	\$93,480	\$0	\$154,392	\$3,203,784	\$1,531,037	\$810,311	\$558,070	\$6,351,074	
2022	\$249,117	\$2,217,892	\$153,793	\$2,956,160	\$2,529,423	\$1,184,684	\$606,715	\$9,897,784	
2023	\$523,038	\$2,549,912	\$167,810	\$3,340,681	\$1,314,103	\$809,746	\$423,534	\$9,128,823	
2024	\$774,768	\$536,472	\$173,011	\$2,675,091	\$1,681,028	\$996,887	\$460,477	\$7,297,734	
2025	\$1,497,091	\$163,364	\$680,567	\$2,619,111	\$2,489,033	\$1,660,180	\$746,689	\$9,856,034	
Total	\$4,233,685	\$5,690,484	\$1,467,066	\$20,967,401	\$14,332,172	\$7,466,135	\$4,798,329	\$58,955,271	
Avg	\$470,409	\$632,276	\$163,007	\$2,329,711	\$1,592,464	\$829,571	\$533,148	\$6,550,586	

**Table 3: Sponsored Project Funding by Source (% of Total)¹
FY2017 - FY2025**

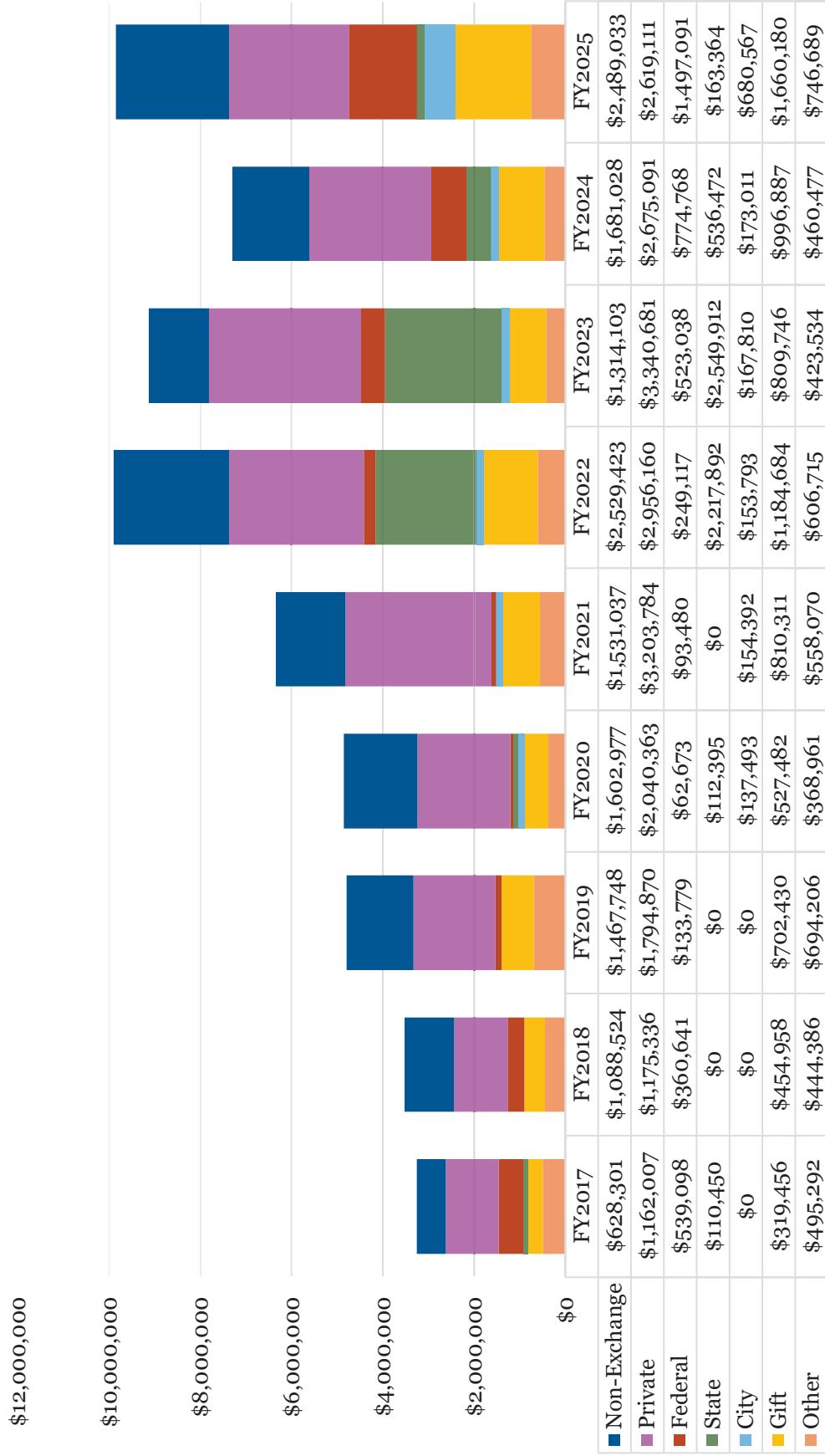
FY	Federal	State	City	Private	Non-Exchange	Gift	Other Sources	% of Total²
2017	16.6%	3.4%	0.0%	35.7%	19.3%	9.8%	15.2%	5.5%
2018	10.2%	0.0%	0.0%	33.4%	30.9%	12.9%	12.6%	6.0%
2019	2.8%	0.0%	0.0%	37.4%	30.6%	14.7%	14.5%	8.1%
2020	1.3%	2.3%	2.8%	42.0%	33.0%	10.9%	7.6%	8.2%
2021	1.5%	0.0%	2.4%	50.4%	24.1%	12.8%	8.8%	10.8%
2022	2.5%	22.4%	1.6%	29.9%	25.6%	12.0%	6.1%	16.8%
2023	5.7%	27.9%	1.8%	36.6%	14.4%	8.9%	4.6%	15.5%
2024	10.6%	7.4%	2.4%	36.7%	23.0%	13.7%	6.3%	12.4%
2025	15.2%	1.7%	6.9%	26.6%	25.3%	16.8%	7.6%	16.7%
% of Total³	7.2%	9.7%	2.5%	35.6%	24.3%	12.7%	8.1%	100%

