



## Monthly Executive Committee Meeting - Open Session

University of California College of the Law, San Francisco

University of California College of the Law, 333 Golden Gate Ave. Room 405,  
San Francisco San Francisco, CA 94102

2025-10-27 09:00 - 10:00 PDT

## Table of Contents

### 1. Roll Call

Director Courtney Greene Power, Chair

Director Albert Zecher, Vice Chair

Director Shashi Deb

Director Andrew Houston

Director Chip Robertson

### 2. Public Comment

(10 minutes) This is an opportunity for members of the public to comment on agenda items. Public comment on any agenda item will be limited to no more than three minutes per speaker and 10 minutes total. Groups or organizations that wish to comment on a particular item are encouraged to have a single representative speak for no more than three minutes. These limits can be varied at the discretion of the Chair. Persons who wish to speak on matters not on the agenda should make their request in writing to the General Counsel and Secretary of the College.

### 3. Approval of Prior Meeting Minutes.....2

Approval of Minutes from August 11, 2025

Executive Committee - 08-11-25 Open Session Minutes.docx.....2

### 4. Report of the Supplemental Plan Strategic Working Group.....5

2020 Plan Implementation Report (10.13.25).pdf.....5

Exh. A - Topic 1 - Student Development & Fullfillment (10.13.25).pdf.....31

Exh. B - Topic 2 - Scholarship (10.13.25).pdf.....48

Exh. C - Topic 3 - Academic Village (10.13.25).pdf.....58

Exh. D - Topic 4 - Community Cohesion (10.13.25).pdf.....65

Exh. E - Topic 5 - Fiscal Health (10.13.25).pdf.....74

### 5. Adjournment



# Monthly Executive Committee Meeting - Open Session Minutes

University of California College of the Law, San Francisco  
August 11, 2025

198 McAllister St. Room 206 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 open session to at 9:07 a.m., and the Secretary called the roll.

### Committee Members Present

Director Courtney Greene Power, Chair  
Director Shashi Deb (joined at 9:08 a.m.)  
Director C. Don Clay (appointed for purposes of this meeting)  
Director Chip Robertson (joined at 9:05 a.m.)

### Committee Members Absent

Director Albert Zecher, Vice Chair  
Director Andrew Houston

### Staff Participating

Chancellor & Dean David Faigman  
Chief Operating Officer Rhiannon Bailard  
General Counsel & Secretary John DiPaolo  
Legal & Executive Assistant Yleana Escalante  
Chief Communications Officer John Kepley  
Assistant Chancellor & Dean/Chief of Staff Jenny Kwon  
Deputy Chief Financial Officer Sandra Plenski  
Provost & Academic Dean Morris Ratner  
Chief Financial Officer David Seward

## 2. Public Comment

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

## 3. Approval of Prior Meeting Minutes

### **Motion:**

The Chair made a motion to approve the July 21, 2025 open session meeting minutes.

Motion made and seconded. Motion carried.

#### 4. Updating Strategic Plan

Dean Faigman reminded everyone that the update to the strategic plan is ongoing, with weekly meetings focused on both the outline and framework. The former co-chairs of the 2020 plan, Mr. Seward and Dean Ratner, are providing a retrospective evaluation, offering a high-level analysis of successes and areas still needing work. This evaluation will be shared with the strategic planning working group after Labor Day, and then with the Board of Directors, e.g., at the September 12 meeting. He noted ongoing developments at the federal level, including reports that the administration has requested one billion dollars from the University of California system. He emphasized the strength of the working group and the diligence of their efforts, while acknowledging the current climate is marked by uncertainty. Dean Faigman added that regulations for federal student loans remain unknown, and it is unclear how the private loan system will respond to any gaps in federal lending facilities. In response, Dean for Enrollment Management Sakamoto is developing a foundational document identifying all the uncertainties and anticipating areas that require contingency planning. Dean Faigman said that this is an ongoing effort, with significant time and energy being dedicated to anticipating and preparing for changing circumstances and the challenges ahead.

Chair Power added that the working group is careful to follow participation rules to avoid turning the working group into de facto board meetings, which is why there is some separation between the group's work and formal board discussions. Director Power emphasized that while Mr. Seward and Dean Ratner are looking back to evaluate the 2020 plan, the working group is also focused on addressing current federal changes that significantly affect the College and its students. This ensures they are balancing retrospective evaluation with planning for present challenges.

Mr. Seward said that alongside work on the strategic plan, the institution is also addressing immediately significant federal changes. He noted that ongoing federal uncertainty will inevitably affect state and local government funding, making state funding levels more unpredictable and volatile. These financial pressures will require a close review in the coming years of debt structures, obligations from financing the Academic Village, and the role of the Tower within the broader long-term plan. Decisions will also need to consider where to make budgetary investments in order to remain competitive with peer institutions. He stated that the 2025–26 budget will be presented to the Finance Committee on August 21 and to the Board at the September meeting. As projected, the year will begin with a \$1.8 million deficit, making it necessary to renew efforts to align resources with institutional priorities for the future.

The Committee entered closed session at 9:15 a.m. pursuant to Education Code Section 92032(b)(5)&(6).

The Chair reconvened the open session at 9:49 a.m. Mr. DiPaolo reported that in closed session the Executive Committee approved the closed session minutes of its July 21, 2025 meeting.

5. Adjournment

The Chair adjourned the open session at 9:49 a.m.

Respectfully submitted,

---

John K. DiPaolo, Secretary

**MEMORANDUM**

To: Board of Directors

From: Provost & Academic Dean Morris Ratner and CFO David Seward<sup>1</sup>

Date: October 13, 2025

Re: Summary Report on Implementation of 2020 Operational Strategic Plan

**Executive Summary**

The 2020 Operational Strategic Plan (“2020 Plan”)<sup>2</sup> has been substantially but not completely implemented. It usefully served as both a practical blueprint for specific actions and marshalling of resources and as a lodestar for reporting, funding, and supplemental planning. Many of the most significant goals have been achieved, including improved student outcomes (e.g., a sustained 30-point increase in first-time bar pass rates relative to the low of 2016), the establishment of new centers of scholarly and programmatic excellence, increased research support capacity through third-party funding such as grants, and construction of the Academic Village. Other goals have proved more elusive, including the background goal of improving the College’s national reputation as measured by U.S. News & World Report (“U.S. News”) rankings, expansion of Academic Village programmatic partners, and the goal of achieving fiscal health with sufficient growth to allow for reinvestment in strategic priorities.

The 2020 Plan’s topics, goals, strategies, and initiatives were the product of the time and environment during the Plan’s development in 2018-2019. The 2020 Plan did not anticipate the shocks that followed 2020 Plan adoption, including the following:

- The COVID-19 pandemic and its effects on our operations and on the Tenderloin and downtown San Francisco.
- Softened housing market conditions and their effect on the Academic Village.
- The College’s name change, which impacted focus, operations, budgets, and national reputation and brand recognition.
- The emergence of generative AI, which has required new ways of thinking about lawyering skills, instruction, and assessment, and which is already transforming the legal services market.

---

<sup>1</sup> The Chancellor & Dean’s academic year 2025-2026 Supplemental Strategic Planning Working Group requested this report. The Working Group includes the following members, in addition to Deans Faigman and Ratner and CFO Seward: Chair of the Board of Directors Courtney Power, Vice Chair of the Board of Directors Albert Zecher, General Counsel John DiPaolo, Assistant Chancellor & Dean Jenny Kwon, Chief Operating Officer Rhiannon Bailard, Controller Sandy Plenski, Dean of Enrollment Management June Sakamoto, Chief Communications Officer John Kepley, Faculty Executive Committee Chair and Professor of Law Emily Murphy, and Professor of Law John Crawford.

<sup>2</sup> See <https://uclawsf.app.box.com/s/9jg7kvzi3iict4la0ooug3s6k6bm56p5>. See generally [https://uclawsf-simpplr.vf.force.com/apex/simpplr\\_app?u=/site/a0i4100000GHc9aAAD/dashboard](https://uclawsf-simpplr.vf.force.com/apex/simpplr_app?u=/site/a0i4100000GHc9aAAD/dashboard).

## Confidential Deliberative Work Product

- Changes in the makeup and needs of our matriculating students, which have required a shift to reinforcing foundational academic success and professionalism skills such as deep reading, basic writing, time and project management, and responsibility for self-development.
- Expected changes to the California Bar Exam announced by the California Supreme Court in October 2024.
- Changes to the U.S. News & World Report (“U.S. News”) ranking formula, which, though deeply flawed, has had practical impacts on recruitment, retention, and alumni satisfaction.
- New federal policies currently roiling higher education, which include antipathy toward diversity, equity, and inclusion initiatives; limitations on federal loan programs that may significantly limit access to legal education; federal research funding cuts; new roadblocks for foreign students wishing to study in the United States; and attacks on academic freedom and free speech.

Any one of these developments would have significantly altered the landscape in which UC Law SF operates. In combination, events since 2020 have required a high degree of nimbleness.

Relatedly, the 2020 Plan’s background assumptions (e.g., that we could achieve fiscal health partially through growth of non-JD programs or that we should place special weight on U.S. News rankings as a proxy for success) warrant additional and critical reflection given what we have learned since 2020. Also, in hindsight, the 2020 Plan was too heavily weighted toward initiatives or tasks, did not tackle tensions within our mission, and did not sufficiently account for limited institutional capacity in terms of staffing, systems, and infrastructure. Further, some elements of the Plan became stale faster than we anticipated.

As Co-Chairs of the Strategic Planning Working Group that produced the 2020 Plan, our main takeaways are as follows:

1. Institution-wide and comprehensive strategic planning should be undertaken at a high level, identifying key priorities/goals without getting bogged down in specific initiatives or tasks better left to operational planning at the division level.
2. Supplemental and targeted planning should be recognized as a feature of any well-managed higher education institution that nurtures a culture of continuous improvement, as evidenced by the fact that the College has engaged nearly continuously since 2020 in supplemental planning on relatively narrow and pressing topics such as bar success pedagogy and generative AI.
3. At the same time, when undertaking planning – whether comprehensive or targeted – management should account for the time it takes to implement plans, and the leadership and human capital required, while maintaining excellence in regular or routine operations.
4. Future plans should be the product of more fully integrated processes without siloing topic-oriented subcommittees (e.g., student development, scholarship, or fiscal health).

5. Supplemental or comprehensive planning, and subsequent resource allocation, must recognize and address the need to build institutional capacity and infrastructure.
6. Supplemental planning should also squarely confront tradeoffs to be made, e.g., how we can reduce costs to free up capacity to invest in new initiatives.
7. Considering how much has changed since 2020, financial and academic program planning should be undertaken after this current round of supplemental planning on federal policies to confirm strategic investments the College may elect as priorities in the near-term.
8. Finally, reserves need to be carefully managed because capital requirements associated with the Academic Village and other yet-to-be identified investments and contingencies will be substantial.

Exhibits A-E report on 2020 Plan implementation by Plan topic. For each goal and strategy, we report regarding whether implementation was “complete,” “partial,” or “unaddressed.” Most 2020 Plan strategies (and the initiatives associated with them) were completed, even if some of the goals remain works in progress. No goals or strategies were unaddressed. For each 2020 Plan goal and strategy, Exhibits A-E also describe our current focus, which reveals current priorities.

The remainder of this report is a high-level and integrated overview of 2020 Plan implementation, including reflections on what worked, what in hindsight we might have done differently, and how future strategic planning can best advance the College’s mission and goals.

## Full Report

### I. The 2020 Plan: Process and Elements

The 2020 Plan was the College’s fourth formal, long-term, and comprehensive strategic plan in its modern history. At the request of the Board of Directors, then-Chancellor & Dean Mary Kay Kane oversaw development of the first plan in 1995, called “Hastings 2000: A Long-Range Plan.”<sup>3</sup> The College developed new comprehensive plans in approximately 2000 (“Hastings 2007: A Long-Range Plan”)<sup>4</sup> and 2011 (“UC Hastings College of the Law Strategic Plan”).<sup>5</sup> The 2020 Plan was the first comprehensive institution-wide plan in nearly a decade, and it was the first in the College’s history to integrate academic and long-range campus and financial planning.<sup>6</sup>

Planning took place against a backdrop that included adoption of the 2017 Long-Range Campus Plan for the physical transformation of the campus and the creation of an

---

<sup>3</sup> See [https://uclawsf--simpplr.vf.force.com/apex/simpplr\\_FileDetail?fileId=0696ToooooWbknQAB](https://uclawsf--simpplr.vf.force.com/apex/simpplr_FileDetail?fileId=0696ToooooWbknQAB).