¹ This table details the percentage of total sponsored project funding recorded in each revenue code/type in each FY and for the entirety of FY2017-FY2025.

² This column represents the total sponsored project funding recorded in each FY as a percentage of total sponsored project funding for FY2017-FY2025.

³ This row represents the total FY2017-FY2025 sponsored project funding recorded from each source type as a percentage of total sponsored project funding for FY2017-FY2025.

**Chart 2: Sponsored Project Funding by Source (Total \$)
FY2017 - FY2025**



**Table 4: Sponsored Project Funding by Recipient (Total \$)
FY2017 - FY2025**

FY	CGRS⁴	Consortium⁵	C4i⁶	WLL⁷ (Legacy)	WLL⁸ (Successor)	EAC⁹	Others	Total
2017	\$1,182,748	\$511,205	\$200,129	\$1,334,607	-	-	\$25,913	\$3,254,603
2018	\$1,539,184	\$397,619	\$534,680	\$754,296	-	-	\$298,065	\$3,523,844
2019	\$2,231,190	\$534,098	\$292,601	\$1,277,851	-	-	\$457,291	\$4,793,032
2020	\$2,414,809	\$1,007,683	\$484,742	\$804,168	-	-	\$140,943	\$4,852,344
2021	\$2,420,004	\$1,129,423	\$1,105,909	\$1,243,733	-	-	\$452,005	\$6,351,074
2022	\$2,842,995	\$3,655,056	\$980,842	\$1,414,089	-	-	\$1,004,803	\$9,897,784
2023	\$2,441,867	\$3,349,646	\$886,356	\$1,320,439	-	-	\$1,130,515	\$9,128,823
2024	\$2,759,331	\$1,466,787	\$1,009,772	\$1,164,576	-	-	\$897,268	\$7,297,734
2025	\$4,010,855	\$994,270	\$1,415,073	-	\$1,180,294	\$1,090,359	\$1,165,182	\$9,856,034
Total	\$21,842,982	\$13,045,787	\$6,910,105	\$9,313,760	\$1,180,294	\$1,090,359	\$5,571,985	\$58,955,271
Avg	\$2,426,998	\$1,449,532	\$767,789	\$1,164,220	\$1,180,294	\$1,090,359	\$619,109	\$6,550,586