<sup>4</sup> See [https://uclawsf--simpplr.vf.force.com/apex/simpplr\\_FileDetail?fileId=0696ToooooWcobYQAR](https://uclawsf--simpplr.vf.force.com/apex/simpplr_FileDetail?fileId=0696ToooooWcobYQAR).

<sup>5</sup> See [https://uclawsf--simpplr.vf.force.com/apex/simpplr\\_FileDetail?fileId=0696ToooooWcoaGQAR](https://uclawsf--simpplr.vf.force.com/apex/simpplr_FileDetail?fileId=0696ToooooWcoaGQAR).

<sup>6</sup> It was not the first time the College married academic and financial planning on targeted issues. For example, the Long-Range Campus Plan was a partnership with the academic and operational divisions. Before that, the targeted planning that led to the College’s experiment with tuition discounting was grounded in an analysis of financial, admissions, and academic elements.

Academic Village, a bar pass crisis during the period 2014-2018 during which the College's first-time pass rates were consistently below 70% for the first time in the College's history, fluctuating law school rankings, a challenging post-Great Recession legal services market, and a sense of unease about campus climate issues.

To develop the 2020 Plan, Chancellor & Dean David Faigman appointed Provost & Academic Dean Morris Ratner and Chief Financial Officer David Seward to serve as co-chairs of a Strategic Planning Working Group that included faculty, staff, students, alumni, and members of the Board of the Directors. The working group constituted five subcommittees each of which focused on one of five planning topics: student development and fulfillment, scholarly productivity and impact, the Academic Village, community cohesion, and fiscal health and organizational capacity. Naturally, working groups attracted persons who were most interested in the topics each group addressed; so, for example, top scholars predominated on the scholarly productivity and impact working group, and top teaching faculty predominated on the student development and fulfillment working group (though of course some of the College's most prolific and impactful scholars are our best teaching faculty). Either the Provost or the CFO served on each of the five subcommittees, and chairs of each subcommittee sent their individual group-level reports to the over-arching working group to be integrated into a cohesive plan.

The final 2020 Plan included a revised mission statement: "UC Hastings Law 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." To advance that mission, and for each of the five planning topics, the 2020 Plan set forth multiple goals and strategies for achieving those goals. The Plan also included hundreds of detailed initiatives. Some of the initiatives were broad and ambitious, such as Initiative 1.2.1.1. ("use data-driven analyses to identify interventions that improve student academic performance and bar passage rates"). Other initiatives were decidedly small bore, such as Initiative 5.5.3.4 ("update web pages for foreign students").

The Board adopted the 2020 Plan in March 2020, just days before the College ceased in-person operations in response to public health guidance relating to the COVID-19 pandemic.

Implementation of the 2020 Plan has been the subject of regular and detailed reporting at the Board and faculty levels. In the academic division, comprehensive reporting at the Educational Policy Committee and full Board of Directors level has been explicitly linked to the 2020 Plan.<sup>7</sup> In addition, administrators have regularly reported at the Educational

---

<sup>7</sup> See, e.g., Morris Ratner, Educational Policy Committee Report 5.1 (submitted as Report 4.1) regarding "AY25-26 Academic Division Strategic Priorities" (August 21, 2025) ([https://www.uclawsf.edu/wp-content/uploads/2025/08/Educational\\_Policy\\_Committee\\_Meeting\\_Book-Open-Session.pdf](https://www.uclawsf.edu/wp-content/uploads/2025/08/Educational_Policy_Committee_Meeting_Book-Open-Session.pdf)); Morris Ratner, Board of Directors Report 5.2.1 regarding "Strategic Plan Implementation in the Academic Program" (September 8, 2023) ([https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1050&context=board\\_materials\\_2023](https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1050&context=board_materials_2023)).



Policy Committee and full Board levels regarding specific Plan topics such as rankings,<sup>8</sup> student success (bar passage and employment),<sup>9</sup> scholarly productivity and impact,<sup>10</sup> research capacity building,<sup>11</sup> and community cohesion.<sup>12</sup> Finance Committee and Board-level reporting over the past half-decade has been less explicitly tethered to the 2020 Plan with regard to specific strategies or initiatives, but has implicitly tracked the 2020 Plan with regular updates on Academic Village implementation and financial reporting in quarterly Finance Committee and Board of Directors meeting cycles. Supplemental reporting is also made to the State of California and City and County of San Francisco through updates of the Long-Range Campus Plan (also known as, Five-Year Infrastructure Report and Institutional Master Plan, respectively).<sup>13</sup>

Even though the 2020 Plan has been implemented, many of the topics and goals remain key areas of emphasis, including student development and fulfillment, scholarly achievement and impact, community cohesion (which, as explained below, has come in recent years to focus on free speech and academic freedom), the Academic Village, and fiscal health. Supplemental strategic planning has focused on student success, community cohesion, and fiscal health, as well as on new issues that emerged after 2020, such as pandemic response, AI, and federal policy changes. Current reporting at the Board of Directors level thus addresses a mix of 2020 Plan and supplemental planning priorities.

## II. Assessment: Measuring Achievement of Plan Goals

In this section, we compare key metrics by which we can measure 2020 Plan goals from 2020 and 2025. This section provides data on the following topics: (A) admissions metrics; (B) student outcomes; (C) scholarly capacity and achievement; (D) development of the Academic Village; (E) fiscal health; and (F) national reputation.

### A. Admissions

Comparing 2020 and 2025 admission metrics demonstrates that UC Law SF has achieved the goal of attracting promising students, despite limited resources available to do so. As

---

<sup>8</sup> See, e.g., Morris Ratner, Educational Policy Committee Report 4.7 regarding “Ranking” (May 22, 2025) ([https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1025&context=board\\_materials\\_2025](https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1025&context=board_materials_2025)).

<sup>9</sup> See, e.g., Morris Ratner, *et al.*, Board of Directors Report 6.2.1.3 regarding “Student Success (Bar and Employment)” (June 12, 2025) ([https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1023&context=board\\_materials\\_2025](https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1023&context=board_materials_2025)).

<sup>10</sup> See, e.g., Morris Ratner, Educational Policy Committee Report 5.3 (submitted as Report 4.3) regarding “Center Annual Reports for AY24-25” (August 21, 2025) ([https://www.uclawsf.edu/wp-content/uploads/2025/08/Educational\\_Policy\\_Committee\\_Meeting\\_Book-Open-Session.pdf](https://www.uclawsf.edu/wp-content/uploads/2025/08/Educational_Policy_Committee_Meeting_Book-Open-Session.pdf)); Dave Owen, Board of Directors Report 6.2.1.4 regarding “Faculty Scholarship Report” (June 12, 2025) ([https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1023&context=board\\_materials\\_2025](https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1023&context=board_materials_2025)).

<sup>11</sup> See, e.g., Yael Nadel-Cadaxa, Educational Policy Committee Report 5.4 (submitted as Report 4.4) regarding “Grants” (August 21, 2025) ([https://www.uclawsf.edu/wp-content/uploads/2025/08/Educational\\_Policy\\_Committee\\_Meeting\\_Book-Open-Session.pdf](https://www.uclawsf.edu/wp-content/uploads/2025/08/Educational_Policy_Committee_Meeting_Book-Open-Session.pdf)).

<sup>12</sup> See, e.g., Morris Ratner, Board of Directors Report 5.1.2.2 regarding “Diversity, Equity, Inclusion & Belonging in the Academic Program” (September 9, 2022) ([https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1071&context=board\\_materials\\_2022](https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1071&context=board_materials_2022)).

<sup>13</sup> See, e.g., 2025 Long Range Campus Plan, Rhiannon Bailard and David Seward (2025) (<https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1075&context=lrcp>).

reported in Exhibit A, attached, in connection with implementation reporting on 2020 Plan Goal 1.5 (to attract and retain high-performing students):

Our metrics have increased. The increases have improved our ranking on this dimension nationally, but some California peer schools have outpaced us. The class that entered in FA19 had the following metrics: LSAT – 160/158/154 and UGPA – 3.62/3.45/3.20. That placed us in a rank of 79 nationally on median LSAT and 106 on median UGPA. We had the 11th highest metrics of CA ABA law schools that year. The class that matriculated in FA24 had the following metrics: LSAT – 162/160/157 and UGPA – 3.77/3.63/3.42. That placed us in a rank of approximately 76 nationally on median LSAT and approximately 81 on median UGPA. We had the 11th highest metrics of CA ABA law schools last year.

Retention challenges have persisted in recent years, despite initiatives pursued by Chancellor & Dean and Enrollment Management. This is partly due to rankings and to more aggressive tactics by peer schools. The transfer out rate for the 1L class that entered in FA19 was 8.8%. The transfer out rate for the 1L class that matriculated in FA24 is 8.0%.

This metric is largely a function of available scholarship resources, class size, and ranking as compared to peer schools. For FA19, our median scholarship award placed us in a rank of 121 nationally and a rank of 16 among CA ABA law schools. For FA24, our median scholarship award placed us in a rank of 153 nationally and a rank of 16 among CA ABA law schools. Our Enrollment Management team, in partnership with the Chancellor & Dean, has done extraordinary work utilizing the resources we have, including “soft resources” of providing a personalized experience for applicants and admits.

In the text above and throughout this report, we refer to our ranking among ABA law schools in the U.S. News Academic Insights database. We comprehensively address rankings at the end of this report, but where appropriate we refer to rankings data throughout because it provides a comparative perspective as to data points such as admissions metrics, and, in the subsection below, student outcomes (bar passage and employment).

## B. Student Outcomes

Comparing 2020 and 2024<sup>14</sup> data demonstrates that UC Law SF has achieved the goal of continuously–indeed dramatically–improved outcomes as measured by first-time bar passage and employment at 10 months after graduation. As reported in Exhibit A, attached, in connection with implementation of Goal 1.2 (continuously improve bar outcomes):

We’re comparing plan adoption year 2020 to the last year for which we have data, Class of 2024. But first, some background is in order; the background data

---

<sup>14</sup> We do not yet have 2025 data.

give a truer picture of the before and after. The Class of 2016 first-time July bar administration pass rate was 52%. The average pass rate for the Classes of 2014-2018 was just **62.2%**. The pass rate jumped to 81% for the Class of 2019, the first graduating class that had the benefits of all the reforms we adopted after 2016. The Class of 2020 first-time pass rate was even higher, at 87%. 2024 first-time pass rate was 84%. The average July administration first-time pass rate for UC Law SF grads in the period 2019-2024 was **80%**. So...the pre- and post-plan comparison numbers that are most revealing are 62.2% average first-time pass rate on the July exam for the five-year cohort 2014- 2018 and 80% average first-time pass rate for the graduating classes of 2019-2024.<sup>15</sup>

Exhibit A contains the following comparison data for employment outcomes, in connection with reporting on implementation of Goal 1.3 (continuous improvement of employment outcomes):

Class of 2016 had a 66.7% rate of employment in full-time Bar-required , JD advantage jobs, and other heavily weighted job types within 10 months after graduation,<sup>16</sup> which gave us a rank of 153 among ABA-accredited law schools for that graduating class that year. Class of 2020 graduates had a 72.0% rate of employment in the same category of jobs and that year UC Law SF ranked 123 among peer ABA law schools. The last year for which we have ranking data across ABA law schools is Class of 2023 (because of the time lag in Academic Insights reporting), but that year U.S. News averaged outcomes across two years, i.e., the Classes of 2022 and 2023. U.S. News thus gave us an 80.4% employment rate in the most heavily weighted job categories, with a rank among ABA law schools of 117.<sup>17</sup> Our own reporting for internal purposes is slightly different. CDO reports that 85% (82.7% excluding law-school funded positions) of the Class of 2024 graduates had full-time Bar-required or JD advantage full-time jobs, but we do not yet know our relative rank among law schools for that year. Putting aside U.S. News's peculiar weighting system, 95% of our Class of 2024 graduates were

---

<sup>15</sup> At the time the 2020 Plan was adopted, first-time bar passage was just **2%** of the formula that produces the U.S. News law school rank. In 2025, that factor is now 18% of the overall rank score, and ultimate bar passage is 7%, such that bar success is now **25%** of the overall score that produces the law school's rank. Even though our bar pass numbers are at historic highs not seen at the law school since we had much higher-metric students, our rank has declined because of the bar pass penalties associated with (1) being in California, which has an unusually low average pass rate, (2) our class size and metrics, and (3) comparative metric increases at peer California ABA schools.