⁴ The Center for Gender and Refugee Studies, led by Executive Director Karen Musalo.

⁵ The UCSF/UC Law SF Consortium on Law, Science & Health Policy, led by Executive Director Sarah Hooper.

⁶ The Center for Innovation, led by Director Robin Feldman.

⁷ In FY2025, the Center for WorkLife Law (WLL) split into two separate centers – a “new” Center for WorkLife Law, led by co-Directors Elizabeth Morris and Jessica Lee, and Equality Action Center, led by Director Joan Williams. Accordingly, for purposes of this analysis, the center that existed from FY2017-FY2024 is referred to as “WLL (Legacy)” and the “new” Center for WorkLife Law formed in FY2025 is referred to as “WLL (Successor)”.

⁸ The Center for WorkLife Law, formed in FY2025 and led by co-Directors Elizabeth Morris and Jessica Lee.

⁹ Equality Action Center, formed in FY2025 and led by Director Joan Williams.

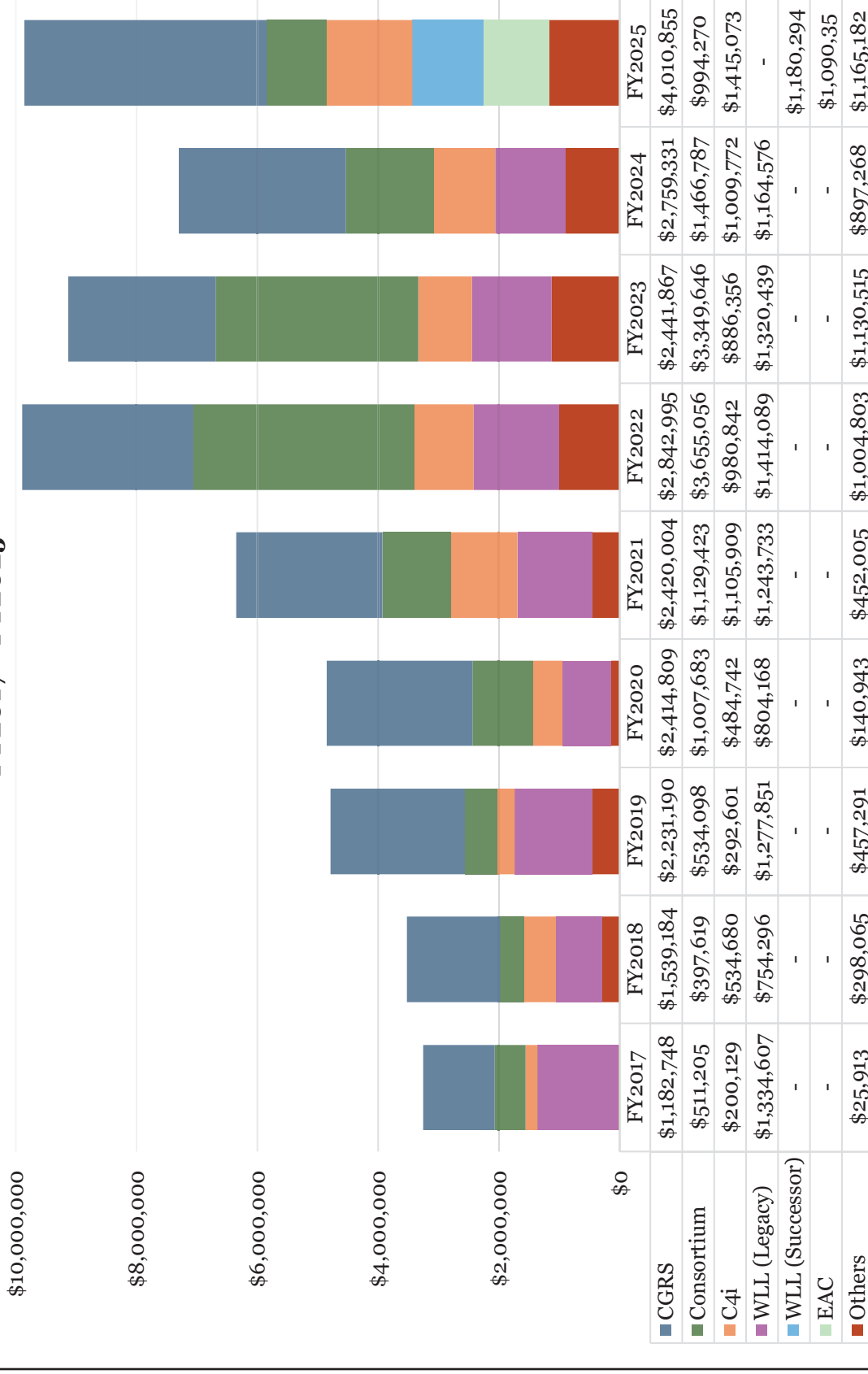
**Table 5: Sponsored Project Funding by Recipient (% of Total)
FY2017 - FY2025**