<sup>16</sup> The listed percentages are based on a weighted measure of employment that U.S. News does not disclose, but that we believe most heavily weights full-time Bar-required or JD advantage jobs.

<sup>17</sup> At the time the 2020 Plan was adopted, employment at 10 months after graduation was just **14%** of the formula that produces the U.S. News law school rank (and 18% factoring in employment rates at graduation, which was also considered at that time). In 2025, employment is now **33%** of the overall score that produces the law school's rank. Even though our employment numbers are historic highs, our rank has declined because of the employment effects associated with (1) our class size; (2) graduates' preferences to stay in the San Francisco Bay Area; (3) the relatively high employment rates across all ABA law schools nationally, which mean that relatively small variations in employment outcomes among schools can have significant effects on ranking; and (4) the fact that, by a small margin, national employment rates at 10 months after graduation have increased more than have UC Law SF rates.

employed at 10 months after graduation, and only 2% were categorized as unemployed and seeking.

When considering “ultimate” bar passage (passing a bar exam within two years of graduation) and overall employment, we are seeing that roughly 95% of our graduates pass a bar exam and obtain employment.

### C. Scholarly Achievement and Capacity

UC Law SF faculty with research obligations (Ladder Faculty) have remained highly productive and impactful during the period since the 2020 Plan was adopted, though, predictably, a wave of retirements of some of our most highly cited faculty has had and is likely to continue to have an impact on cite-based measures of scholarly achievement. Exhibit B includes the following text regarding implementation of Goal 2.1 (scholarly productivity and impact):

Here are comparison rankings from the period around the time of the adoption of the 2020 Plan and more recently.<sup>18</sup> In 2021, shortly after adoption of the 2020 Plan, Prof. Gregory Sisk, who has created one of the most high-profile and widely reviewed rankings systems, ranked UC Law SF **40** for productivity and impact.<sup>19</sup> In his 2024 update, Sisk ranked UC Law SF **43** out of all ABA-accredited law schools.<sup>20</sup>

Sisk’s formula, which builds on prior work of Brian Leiter, has been the subject of robust academic debate and criticism and competes for attention with other measures of scholarly productivity and impact developed by others,<sup>21</sup> but Sisk’s ranking is still the most highly regarded measure. Sisk’s 2025 article cited above describes the ranking as follows, with citations omitted:

---

<sup>18</sup> At the time the 2020 Plan was adopted, peer reputation, which many thought rested in scholarly productivity and impact, was 25% of the U.S. News ranking formula’s overall score that yielded a law school’s rank. That weight has been halved to 12.5%. The College’s peer reputation remains strong, but the weight accorded to that has decreased. Name change confusion has impacted the College’s specialty ranks. The value of scholarly impact does not depend on how U.S. News weights it. Also, U.S. News could change its formula any time to weight scholarly productivity and impact or include a specialty ranking on that dimension.

<sup>19</sup> See Gregory Sisk, *et al.*, *Scholarly Impact of Law School Faculties in 2021: Updating the Leiter Score Ranking for the Top Third*, 17 U. ST. THOMAS L.J. 1041, 1044 (2022) ([https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3910536](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3910536)).

<sup>20</sup> See Gregory C. Sisk, *et al.*, *Scholarly Impact of Law School Faculties in 2024: Updating the Leiter Score Ranking for the Top Third*, 21 U. ST. THOMAS L. J. 184 (2025) (available at [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4929277](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4929277)).

<sup>21</sup> See, e.g., Joshua Fischman, *A Statistical Approach to Law School Citation Rankings*, 21 J. EMPIRICAL LEGAL STUD. 632 (2024) (ranking UC Law SF’s faculty at 59) (available at <https://onlinelibrary.wiley.com/doi/10.1111/jels.12381>); Matthew Sag, *Forward-Looking Academic Impact Rankings for U.S. Law Schools*, 51 FLA. STATE U. L. REV. 771, 801 (2024) (ranking UC Law SF’s faculty at 55) (available at [https://www.fsulawreview.com/wp-content/uploads/2024/09/5.-Sag-Art\\_pgs-763-808\\_LRv51n3.pdf](https://www.fsulawreview.com/wp-content/uploads/2024/09/5.-Sag-Art_pgs-763-808_LRv51n3.pdf)).

Over the past quarter of a century, the Scholarly Impact Scores pioneered by Brian Leiter at the University of Chicago and now updated every three years by our team at the University of St. Thomas (Minnesota) have become a prominent means of comparing law schools through citations to faculty scholarship. Our triennial Scholarly Impact Ranking of law school faculties by citation counts has been described over the past fifteen years as second only to the U.S. News ranking in “prominence,” as “the industry standard” for ranking on “scholarly impact,” and as bringing ranking updates that are “widely watched.” Comparing law faculties based on citations to scholarly work has two signature virtues. First, a citation-based ranking objectively measures, imperfectly but reliably, something that is real and directly connected to academic quality, that is, the scholarly influence of a law school’s collective faculty. Second, our Scholarly Impact Ranking is dynamic, providing a real-time snapshot of contemporary changes among the nation’s law school faculties....

The Scholarly Impact Ranking reported in this study measures citations by tenured members of law faculties in American law journals. Because we use the Westlaw database for Law Reviews and Journals our universe of sources is set as English-language journals in the legal discipline....

Defining “Scholarly Impact” as the citation of a law professor’s scholarship in a subsequent work of published legal scholarship, the study measures that “Scholarly Impact” through counts of total citations in law reviews over the past five years. For each tenured faculty member on each law faculty, we searched the “Law Reviews and Journals” database under “Secondary Sources” in Westlaw.

Since 2018, we have employed the Westlaw field search term “TE” which omits the initial asterisk footnote, thus excluding mere acknowledgments of a professor without any accompanying citation to his or her scholarly work.

To focus on the preceding five years and exclude mere acknowledgments, we used the search “TE(firstname /2 lastname) and date(aft 2018) and date(bef 2024)”. When a faculty member had used more than one name in professional life or had a name with unusual characteristics, we devised a special search term when appropriate to account for those alternatives. Along with the prior alternative ranking by Paul Heald and Ted Sichelman, the new entries by Joshua Fischman and Matthew Sag rely on the HeinOnline database for automatic generation of citation counts. As with prior alternative rankings using the HeinOnline approach, the results tend to correlate highly with our Westlaw-based approach.<sup>22</sup>

One might ask whether and if so how academics rate their peers’ scholarly contributions besides looking at citation counts. The short and unsatisfying answer is that they do not have an opportunity to do so. U.S. News conducts an overall peer reputation survey each year as part of the “peer reputation” element of the formula that produces a law school’s

---

<sup>22</sup> See Sisk, *et al.*, *supra* note 19, at 190-201.

rank, but as noted in subsection F below, the U.S. News survey does not directly measure scholarly productivity or impact and instead generally asks survey respondents, who comprise a limited pool of deans and faculty from a subset of law schools, to rank law schools without specifically emphasizing scholarship. Similarly, U.S. News administers specialty ranking surveys each year, but those, too, do not necessarily focus on scholarship.

The more nuanced answer is that academic reputation is likely the product of a combination of factors that are not easily measured, including, among other things and in addition to citations measured by Sisk and others: (1) the degree to which a law school's scholars are well known as a result of participating as public intellectuals or in conferences or associations; (2) the degree to which a law school's faculty members receive scholarship awards from peers or third-party organizations; (3) the degree to which a law school is able to attract and retain top scholars (which is often a function of law school overall rank and compensation package); (4) the degree to which a law school is known as being or having a center of excellence in particular fields; and (5) the scholarly stature of a law school's dean. This is a partial list of factors that impact scholarly reputation. There is no comprehensive list because scholarly stature is not directly measured currently.

#### D. Academic Village

A great institution of higher education should foster a grounded sense of place and community, contributing positively to its surrounding neighborhood and environment. A more lively, cohesive campus brings tremendous value to the College in its urban context. With this principle in mind, we remain committed to the 2020 Plan's goal of growing the Academic Village, bringing together all of California's segments of higher education: UC, CSU, and the California Community Colleges, along with private not-for-profit schools. This objective will foster a robust scholastic community, further distinguish UC Law SF from its competitors, and help the College and its neighborhood adapt to the future with resilience and a sense of renewal.

The 2020 Plan defined the purpose of the Academic Village as:

*The Academic Village supports and enhances legal, professional, and graduate study through collaborations among educational institutions and with community partners and by capitalizing on UC Hastings' central location in San Francisco's Civic Center, Mid-Market, and Tenderloin neighborhoods and its strategic proximity to Silicon Valley. The principal academic objectives are the encouragement of multidisciplinary teaching and interdisciplinary research and engagement, and the development of synergies to address local, state, national, and global problems and issues.*

*To operationalize this vision, strategic planning focused on the following core goals: implementation of the updated LRCP, selection of partner institutions to participate in the Village, and nurturing of existing programs that are the Village's interdisciplinary and cross-institutional model. These include centers*

## Confidential Deliberative Work Product

*of excellence that offer relevant programming connecting the law school's faculty and students to alumni and the wider community.*

We have successfully executed the 2020 Plan elements involving the development of the physical plant. The Academic Village vision is organized into five phases, each fully entitled under the California Environmental Quality Act (CEQA).

- Cotchett Law Center at 333 Golden Gate – In March 2020, the College completed construction of its first new academic building in 40 years. Certified LEED Platinum, the six-story structure houses classrooms, event and conference spaces, informal collaboration spaces, clinical and faculty offices, a student lounge, and a rooftop deck overlooking San Francisco's Civic Center. This phase also realized the Quad, a central outdoor gathering space for the campus community.
- Mary Kay Kane Hall at 200 McAllister Street - Deferred maintenance and substantial renovations to Mary Kay Kane Hall at 200 McAllister Street have been achieved with several major projects completed since 2020. A core building for the College's library, academics, and campus life since the 1980s, Kane Hall's ongoing upgrades, including the recent installation of photovoltaic panels on its roof, are improving its energy efficiency, and sustainability. Renovations have included code compliance upgrades in the food service area, and ground floor remodeling and classroom expansion.
- Academe at 198 McAllister Street – Breaking ground in 2020, completed in 2023, this 14-story mixed-use structure contains 656 competitively priced apartments, which are shared by students and professionals from UC Law SF, UC San Francisco, UC Davis, the University of San Francisco, and other partner higher education institutions. It also includes classrooms, courtrooms, programmatic offices, meeting spaces, communal areas, a café, and street-level retail space. The building currently has an occupancy rate of 85% and LOI's have been executed for SFSU and a potential retail tenant that will complete the lease-up of the structure.
- McAllister Tower - A multi-phase project to renovate the historic tower at 100 McAllister Street began in 2023, and completion is projected for 2027 at the earliest. When completed, the building will provide approximately 80 student housing units with approximately 277 beds. A seismic upgrade is underway. With Phase 2 financing, we will undertake residential unit reconfigurations, upgraded building systems, replacement elevators, exterior facade and waterproofing repairs, and window replacement. The Great Hall has been abated of hazardous materials and is being prepared for future renovation in a subsequent phase for use as a space for events, programming, and collaboration. Funding is needed for the Great Hall, office and administrative spaces of floors 2-4, residential units on floors 13 through 23, the Skyroom on the 24<sup>th</sup> floor, and athletic functions in the lower level, as these will not move forward unless dedicated funding is acquired from philanthropic sources or institutional reserves.
- Local 2 of Unite Here, the restaurant and hotel workers' union, is to develop the union's property at 201-247 Golden Gate Avenue, contiguous to the College's

campus on a site consisting of approximately 27,000 square feet. The planned development would replace a group of low-rise buildings with a mixed-use structure of approximately 14 stories, expanding the College's footprint by a quarter of a city block and anchoring the northeast corner of the campus. The building would provide new facilities for Local 2, offer long-term growth space for the Academic Village, and accommodate approximately 200-400 additional campus housing units. The project's conceptual design is complete, and its CEQA entitlements were certified in September 2024. No funding or programmatic partners have been identified for this project.