FY	CGRS	Consortium	C4i	WLL (Legacy)	WLL (Successor)	EAC	Others	TOTAL¹⁰
2017	36.3%	15.7%	6.1%	41.0%	-	-	0.8%	5.5%
2018	43.7%	11.3%	15.2%	21.4%	-	-	8.5%	6.0%
2019	46.6%	11.1%	6.1%	26.7%	-	-	9.5%	8.1%
2020	49.8%	20.8%	10.0%	16.6%	-	-	2.9%	8.2%
2021	38.1%	17.8%	17.4%	19.6%	-	-	7.1%	10.8%
2022	28.7%	36.9%	9.9%	14.3%	-	-	10.2%	16.8%
2023	26.7%	36.7%	9.7%	14.5%	-	-	12.4%	15.5%
2024	37.8%	20.1%	13.8%	16.0%	-	-	12.3%	12.4%
2025	40.7%	10.1%	14.4%	-	12.0%	11.1%	11.8%	16.7%
% of Total¹¹	37.1%	22.1%	11.7%	15.8%	2.0%	1.8%	9.5%	100.0%

¹⁰ This column represents the percentage of total FY2017-FY2025 sponsored project funding recorded by all recipients combined in each FY.

¹¹ This row represents the total FY2017-FY2025 sponsored project funding recorded by each recipient as a percentage of total FY2017-FY2025 sponsored project funding recorded by all recipients.

**Sponsored Project Funding by Recipient (Total \$)
FY2017 - FY2025**



Appendix B: Methodology for Categorization of Sponsored Project Funding

I. Categorization of Sponsored Project Funding by Source

Based on the categories outlined in the GL Chart of Accounts, along with the descriptions for those categories, OSP & Fiscal determined that the following revenue codes should be considered as “sources” of sponsored project funding:

- 4100 – Conference Fees
- 4105 – WLL Services
- 4200 – Federal Grants, Contracts, and Special Appropriations
- 4310 – State Grants, Contracts, and Special Appropriations
- 4352 – Gifts
- 4357 – Non-Exchange Grants
- 4360 – Private Grants, Contracts, and Special Appropriations
- 4400 – Investment Income
- 4505 – SF City & County Grants, Contracts, and Special Appropriations
- 4540 – Dues/Membership Fees
- 4571 – Administrative Overhead (External)
- 4999 – Non-Mandatory Transfers from Other Funds

These revenue codes were designated as “sponsored project funding” given that, in all cases, external funds are being provided to the College (either directly or through the UC Law Foundation) in support of research and other scholarly projects, which would otherwise lack support through regular state and tuition funding mechanisms.

Codes 4100 (“Conference Fees”), 4400 (“Investment Income”), and 4540 (“Dues/Membership Fees”) are assigned to revenue allocated to various recipients and is included within “Other Sources” for the purposes of this analysis.

Code 4105 (“WLL Services”) is assigned to revenue exclusively allocated to the Center for WorkLife Law (WLL) in support of its activities and is included within “Other Sources” for the purposes of this analysis.¹

Code 4571 (“Administrative Overhead (External)”) is assigned to revenue from administrative overhead (“indirect costs”) billed under federal grant awards that is not already included under code 4200. In prior fiscal years, Fiscal separately categorized direct cost revenue and indirect cost revenue from federal grant awards. This practice and use of Code 4571 was discontinued in FY2021 and currently all direct and indirect cost revenue from federal grant awards is assigned code 4200. Codes 4200 and 4571 are included within “Federal Grants, Contracts, and Special Appropriations” for the purposes of this analysis.

¹ Use of Code 4105 was discontinued in FY2025.

Code 4352 (“Gifts”) is assigned to revenue provided to the Foundation in the form of unilateral gifts/donations that is transferred to the College for its general use. For the purposes of this analysis, OSP/Fiscal identified the specific accounts into which such revenue was being allocated to support research and other scholarly projects. Specifically, OSP/Fiscal determined that, within code 4352, only revenue associated with established research centers should be considered as “sponsored project” funding. Such funding is labelled as “Gifts” for the purposes of this analysis.

Code 4357 (“Non-Exchange Grants”) is assigned to revenue provided to the Foundation in the form of gifts/donations specifically intended for use by designated research centers, which is then transferred to the College for use by those research centers. While such gifts/donation are often provided through “grant awards” or “grant agreements,” acceptance of these funds does not create an “exchange” relationship, as the College is not obligated to provide any specific benefit or service to the donor and only minimal restrictions are placed on the use of such funds. Such funding is labelled “Non-Exchange Grants” for the purposes of this analysis.

Code 4999 (“Non-Mandatory Transfers from Other Funds”) is assigned to revenue transferred from existing externally funded accounts held by the College, which may include gifts/donations to the Foundation and revenue from other sources, is available for the general use of the College, and may also be transferred to other accounts based on the intent of the sponsor and at the discretion of the fund’s controller. For the purposes of this analysis, OSP/Fiscal identified the specific accounts into which such revenue was allocated to support research and other scholarly activities and determined that, within code 4999, only transfers to established research centers/faculty from gift/donation-funded accounts based on the specific intent of the sponsor should be considered as “sponsored project” funding. Such funding is included within “Gifts” for the purposes of this analysis.

II. Categorization of Sponsored Project Funding by Recipient

In addition to categorizing sponsored project funding by revenue code (as outlined above), OSP & Fiscal also categorized sponsored project funding by recipient, separating the largest research centers from all other research centers and individual faculty into the following categories:

- Center for Gender & Refugee Studies (CGRS)
- UCSF/UC Law SF Consortium on Law, Science & Health Policy (“Consortium”)
- Center for Innovation (C4i)
- Center for WorkLife Law, operating from FY2017-FY2024 [“WLL (Legacy)”]²
- Center for WorkLife Law, formed in FY2025 [“WLL (Successor)”]

² In FY2025, the Center for WorkLife Law (WLL) split into two separate centers – a “new” Center for WorkLife Law, led by co-Directors Elizabeth Morris and Jessica Lee, and Equality Action Center (EAC), led by Director Joan Williams. For purposes of this analysis, the center that operated from FY2017-FY2024 is referred to as “WLL (Legacy)” and the “new” Center for WorkLife Law formed in FY2025 is referred to as “WLL (Successor)”, and each of those centers is treated separately from EAC.

- Equality Action Center (EAC)
- Other research/programmatic centers and individual faculty unaffiliated with specific research/programmatic centers (“Others”)