While construction of the physical plant has proceeded according to the 2020 Plan, the development of academic partnerships has been slower than anticipated in 2020. Progress has been slow for several reasons, including the pandemic, federal issues, and the general contraction of higher education among them.

Improvements in street conditions around campus and the restructuring being undertaken by many institutions have presented opportunities. Most recently, in September 2025, an LOI was executed with San Francisco State University to transition two academic programs from SF State's downtown campus to the Academic Village beginning in Fall 2026. The programs included are the College of Professional & Global Education and the College of Business— all graduate or continuing education programs that mesh well with UC Law SF's anchor law school.

Discussions are also underway with the Chancellor's Office of the California Community College system to provide housing for four community college districts in the Academic Village, more specifically, McAllister Tower.

#### E. Fiscal Health

The financial and operational complexity of UC Law has vastly increased since 2020, in large measure due to the Academic Village and the expansion of grant-funded research and program development activities by our most entrepreneurial faculty. In these challenging times, independent, standalone law schools are particularly vulnerable as we lack economies of scale and the benefits of being embedded in larger, more financially robust university settings. The challenges associated with the business model of standalone law schools are evidenced by the dramatic decline in such institutions: 15 standalone law schools exist nationwide in 2025, down 35% from the 23 schools that existed in 2010. While UC Law SF's relationship with the State of California and the UC system mitigates some of this risk, UC Law's thin balance sheet necessitates prudent financial management, forward-looking planning, and the kind of creativity and ingenuity that has characterized the College's efforts since 2020 to expand its revenue base while serving the public interest.

The State of California, a major source of the College's funding, confronts its own budgetary pressures. The Department of Finance in a preliminary budget briefing for 2026-27 indicated that a shortfall of \$17 billion is anticipated for the upcoming year, further noting that the forecast does not include the full impact of the federal



## Confidential Deliberative Work Product

government's H.R.1 – “One Big Beautiful Bill” Act – that reduces support for programs considered critical to the state (e.g., Medicare/Medi-Cal, etc.).

For core operations for 2024-25, cost curtailment, a hiring freeze, and the elimination of six nonrepresented positions, with the layoff of three employees, helped narrow a projected budget deficit of \$1.8 million (2.2%) to a cash shortfall of \$129,000 (0.2%) based on unaudited, preliminary year-end data (excluding unrealized gain on investments). The planned elimination of four represented positions was rescinded, as the state budget outlook improved, forgoing over \$400,000 in further cost savings. However, notwithstanding these measures, the budget for 2025–26 totals \$96.8 million in revenues and \$98.6 million in expenditures, resulting in an operating deficit of \$1.8 million (1.9%). While the budget includes funding to maintain a 3% compensation pool, along with funding to fulfill contractual obligations for represented employees, expenditures exceed revenues, and cash to fund the deficit will need to be drawn from reserves, which is unsustainable over time. Also, it is essential that the College identify resources to strategically invest in high-priority needs (e.g., faculty, and other compensation, information technology infrastructure, etc.). Further, no funding is included for potential new costs arising from collective bargaining with AFSCME above the 3% increase budgeted.

Since 2020, the College has been largely successful in maintaining operations and providing high quality programming and services during a period of fiscal austerity. But while budgets have been managed to stay within targets, strategic investment has been constrained, most notably in human capital. Over the last decade, UC Law SF has slipped in adequately investing in its faculty as evidenced by differentials between pay scales and other compensation measures when compared to the UC system and private, not-for-profit institutions. Similarly, pay equity for non-represented employees is also an important institutional objective, as evidenced by difficulties in filling vacant positions. So, while the College has maintained financial viability, with substantial support from favorable investment performance, strategic focus remains a priority.

- **Budget Performance**

For the portion of the institution supported by state appropriations and student fees (“Core Operations”), the table below summarizes annual operating performance since 2020.

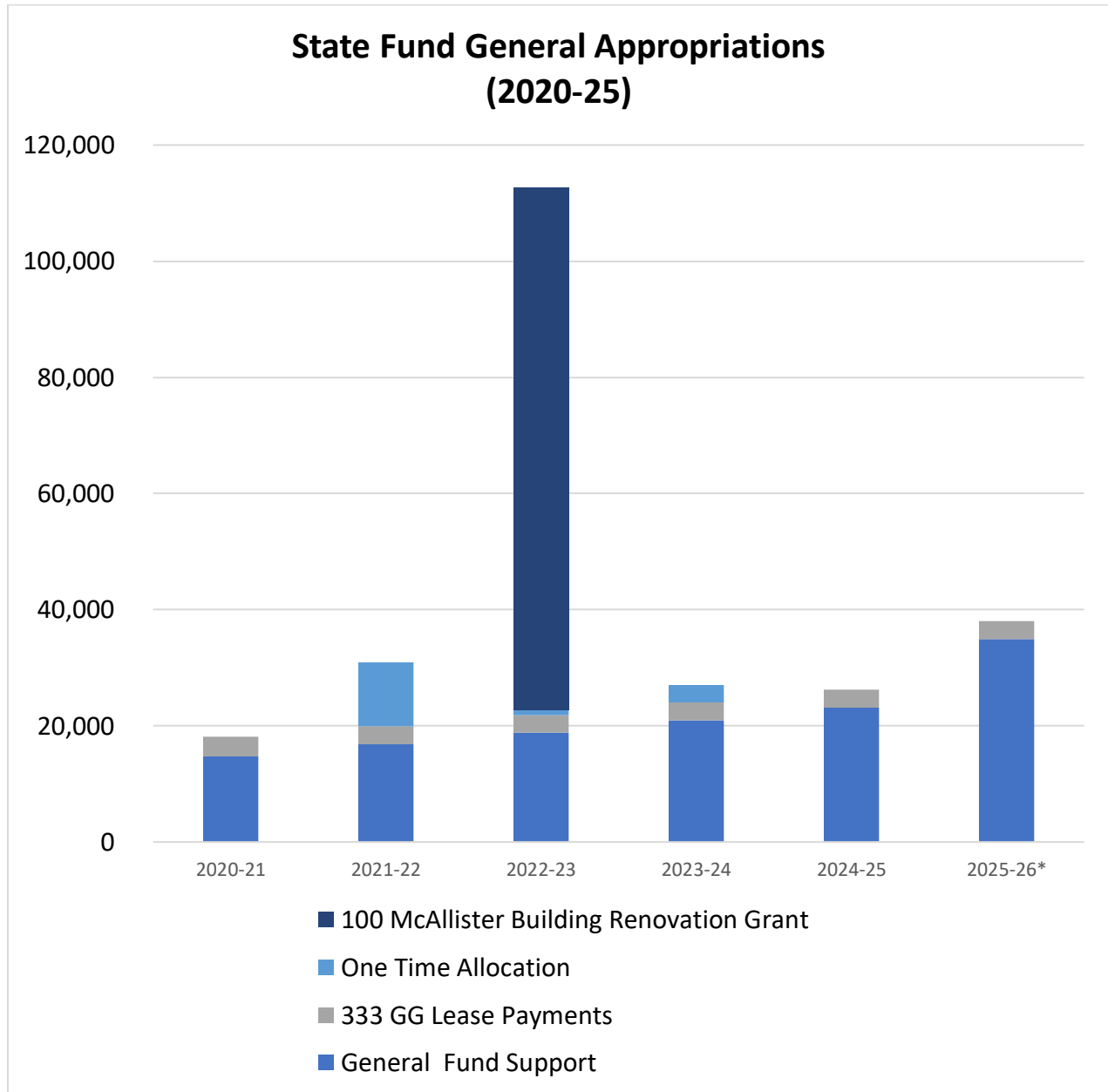
	2020-21	2021-22	2022-23*	2023-24	2024-25	2025-26	FY21-FY26
	Year-end Actual	Year-end Actual	Year-end Actual	Year-end Actual	Year-end Actual Preliminary	Beginning Budget	Actuals Average
<b>SUMMARY - CORE OPERATIONS</b>							
Operating Revenues (without Gains/Losses)	60,438,296	73,336,590	73,964,514	79,980,291	81,422,857	96,778,780	77,653,555
Operating Expense (without Financial Aid)	(45,756,221)	(52,416,586)	(60,598,597)	(61,503,584)	(66,683,047)	(79,650,359)	(61,101,399)
<b>Operating Income (Loss)</b>	14,682,074	20,920,005	13,365,918	18,476,707	14,739,810	17,128,421	16,552,156
Financial Aid Grants	(13,575,524)	(13,878,987)	(14,671,756)	(14,492,255)	(14,868,892)	(18,941,369)	(15,071,464)
<b>Net Change including Financial Aid</b>	\$ 1,106,550	\$ 7,041,018	\$ (1,305,839)	\$ 3,984,453	\$ (129,082)	\$ (1,812,948)	\$ 1,480,692
Realized/Unrealized Gains (Losses)	10,287,766	(3,602,507)	3,225,167	5,076,627	6,147,789	-	3,522,474
<b>Change in Net Assets</b>	\$ 11,394,316	\$ 3,438,511	\$ 1,919,329	\$ 9,061,080	\$ 6,018,707	\$ (1,812,948)	\$ 5,003,166

## Confidential Deliberative Work Product

Over the five-year period, on average, UC Law has achieved positive net operating income complemented by realized/unrealized investment gain. These favorable results mask limited amounts of strategic investment in longer-term high-priority objectives.

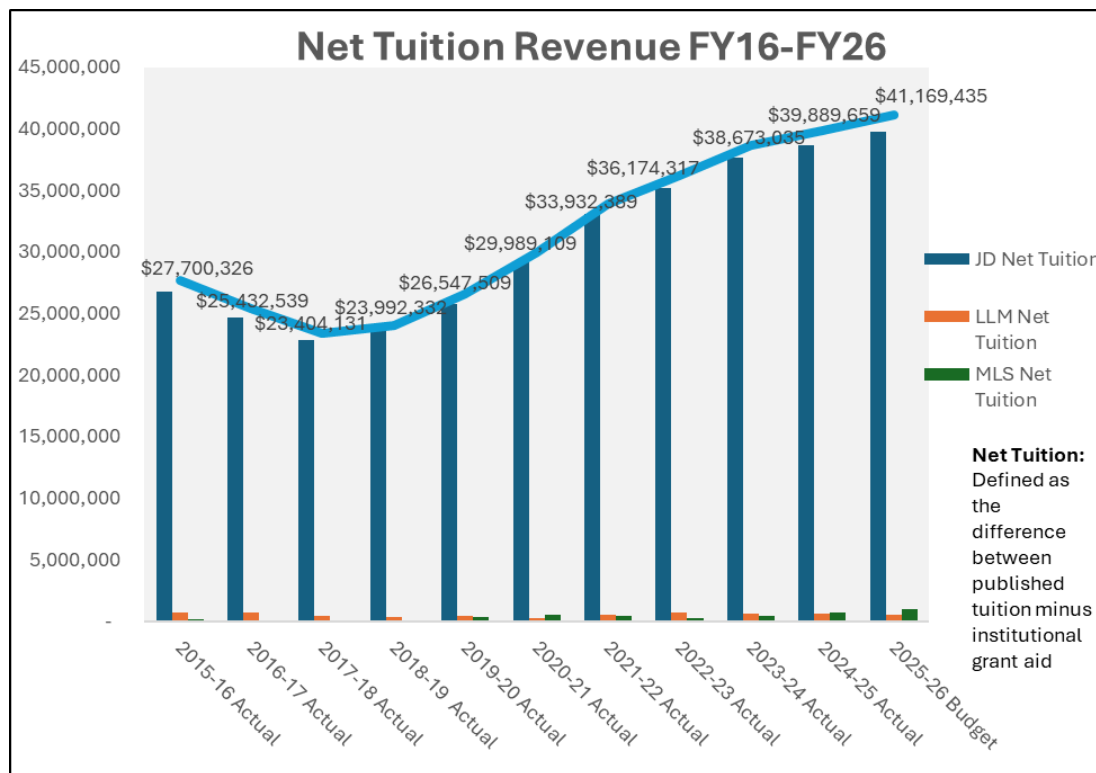
- State Funding

While UC Law's status as an independent law school poses economic challenges, we benefit from having a separate line-item in the Budget Act.



- Tuition and Fee Revenue

Net revenue growth has been attained after several years of decline driven by a term-limited period of enhanced tuition discounting. While not a successful strategy in achieving its intended goal of increasing median LSAT and UGPA scores, increased financial aid awards (topping out at a 46% tuition discount) helped stabilize admissions during the period when the College's bar passage rate was unusually low.

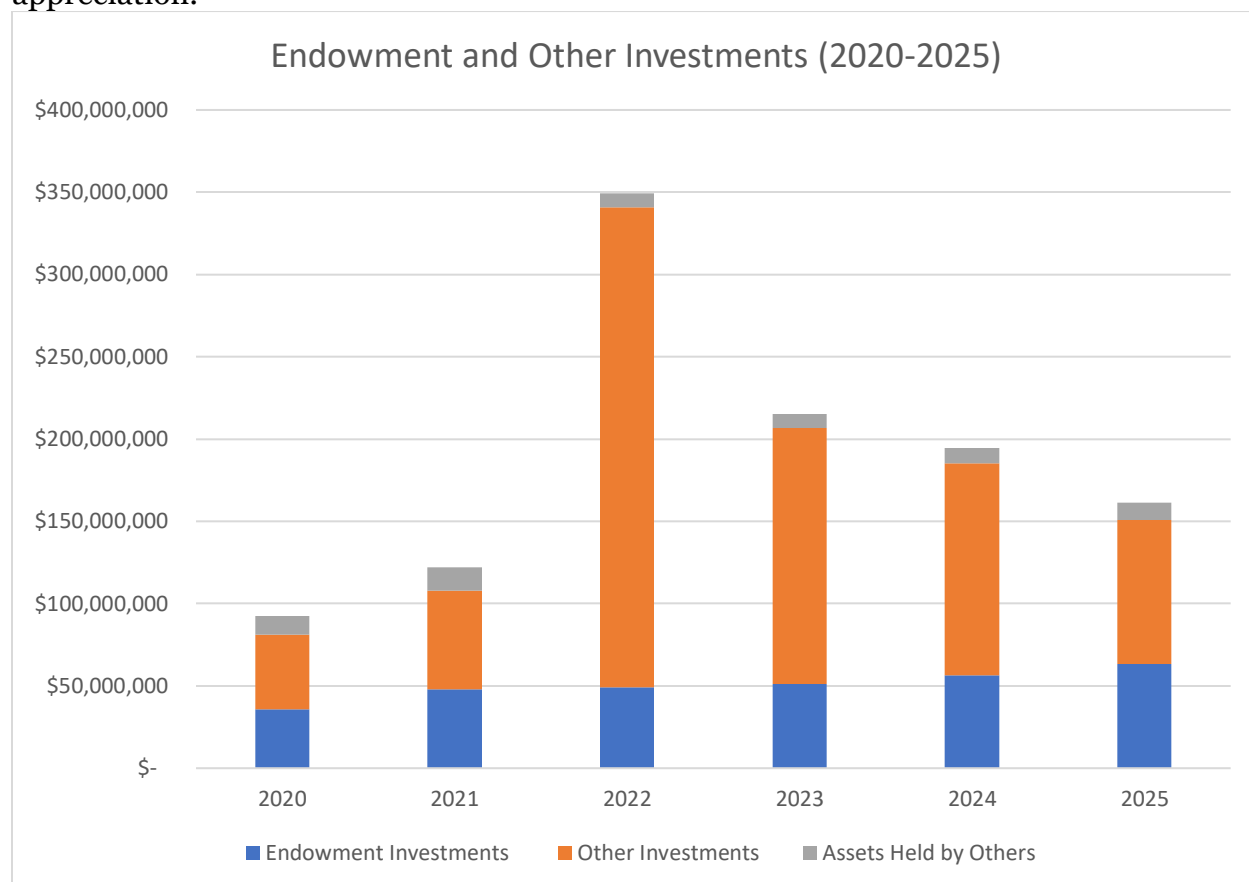


The foregoing chart omits HPL and Summer Legal Institute net revenues which account for approximately 2% in aggregate. Also of note, notwithstanding efforts to grow non-JD programs, the JD program remains the primary degree offered by the law school in terms of enrollment numbers and revenue. MLS enrollments have shown recent promise while LLM net revenues have been stagnant, a condition that persists regardless of the vagaries of politics or exchange rate fluctuations. On balance, though, as noted above, master's degree program enrollments have tripled since 2020.

- Endowment and Other Investments

UC Law invests excess cash and long-term investments – endowments and operating reserves – in the General Endowment Pool managed by the Office of the Chief Investment Officer of the University of California. Cash needed for near-term liquidity needs is allocated to the Short-Term Investment Pool. Over time, funds managed by the University of California have performed well with average annualized returns of 4.3% over three years, 11.2% over five years, and 8.1% over ten years (as of March 31, 2025).

Investment returns have been favorable, and the unrealized gains have buoyed the financial statements. Growth in endowed funds has primarily been a function of market appreciation.



Figures for other investments include bond proceeds used to support the construction of the Academe at 198 and the \$90 million appropriation to support Phase 1 construction costs of the McAllister Tower seismic upgrade project.

- Debt

Any discussion of debt needs to be forward-looking as a historical perspective is not particularly instructive. The use of debt and debt-like instruments has fueled the development of the Academic Village, with indentures issued by UC Law, the Academic Village Finance Authority, and the State of California's Public Works Board. The table below summarizes debt service supported by institutional funds and those backstopped by annual state appropriations.

Debt service Series 2017, 2020, and 2025						
Year	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
Series 2017	\$ 1,477,750	\$ 1,474,500	\$ 1,474,500	\$ 1,476,750	\$ 1,471,750	\$ 1,474,500
Series 2020 A	\$ 16,655,500	\$ 17,035,750	\$ 17,533,000	\$ 18,047,625	\$ 18,577,375	\$ 19,120,000
Series 2020 B					\$ 1,554,403	\$ 1,603,693
Series 2025		\$ 8,226,510	\$ 10,074,422	\$ 10,078,083	\$ 10,075,878	\$ 10,077,807
Total	\$ 18,133,250	\$ 26,736,760	\$ 29,081,922	\$ 29,602,458	\$ 31,679,406	\$ 32,276,000

- Series 2017 – UC Law General Obligation Debt (Parking Garage) - The College issued the Series 2017 Refunding Bonds for \$17,610,000 to refund the previously issued Series 2008 Bonds for the construction of the UC Law Parking Garage. The multi-level structure contains 395 parking stalls and 12,612 square feet of ground-level retail space. These bonds bear interest rates ranging from 2.0% to 5.0%. Principal and interest payments are made semi-annually. The bonds mature in 2037 and are callable in 2027. Annual debt service is \$1.5 million, which is fully supported by garage revenues on debt with an average coupon rate of 4.63%.
- Capital Lease – 333 Golden Gate – Cotchett Law Center - In 2020, a facility lease agreement with the State of California totaling \$76.7 million was executed, recorded as a capital lease. The State Public Works Board sold lease revenue bonds to finance the building's construction. The building is leased to the College with debt service provided through an annual appropriation. The appropriation for 2025 totals \$3.1 million. At the conclusion of the 30-year lease term, ownership of the building transfers to the College.
- Series 2020A and 2020B – The Academe at 198 - In 2020, the College issued Campus Housing Revenue Bonds, Series 2020A and Series 2020B with principal amounts of \$333.1 million and \$27.6 million, respectively, for the construction of the Academe at 198, a 656-unit student housing facility with academic, administrative space, and retail space at 198 McAllister. Additionally, capital appreciation bonds (CAB bonds) were issued as part of the Series 2020B issuance. The blended All Inclusive Cost for the Series 2020A and 2020B is 5.2%.
- Series 2025 – Phase 2 McAllister Tower Seismic Upgrade Project - The issuance of Series 2025 bonds is underway with a targeted closing date in December 2025. These bonds, while a debt of UC Law SF, are to be supported by an annual appropriation of \$10.1 million pursuant to the Budget Act of 2025. The \$10.1 million will function as debt service for taxable debt (at an estimated rate of 6%) to support an estimated \$139 million in proceeds. Investors in the Series 2025 issuance are subject to appropriation risk as the Legislature is not legally obligated to appropriate funds in future budget periods. The project is being supplemented with federal Historic Tax credits that offset 20% of eligible project costs. After adjusting for transaction costs and property taxes, \$33 million in Historic Tax Credit net proceeds are anticipated.

## • Outlook

Future financial prospects for the College are mixed, but generally favorable. On the positive, the Academe at 198 continues to grow its occupancy, now at 85%. If LOI's with SFSU and a prospective retail tenant for the entire 4,400 square foot retail space at Golden Gate and Hyde can be converted into binding agreements, non-residential rental revenue will grow substantially. Further, rents in San Francisco are increasing dramatically, giving further impetus to occupancy and providing headroom for future

rental rate increases. Of high strategic importance is the prospect of bringing additional campus housing online at McAllister Tower without debt service burdening rental rates. By virtue of the support of the State of California and federal tax credits, rents can be harmonized across the entire portfolio bringing the prospect of strong future cash flows. The Tower presents many challenges and financial unknowns as to its renovation, but upon completion, unallocated office and administrative space on floors 2-4 and the Great Hall offer upside development opportunities.

The launch of the public phase of the comprehensive capital campaign is set to occur in fall 2025. Increasing the flow of funds from philanthropy will promote growth in the endowment, the growth of which over the past five years has largely been a function of investment performance.

Maintaining the support of the State of California will be critically important as will be the careful stewardship of debt and institutional reserves, but in these regards, the College has some level of control over its own destiny. Less clear is the impact of changes on the federal side which will become more evident with the passage of time.

#### F. Ranking

As noted, though every 2020 Plan goal was intended to advance the College's mission, a secondary and background consideration during planning was the desire to see the College improve its national reputation. In 2020, U.S. News's annual law school ranking system was seen as one way of measuring the law school's stature. Even though the College achieved core 2020 Plan goals like improving student metrics and outcomes and enhancing its scholarly productivity and impact, rankings declined. This section explains why.

U.S. News ranks the nation's ABA-accredited law schools each spring relying on prior year data. For many years, its formula for calculating a score for each law school that was used to determine its rank was relatively stable, even though U.S. News tinkered with the formula at the margins. The U.S. news rankings formula gave significant weight to peer reputation, solicited via surveys of law school deans, associate deans, and other faculty members effectuated each fall; UC Law SF's faculty and programs have been and remain highly regarded, and so the law school performed and still performs well on that dimension. Prior to 2024, U.S. news also heavily weighted investment in the law school, including construction of buildings, which boosted the UC Law SF ranking.

But over time, law schools chaffed at the arbitrary and distorting effects of the U.S. News ranking formula, prompting Yale Law School to withdraw from voluntary reporting of nonpublic data in the fall of 2022. In making the announcement, then-Dean of Yale Law School Heather Gerkin wrote:

For three decades, *U.S. News & World Report*, a for-profit magazine, has ranked the educational quality of law schools across the country. Since the very beginning, Yale Law School has taken the top spot every year. Yet, that distinction is not one that we advertise or use as a lodestar to chart our course. In fact, in recent years, we have invested significant energy and capital in important initiatives that make

our law school a better place but perversely work to lower our scores. That's because the *U.S. News* rankings are profoundly flawed — they disincentivize programs that support public interest careers, champion need-based aid, and welcome working-class students into the profession. We have reached a point where the rankings process is undermining the core commitments of the legal profession. As a result, we will no longer participate.<sup>23</sup>

That declaration opened the floodgates with dozens of law schools, including UC Law SF and all University of California law schools, opting out of voluntary participation in the U.S. News information-gathering process. At this point most of the nation's top law schools do not participate. That exodus from U.S. News prompted U.S. News to change its formula in the spring of 2024 (the 2025 edition of U.S. News' rankings) to rely only on public data. In so doing, it also dramatically changed the formula as described below, given less weight to factors that used to benefit UC Law SF, such as peer reputation, and altogether eliminating other factors that also benefited the College, such as investment.

As a result, since the 2020 Plan's adoption, the College's rank has fallen from a post-Plan adoption high of 50 in 2021 (the 2022 edition) to 88 in 2025 (the 2026 edition). The rankings have moved in the opposite direction of changes in program quality, insofar as we are a much stronger and better academic program in 2025 than we were in 2020. In May 2025, just after U.S. News released its 2026 edition of the law school rankings, we reported the following:

[U.S. News] publicly released the 2025-2026 edition of its law school rankings in April 2025. U.S. News assigned UC Law SF an overall rank of 88, down from 82 last year and 60 the year before that. The 28-rank drop over two years is the result of (a) changes made to the U.S. News formula last year and, relatedly, (b) employment and bar passage outcomes from two of the College's worst years for first-time bar passage (the pandemic-era Classes of 2022 and 2023). Absent a change to the formula, our ranking will increase starting next year when our Class of 2024's relatively higher first-time pass rates start getting factored into the equation for overall rank. Also on the plus side, in the 2025-2026 ranking, our peer assessment score rebounded to pre-name-change levels (46).

The U.S. News ranking methodology is described on [this page](#). 58% of the formula is now based on employment (33%) and bar passage (first time = 18% and ultimate [passage within 2 years of graduation] = 7%) counts for another 25% of the score that produces the rank. This contrasts with previous years in which employment and bar passage together accounted for only 20% of the score.<sup>24</sup>

The U.S. News ranking formula does not directly measure any of the elements of our mission as a public law school – teaching, research, or public service. Teaching efficacy is indirectly measured insofar as teaching impacts bar passage. But the U.S. News formula

---

<sup>23</sup> See <https://law.yale.edu/yls-today/news/dean-gerken-why-yale-law-school-leaving-us-news-world-report-rankings>.

<sup>24</sup> Ratner, *supra* notes 15 and 17.

does not account for differences in student admissions metrics when comparing outcomes across law schools with different student populations. That means that our faculty can be better teachers than, say, faculty at a top-ten law school, but our students may still have lower first-time bar pass rates predicted by their entering metrics. Though LSAT is an imperfect predictor of success in law school on the bar exam, it is one of the best predictors other than actual law school performance as measured by law school GPA. Stanford Law School's 2024 ABA 509 disclosure report shows that the 75<sup>th</sup>, 50<sup>th</sup>, and 25<sup>th</sup> percentile of its entering class had LSAT scores of 175, 173, and 169, respectively. Similarly, Berkeley Law had the following spread in its 2024 report: 172, 170, and 167. Conversely, UC Law SF's spread as reported in our 509 disclosure report was 162, 160, and 157. Our LSAT 75<sup>th</sup> percentile was 7 LSAT points below Stanford's bottom 25<sup>th</sup> percentile and 5 LSAT points below Berkeley Law's 25<sup>th</sup> percentile. Stanford and Berkeley likely do not admit many or any students at our LSAT median of 160 let alone our 25<sup>th</sup> percentile LSAT score of 157. To help achieve our bar pass rates (80%+ average first-time rate on the July administration over the past half decade, and well over 90% ultimate bar pass rate in the same period), UC Law SF faculty needed to be much more focused on teaching and more skillful as teachers than faculty at Stanford or Berkeley. The U.S. News formula does not account for that. Nor does U.S. News give any weight to the strength of our curriculum, including its breadth (one of the largest Catalogs of any law school), depth (a dozen concentrations), or innovativeness (e.g., a new Technology Law and Lawyering Concentration with cutting edge classes on such topics as AI law and governance).

Nor, as explained in subsection B, above, does the U.S. News formula directly weight scholarly productivity or impact. When peer reputation was 25% of the formula, prior to 2024 (the 2025 edition), there was a widespread belief that scholarly heft drove the ranking on that element of the formula. But now that many of the top law schools' votes, including UC Law SF's, do not even count on the peer reputation score, the weight of which has been halved, it is not clear what basis voters are using to evaluate peers.<sup>25</sup>

U.S. News has never directly or indirectly measured excellence as to the public service element of our mission. The strength of our clinical and experiential programs, the robustness of our pro bono programs, the deep engagement of our faculty as public intellectuals intervening in policy and legal debates – U.S. News' formula for overall law school rank gives all that zero direct weight.

All that said, rankings have practical effects, in terms of such matters as attracting and retaining top students and faculty as well as in terms of boosting alumni pride and investment in the law school. So, rankings matter, but they are so poorly and imperfectly aligned with our mission that we must constantly and critically ask how *much* they should matter. That topic is explored more fully in Section III below.

---

<sup>25</sup> The College's name change has likely also negatively impacted peer rankings because voters may have confused us for another school.



### III. Reflections: Lessons Learned

We share the following reflections for the benefit not just of the current Board of Directors and College leadership, but also for the benefit of future iterations of the Board and of College leadership. The analysis we have done to create this summary report of 2020 Plan implementation has revealed several lessons that future leaders should consider when embarking on strategic planning or supplemental strategic planning efforts.

- ***Overarching or comprehensive strategic planning should take place at the level of goals and strategies, not initiatives.***

The process that led to development of the 2020 Plan was comprehensive and thus consumed significant resources over an extended period. One reason it took so long was that, appropriately, the comprehensive planning process was structured to solicit broad community participation and input. That was and is a strategic planning best practice. The planning deliverables included not just broad goals or even strategies, but long lists of specific tasks or “initiatives” that took a very long time to develop and quickly became stale; that is not a best practice. For example, the Community Cohesion Working Group elaborated a broad range of initiatives, but after Plan adoption, viewpoint diversity issues quickly came to the forefront in ways that planners could not have anticipated. It would have been better, in hindsight, to have a strategy of assessment followed by supplemental planning, which is indeed how things worked out after adoption of the 2020 Plan.

- ***Planning processes should be structured to avoid plan elements that merely restate existing priorities or strategies.***

Some 2020 Plan elements merely restated existing priorities, strategies, or initiatives. For example, Strategy 1.1.6 was to “continue to provide a robust array of clinical and experiential opportunities....” Initiative 1.1.2.3 was to “continue to have the Educational Effectiveness Committee serve a leading role in evaluating new adjunct faculty....” Initiative 1.1.1.3 was to “continue to allow faculty to use Faculty Research Account funds to attend teaching-related conferences. None of these strategies or initiatives was ever in doubt. Some community members may have feared that a comprehensive planning process that did not reinforce existing priorities might cause the College to decrease financial or other support of what they viewed as top priorities. If our recommendation that comprehensive planning stay relatively high level in the future is adopted, then community constituents may not feel compelled to cover all their bases. To the extent the College continues to engage in targeted supplemental strategic planning, that, too, can avoid some of the pitfalls we experienced when developing the 2020 Plan; targeted planning minimizes the incentive to participate defensively (to protect favored goals) because it does not carry the implication that an existing funding priority will be diminished as a result of new planning efforts.

- ***Comprehensive planning processes should be integrated in a way that squarely tackles tensions across mission elements, without assuming that growth will eliminate those tensions.***

As noted, the 2020 Plan was designed with subcommittees addressing each of the five planning topics. We tried to integrate planning by (1) having at least one of the co-chairs in each topic subcommittee and (2) using the working group that oversaw planning as a vehicle for resolving tensions among the proposals of the subcommittees. In hindsight, that process did not work as well as we had hoped. One reason is that the overarching working group was large and included people who had no personal role or responsibility in the resolution of every conflict that arose across subcommittees. It was difficult in that large working group setting to have conversations about balancing tensions within our mission. Another reason is that conversations to resolve mission-element tensions can quickly become adversarial and toxic to community morale. Yet another reason is that the 2020 Plan assumed we would be able to do everything on subcommittee wish lists without making express choices about tradeoffs; that is, we assumed additional resources would ease resource constraints, i.e., a rising tide floats all bottoms. While we have had one of the most successful stretches in the College's history in terms of increasing our capacity through donations, increasing our external grants and contracts base (compare FY20 when our third party funding base was **\$4.9** million to FY25, when it was **\$9.9** million), and growing our non-JD programs (compare fall 2020, when we had **29.2** full-time equivalent masters students, and 2025, when we have **85.7** full-time equivalent masters students), we are still grappling with tensions among such basic mission elements as the split of faculty time among the teaching, research, and public service elements of our mission and the way we recognize contributions across all mission elements.

- ***The College should continue to engage in regular supplemental strategic planning as needed as conditions change.***

Supplemental planning has taken place on discrete topics nearly annually since 2020. Immediately following the Board's and Chancellor & Dean's adoption of the 2020 Plan, the College engaged in supplemental planning around the pandemic. Since that time, and at the Board/faculty level we have developed supplemental plans regarding community cohesion, student success, and generative AI. The faculty is also continuously engaged in planning activities that amount to forms of strategic planning on discreet issues; for example, for the past few years, the faculty has reflected on topics including academic freedom, student professionalism and self-directedness, and the next generation of bar exam. These efforts are not always characterized expressly as "strategic planning," but they have all the hallmarks of such planning, including identification of priorities and discussion of goals and strategies to advance them. Indeed, in the academic program, supplemental planning topics like these have been included in the strategic planning reporting by the Provost & Academic Dean at the start and end of each academic year.

- ***Efficiency should be prioritized during planning.***

Strategic planning consumes significant resources. Planning (and reporting) can divert limited resources from plan implementation and day-to-day operations. This is especially

true at a standalone law school like UC Law SF that is more thinly staffed than our per UC universities that have full departments devoted to matters such as institutional review, compliance, and day-to-day operations doing things that we have individuals directly handle as part of broadly defined roles. Future planning efforts can be relatively efficient if (1) they are targeted where feasible and (2) the level of paperwork associated with them is minimized at the front end during planning and at the back end where reporting is managed in terms of its frequency.

- ***The College should more thoroughly revisit its relationship to U.S. News rankings.***

A key background assumption of the 2020 Plan was that planning efforts should be mindful of the College's national standing. At least some planning participants saw U.S. News as a key indicator of that standing and thus as a proxy for institutional excellence or success. In the past few years, the gap between our mission and the U.S. News formula have become wider and more apparent, and the U.S. News ranking system has come under sustained attack. Supplemental planning should more squarely consider the degree to which UC Law's ranking reflects our ambitions or achievements.

This inquiry cuts across every facet of the College's operations. Here are just a few examples:

- ***JD Admissions:*** Do we prioritize access, or do we prioritize admission metrics? UC Law SF has, to date, threaded the needle on that question by doing both. UC Law SF sets enrollment targets and then admits the most qualified and promising class possible considering those targets. The College's 2011 strategic plan contemplated increasing metrics by decreasing entering class size, effectively making UC Law SF more exclusive. Given the connections among our current enrollment targets, the Academic Village, and our fiscal health, significantly further shrinking the JD class is not a realistic option at this time; even if it were, any discussion of it would need to account for the mission alignment of exclusivity, including negative reactions from our funders in Sacramento, barring major changes in the legal services market that might independently justify a smaller class size.
- ***JD Student Outcomes:*** How do we know if we have a "good" first-time or "ultimate" bar pass rate, or if our employment rate at 10 months after graduation is high enough? (As our ultimate bar passage and overall employment rates inch closer to 100%, the questions may feel less urgent as a practical matter, even if U.S. News more heavily weights first-time compared to "ultimate" bar passage and more heavily weights certain types of jobs. But because our student population is more vulnerable to systemic shocks than some peer school populations, the question can be framed as one of tolerance for variability in outcomes across years.) To determine how well we are doing, we cannot just compare ourselves to all other law schools, regardless of their admission metrics. That is because there is a strong correlation between metrics on admission and outcomes. Nor can we just

pick a number that sounds ambitious (e.g., 90% first-time bar pass rate), if the schools with a 90% first-time pass rate have LSAT medians that are 5-10 points above ours. Given the linkage between admission metrics and outcomes, we need to ask not just what bar pass rate we think is “good” or “acceptable,” but what our mission is and what kind of school we want to be. Does a student need to have a 165-170 LSAT to be a great lawyer? The answer is clearly “no.” Does a law school need to have a 165-170 median LSAT to be great? If the answer to that is “no,” especially for a public law school prioritizing access, then the answer to the question of what a “good” first-time bar pass rate is cannot be 90% (at least given the way the current exam is formatted and scored – the relationship between admission metrics and next generation pass rates is not yet known).

- ***Faculty Hiring:*** The law school has a faculty hiring plan that contemplates maintaining a faculty that is approximately 2/3 Ladder Faculty (faculty with research obligations) and one-third contract faculty (faculty who primarily focus on teaching). That composition is based on a sense that to maintain a robust research community and reputation, and to attract top scholars that are the hallmark of great law schools, we need scholars across a range of fields. That plan was developed in the years before U.S. News changed its formula. It was also developed before we understood the true extent of the challenges the current generation of law students bring with them upon matriculation, including serious writing deficits. It is now clear that UC Law SF should hire more full-time writing faculty, which will require more funding and potentially change the ratio of research to contract faculty.
- ***Curriculum:*** For decades, UC Law SF has sought to be the law school for students who aspire to receive a high-quality generalist education *and* for students who want to specialize. Students can obtain an education at UC Law SF that, via a specialized curriculum, prepares them and makes them competitive for any type of legal or law-related field. Or they can just get a solid generalist foundation and be set up to pass a bar exam, deciding where to dive deep and specialize after they graduate. To accommodate both approaches to legal education, UC Law SF maintains a broad and deep curriculum that costs a lot to offer. One could imagine a different type of education program that is more streamlined and may thus be cheaper to provide, and that perhaps costs less in terms of tuition. Currently, that streamlined and mostly bar-oriented approach to designing a curriculum has been associated with much lower-ranked schools, which, in many cases, are not in fact cheaper to attend. They also may not attract higher-metric applicants who want curricular diversity and options to specialize. The future rankings effects of curricular choices are currently unknown, given the impacts of recent federal legislation.
- ***Research and Programmatic Centers:*** The 2020 Plan prompted the College to lean into developing centers of excellence, including new centers

such as the Indigenous Law Center and the AI Law & Innovation Institute, building on an existing array of research and programmatic centers like the Center for Gender and Refugee Studies, the Center for Innovation, the Center for Negotiation and Dispute Resolution, and the UCSF/UC Law Consortium on Law, Science & Health Policy. The latest addition to this crown of programmatic and research jewels is the Center for Constitutional Democracy. These centers and programs rely primarily on third party funding to support their operations and help to attract and retain top faculty and students. But they also consume substantial resources in the aggregate, including state funding, space, and operational support. The U.S. News overall ranking gives our investment in them no direct weight and, even indirectly, in the form of peer reputation, does not significantly account for their excellence or achievements, except perhaps in specialty rankings the instrumental value of which is unclear.

- ***Programmatic Innovation:*** UC Law SF adopted a Supplemental Strategic Plan on Generative AI and has leaned into integrating AI instruction into its programming and curriculum. Arguably that might improve rankings by attracting higher quality students, boosting our peer reputation, or making our students more competitive on the job market. And, indeed, all the top law schools have raced to offer programming in this area. But we have no data demonstrating the linkage between innovative programming like this, which excites our community and advances our mission, and any of the narrow and brittle measures of excellence considered in the U.S. News formula, including employment. We have an educated hunch that a technologically knowledgeable and skilled student population is better postured for the future of the legal services market, but we do not have proof that employers are currently sorting applicants on this dimension as opposed to more traditional measures of potential, such as evidence of legal writing and reasoning skills, and we get no direct recognition from U.S. News for posturing ourselves and our students for that future. When it comes time to making resource decisions, from the way we allocate space in students' schedules (which are already packed with bar success and related programming) to how we allocate funding for programming, how does a ranking-oriented approach mesh with an approach that anticipates and embraces the future even if the present payoff is uncertain?

We do not mean to be reductionist or overly simplistic and thus to suggest that the College must choose between being highly ranked and advancing our public mission. But we do mean to suggest that we have made choices and should continue to make choices mindful of the fact that U.S. News is an insufficient and unstable backdrop for decision-making and a weak metric for judging our progress or achievement of our mission, which is much bigger than anything U.S. News considers or weights when ranking law schools. We did not have deep discussions about this issue when we developed the 2020 Plan. Supplemental or future comprehensive planning will surely need to do so, now that the

gap between U.S. News and our institutional values has widened, and as federal policy changes place pressure on graduate education programs.

- ***Building institutional capacity requires constant innovation.***

Some of the strategies and initiatives that UC Law SF adopted in connection with the 2020 Plan significantly increased institutional capacity. The buildout of a grants management and support infrastructure is one good example. Other strategies, including investment in non-JD degree programs or in the Academic Village, have not yet yielded the revenue we had hoped to be able to use by 2025 to advance our mission and to avoid more difficult cost alignment measures. Such initiatives may still significantly build capacity in the coming years, and, regardless they have provided educational and public benefits consistent with our mission.

- ***As our priorities evolve, changes to them should be reflected in budget processes.***

The 2020 Plan and later rounds of supplemental strategic planning have informed budget decisions over the past half-decade. As conditions and thus our priorities and goals continue to change and evolve, supplemental planning should be undertaken with an eye toward identifying strategic investments, the amount of which will continue to impact budget discussions. This item is listed last, and does not include a lot of text, but its importance neither reflects its placement nor the amount of words devoted to it. Will the College prioritize closing compensation gaps, building out its IT infrastructure, hiring more full-time (writing and other) faculty, or managing tuition costs? The answer may be “all of the above,” but the more future supplemental strategic planning efforts answer these questions in a way that accounts for resources constraints, the better postured the College will be to make right choices that reflect a strategic vision of the future.

## 2020 Plan Implementation and Assessment

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
Goal 1.1 – Provide student-centered doctrinal and clinical/experiential teaching in a challenging, supportive, and effective educational environment that prepares students to excel in a continually changing legal environment.	Complete, but see “Discussion” column to the right.	<p>Academic year (AY) 2019-2020 average teaching evals for “overall teaching effectiveness” were 4.49 and 4.50 in the fall and spring, respectively, on a scale of 1-5, with 4 being “very good” and 5 being “excellent.” In AY2024-2025, they were 4.47 and 4.55 in the fall and spring, respectively.<sup>1</sup></p> <p>In terms of outcomes-based assessment of teaching efficacy, our statistical analyses show a tripling of the positive effect of upper division bar classes before and after major teaching reforms were implemented starting in AY2016-2017 and wrapped into the 2020 plan.<sup>2</sup></p>	Teaching excellence is a goal toward which we constantly strive without ever declaring that we have completed that project. Student success as measured by bar passage and employment are discussed separately below. Due to the outcome effects of student metrics and capabilities, outcomes can only be partly traced to teaching excellence.	Top supplemental actions include: (1) review merit systems and communication about merit and reward factors to make clear that teaching is prioritized (including operationalizing “sense of the faculty” vote in April 2025); (2) continue to address compensation and other conditions of employment to retain top faculty; and (3) continue to resource and train faculty via shared best practices, trainings and colloquia, and
Strategy 1.1.1 – Support teaching innovation that increases student engagement and results.	<p>Complete.</p> <p>All initiatives in this section were adopted and pursued, including faculty teaching colloquia, funded summer</p>	We do not have direct measures of impact. For indirect measures, see above.	Support for teaching innovation is ongoing. The 2020 plan initiatives in this section mostly memorialized what the College was already doing since 2020 and would have done even without it	See above. Recent amendments to ABA Standard 403 now require regular training of faculty to promote effective teaching.

<sup>1</sup> See [https://uclawsf--simpplr.vf.force.com/apex/simpplr\\_app?u=/site/aoi41000002bTxzAAE/page/aoc2M00000ofUocQAE](https://uclawsf--simpplr.vf.force.com/apex/simpplr_app?u=/site/aoi41000002bTxzAAE/page/aoc2M00000ofUocQAE).

<sup>2</sup> See Morris Ratner, Stephen N. Goggin, Stefano Moscato, Margaret Greer & Elizabeth McGriff, *Determinants of Success on the Bar Exam: One Law School's Experience 2010-2023*, 73 J. LEGAL ED. 539, 571 (2025).

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	research projects focused on pedagogy, and permitting the use of faculty development funds to allow faculty to attend conferences focused on pedagogy.		being memorialized in a strategic plan.	
Strategy 1.1.2 – Promote and support excellent teaching through faculty awards and support programs.	Complete.  All initiatives in this section were adopted and pursued, including identifying hallmarks of effective teaching (in template annual reports), formalizing a pre-tenure faculty mentorship program that includes teaching support, maintaining the Educational Effectiveness Committee’s assessment function, ensuring that faculty undertake formative assessment, and providing support through the Provost for struggling faculty.	We do not have direct measures of impact. For indirect measures, see above.  We attempted to implement Initiative 1.1.2.6 re assessing teaching efficacy by faculty member via outcomes assessment, but the College’s statistician ran into the same problem we have when trying to assess the efficacy of individual courses – there are too many other variables.	The College has taken additional measures to reward effective teaching that were not contemplated in the plan. For example, the College refined its reward system since 2017 to expressly equally weight scholarship and teaching, in line with the tenure standards in the Faculty Rules. The College added a new Kane Teaching Excellence Award for full-time and part-time faculty, funded by a significant gift from Emerita Chancellor & Dean Mary Kay Kane’s estate.	See above.  Last year’s supplemental strategic planning on bar success led a majority of faculty to adopt this sense of the faculty statement at the April 2025 faculty meeting: “It is the sense of the faculty that dedication to formative assessment should be an explicit part of personnel decisions relating to teaching faculty, in matters such as tenure, promotion, reappointment, and rewards such as merit.”
Strategy 1.1.3 – Regularly update the curriculum	Completed, but ongoing.	We do not have direct measures of impact, though we have data on the efficacy of some targeted curricular	The 1L curriculum is standardized and largely guided. The upper division curriculum is divided into	The faculty will reevaluate JD required courses in light of anticipated changes to the California Bar Exam, which



Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
to meet the evolving needs of the legal profession.	The College adopted and pursued all initiatives under this strategy, though it has not undertaken a comprehensive curricular audit and instead has done targeted audits.	interventions, including specific types of classes like Law & Process versions of bar courses or new Critical Studies classes. <sup>3</sup>	<p>specialized fields or concentrations managed by concentration advisors in coordination with the Provost.</p> <p>The Academic Regulations specify required classes, which, in addition to 1L classes, currently include four upper division required bar classes (Con Law 2, Crim Pro, Evidence, and Legal Ethics/PR), a writing requirement, and experiential courses.</p>	<p>is adding Family Law, Employment Law, and Administrative Law as bar-tested subjects, as well as a range of skills that will be tested on the new bar exam.</p> <p>The 2024 Supplemental Strategic Plan re Generative AI commits the College to reviewing the curriculum to ensure that students acquire knowledge and skills related to technology.</p> <p>The review of PLOs is now required by ABA Standards once every five years and the faculty Educational Effectiveness Committee will be charged with that project. Curriculum “mapping” linked to PLOs is now also required by the Standards.</p>
Strategy 1.1.4 – Use pedagogical techniques tailored to the diverse needs of all students; tailor instruction to changing student needs.	<p>Complete.</p> <p>We changed the culture of teaching to focus on pervasive skills instruction. That was partly accomplished by expanding our cohort</p>	We do not have direct measures of impact, though we have data on the efficacy of some targeted curricular interventions, including specific types of classes like Law & Process versions of bar courses or new Critical Studies classes. <sup>4</sup>		The current focus is on implementing last year’s faculty vote to require formative assessment.

<sup>3</sup> See, e.g., Ratner, *et al.*, *Determinants of Bar Success*, *supra* n. 1, at 572-574.

<sup>4</sup> See, e.g., Ratner, *et al.*, *Determinants of Bar Success*, *supra* n. 1, at 572-574.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	<p>of skills specialist faculty (e.g., in OASIS); by offering specialized classes like “Law &amp; Process” or “Advanced Sack” versions of bar classes; and by having faculty colloquia aimed at sharing skills development knowledge and best practices.</p> <p>The most recent changes include requiring formative assessment in all 1L and upper division bar courses starting in AY25-26.</p>			
Strategy 1.1.5 – Provide both formative and summative individualized assessment and feedback to students.	<p>Complete.</p> <p>See above.</p>	See above.	See above. This is an example of a strategy that in practice merged with other strategies and initiatives considered during strategic planning. Future planners should consider limiting the number of strategies and initiatives within stated goals for this reason among others mentioned in the cover memo.	See above.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
Strategy 1.1.6 – Continue to provide a robust array of clinical and experiential opportunities for students to develop lawyering skills and professional identities in a full range of practice areas by taking lead responsibility for real-life matters.	Complete.  Not only have we maintained a robust array of clinics and externships, but we have also added capacity in simulation courses like Contract Writing & Analysis. (For example, re that latter class, we used to offer 1-2 sections per year, and we now offer 4-5 sections per year.)	Our most comprehensive outcomes analyses show that each unit of fieldwork is associated with a boost in the probability of bar passage. <sup>5</sup>	This is an example of a strategic plan strategy that was meant to reinforce existing priorities rather than to chart new ones. Future planners should consider avoiding using strategic planning to restate all the College's priorities and should instead consider acknowledging the wider array of priorities but focusing planning on a narrower set of goals, strategies, and initiatives without allowing for the inference that new goals crowd out existing ones.	ABA is considering a proposal to double the experiential unit requirement from 6 to 12.
Goal 1.2 – Continuously improve the first-time bar passage rate, through evidence-based initiatives.	Complete, but see "Discussion" column to the right.	We're comparing plan adoption year 2020 to the last year for which we have data, Class of 2024. But first, some background is in order; the background data give a truer picture of the before and after. The Class of 2016 first-time July bar administration pass rate was 52%. The average pass rate for the Classes of 2014-2018 was just <b>62.2%</b> . The pass rate jumped to 81% for the Class of 2019, the first graduating class that had the	This is an example of a goal that the College embraced prior to adoption of the 2020 Operational Strategic Plan. Strategic planning underscored the need for continued reform and innovation to achieve this goal because the College experienced a bar passage crisis in the period 2014-2018.  The goal of continuous improvement was achieved, with some hiccups for the	Top supplemental academic and bar success goals are to: (1) pivot to NextGen substantive topics, skills, and assessment methods; (2) implement AY24-25 supplemental planning initiatives; (3) address time and project management and self-directedness gaps in student development; (4) integrate AI/tech; (5) bolster legal writing instruction and skills; (6) address accommodations gaps between law school and bar

<sup>5</sup> See Ratner, *et al.*, *Determinants of Bar Success*, *supra* n. 1, at 576.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
		<p>benefits of all the reforms we adopted after 2016. The Class of 2020 first-time pass rate was even higher, at 87%. 2024 first-time pass rate was 84%. The average July administration first-time pass rate for UC Law SF grads in the period 2019-2024 was <b>80%</b>.</p> <p>The pre- and post-plan comparison numbers that are most revealing are 62.2% average first-time pass rate on the July exam for the five-year cohort 2014-2028 and 80% average first-time pass rate for the graduating classes of 2019-2024.<sup>6</sup></p>	<p>two classes most impacted by the pandemic, Classes of 2022 and 2023, but still well above the pre 2020 period where the average first-time pass rate was just 62.2% for the years 2014-2018. However, there is no end point on this facet of the 2020 plan; continuous improvement remains our goal.</p> <p>We devoted 2024-2025 academic year to supplemental strategic planning on bar success. The College is implementing resulting initiatives now, including grading reform and new formative assessment requirements.</p> <p>In October 2024, the California Supreme Court issued an order requiring changes to the California Bar Exam. Much remains unknown regarding implementation. Planning in light of the significant</p>	<p>accommodations; and (7) anticipate needs of students as population continues to change.</p>

<sup>6</sup> At the time the 2020 Plan was adopted, first-time bar passage was just **2%** of the formula that produces the U.S. News law school rank. In 2025, that factor is now 18% of the overall rank score, and ultimate bar passage is 7%, such that bar success is now **25%** of the overall score that produces the law school's rank. Even though our bar pass numbers are at historic highs not seen at the law school since we had much higher-metric students, our rank has declined because of the bar pass penalties associated with (1) being in California, which has an unusually low average pass rate, (2) our class size and metrics, and (3) comparative metric increases at peer California ABA schools.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
			<p>unknowns will necessarily be contingent on actual changes to be made to the exam, including subjects, law, testing methods, and timeline.</p> <p>Prior reporting shows that there is a strong correlation between admissions metrics and bar outcomes.<sup>7</sup></p> <p>The College needs to confront the question of the tension between growth/size and outcomes, given the impacts of the former on the latter.</p>	
Strategy 1.2.1 – Identify and teach core skills necessary to achieve bar exam success as well as general academic success through specialized courses and across the curriculum.	<p>Complete, but see below and “Discussion” column to right.</p> <p>Most of the specific initiatives were implemented, including pervasive skills instruction, promoting teaching techniques that improve learning,</p>	We have directly measured efficacy of Law & Process and Critical Studies classes, and the latter, especially Critical Studies 2 and 3, have proved to be impactful. Law & Process and Critical Studies 1 do not show efficacy in our studies, but that is likely due to selection bias because the most at-risk students are routed into	<p>The California Supreme Court’s October 2024 order significantly changes what we mean by core bar success skills.<sup>9</sup></p> <p>In AY25-26, a Bar Pivot Working Group is analyzing the degree to which the College’s reforms adopted since 2016 and since the adoption of the 2020 Plan are sufficient or need to be</p>	We will have a very short runway once we know the precise contours of the new California Bar Exam to adjust our academic program to prepare students for it. In the meantime, we are assuming for purposes of planning that it will look much like the NCBE’s NextGen exam and are planning to adapt accordingly. The next several

<sup>7</sup> See, e.g., Morris Ratner, *et al.*, Board of Directors Report 6.2.1 re “Bar Passage” (March 13, 2025) (available at [https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1011&context=board\\_materials\\_2025](https://repository.uclawsf.edu/cgi/viewcontent.cgi?article=1011&context=board_materials_2025)).

<sup>9</sup> See <https://www.calbar.ca.gov/Portals/o/documents/admissions/Examinations/California-Supreme-Court-Admin-Order-2024-10-10.pdf>.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	expanding our upper division doctrinal/skills classes, and updating and expanding the Critical Studies curriculum. Disruption in LRW staffing and the director level and budget realities negatively impacted the College's ability to hire more full-time writing faculty. The LRW curriculum was not improved during the period 2020-2025 along the lines suggested, but a new Director is fixing problems now.	those classes. <sup>8</sup> We just introduced Critical Studies 4, so we have not yet had a chance to assess its effect on first-time passage for Class of 2025. In general, as noted above, the tripling of the positive effect of additional upper division bar classes suggests that changes in teaching have improved outcomes.	updated to reflect next generation testing. A challenge is that California has not yet said exactly how it will test the skills listed in the Court's October 2024 order.	years will be rich with innovation as a result.
Strategy 1.2.2 – Provide additional resources and support for students to achieve bar exam success.	Complete.  As of 2020, and today, the College has one of the most expansive academic skills development and bar support infrastructures and range of programming in the country.	We do not have outcomes data for every facet of our infrastructure and programming. We do not have statistical analyses linking resources such as bar support funds and bar outcomes.	This is an example of a strategy that signaled priorities but did not entail new or game-changing initiatives. In future planning efforts, the College may want to avoid listing as initiatives things the College is already doing to avoid cluttering the planning docs.	Prior planning did not focus on LRW1 / LRW2, which was the subject of separate analysis and planning in prior years (before 2020). That program has new leadership and will necessarily be the subject of substantial reform in the future. A key structural issue is that we are an outlier in having a largely adjunct-

<sup>8 8</sup> See Ratner, et al., *Determinants of Bar Success*, supra n. 1, at 573-574.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	<p>The initiatives in this section (e.g., integrated advising on bar success, providing mentors) were all being pursued at the time the plan was adopted.</p> <p>Additionally, with Board approval, the College allocated significant nonstate funds to support bar success initiatives, including post-graduation financial support to help defray exam prep costs.</p>			taught program. Current budget planning does not account for the benefits or costs of shifting staffing models.
Strategy 1.2.3 – Provide a strong advising program to help students make appropriate decisions about upper-division course selection and approaches to the bar exam.	<p>Complete, excluding “CRM.”</p> <p>We doubled our full-time bar support staffing, developed and shared statistical data with students and grads, expanded and advised students into doctrinal/skills classes, and otherwise implemented all the initiatives in this section other than a</p>	Post-graduate advising in the period immediately after graduation and during the 10 intense weeks of bar study is one of the most effective interventions we adopted after 2016, given the strong relationship between post-graduation commercial bar course completion and first-time bar passage. Of all the strategies we pursued, this may have been the most impactful so far. <sup>10</sup>	In recent years, we have seen the limits of 1-1 advising and coaching as students have struggled to act on advice in the most at-risk cohorts, especially in the fourth law school GPA quartile. That has led the College to focus on the underlying issues with executive functioning and self-directedness.	New formative assessment requirements and the addition of Critical Studies 4 (early bar start) will hopefully help students hone the time and project management skills needed to overcome deficits we’re seeing in students when they matriculate as 1Ls. We will continue to monitor and assess this.

<sup>10</sup> See Ratner, *et al.*, *Determinants of Bar Success*, *supra* n. 1, at 540-41 and 580.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	CRM. The bar success team tracks student data successfully using Excel spreadsheets our Bar Success Analyst helps us maintain each year. And we have data we collect across departments, e.g., OASIS, using spreadsheets, that allow us to perform all the student support functions we need. The absence of a CRM is not a hindrance to success, and so post-2020 this was not viewed as a cost-effective intervention given IT's investigation of CRM options and given the likely costs associated with onboarding new technology.			
Goal 1.3 – Help students develop the skills and experiences they need to secure the employment they want, prepared to transform	Complete, but see “Discussion” column to the right.	Class of 2016 had a 66.7% rate of employment in full-time Bar-required , JD advantage jobs, and other heavily weighted job types within 10 months after	The goal of continuous improvement was achieved, though graduating classes remain vulnerable to market conditions and fluctuations.	Top supplemental employment-related goals include: (1) continue to educate students about opportunities in growth areas; (2) continue to address professionalism gaps; (3) continue to identify and equip students with

Exhibit A: Student Development



Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
themselves and the world.		graduation, <sup>11</sup> which gave us a rank of 153 among ABA-accredited law schools for that graduating class that year. Class of 2020 graduates had a 72.0% rate of employment in the same category of jobs and that year UC Law SF ranked 123 among peer ABA law schools. The last year for which we have ranking data across ABA law schools is Class of 2023 (because of the time lag in Academic Insights reporting), but that year U.S. News averaged outcomes across two years, i.e., the Classes of 2022 and 2023. U.S. News thus gave us an 80.4% employment rate in the most heavily weighted job categories, with a rank among ABA law schools of 117. <sup>12</sup> Our own reporting for internal purposes is slightly different. CDO reports that 85% (82.7% excluding law-school		skills to make them maximally competitive on the job market; and (4) stay abreast of and adapt to changes in hiring that may result from AI and other emerging technology in law practice.

<sup>11</sup> The listed percentages are based on a weighted measure of employment that U.S. News does not disclose, but that we believe most heavily weights full-time Bar-required or JD advantage jobs.

<sup>12</sup> At the time the 2020 Plan was adopted, employment at 10 months after graduation was just **14%** of the formula that produces the U.S. News law school rank (and 18% factoring in employment rates at graduation, which was also considered at that time). In 2025, employment is now **33%** of the overall score that produces the law school's rank. Even though our employment numbers are historic highs, our rank has declined because of the employment effects associated with (1) our class size; (2) graduates' preferences to stay in the San Francisco Bay Area; (3) the relatively high employment rates across all ABA law schools nationally, which mean that relatively small variations in employment outcomes among schools can have significant effects on ranking; and (4) the fact that, by a small margin, national employment rates at 10 months after graduation have increased more than have UC Law SF rates.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
		<p>funded positions) of the Class of 2024 graduates had full-time Bar-required or JD advantage full-time jobs, but we do not yet know our relative rank among law schools for that year.</p> <p>Putting aside U.S. News's peculiar weighting system, 95% of our Class of 2024 graduates were employed at 10 months after graduation, and only 2% were categorized as unemployed and seeking.</p>		
Strategy 1.3.1 - Continuously improve full-time, long-term employment numbers for JD required and JD advantage jobs.	<p>Complete – see above but see below.</p> <p>We implemented the listed initiatives, except for adopting a CRM, as discussed above. Among other things, the CDO improved data collection, maintained a robust “Bridge Fellowship” program for grads, added a dedicated clerkship position in the office, and added cocurricular programming aimed at educating students</p>	Based on statistical analyses showing that engagement with CDO improved employment outcomes for students, the faculty adopted Academic Regulation 708, which requires certain levels of engagement with CDO career professionals and programming.	Employment outcomes are impacted by a combination of structural factors (e.g., class size) and student characteristics (executive functioning and self-directedness deficits that impact both bar passage and employment). There are also student preference issues that are more about norms, such as the degree to which students are willing to factor legal services market demands (what employers want) into their job search strategies. For example, student preferences in recent years have leaned toward transaction work even	The CDO is well managed and staffed with competent and creative professionals. The Professional Development Program remains our best vehicle for delivering advising and influencing norms. Ensuring and amplifying consistent messaging to reach students and influence their choices remains a key goal.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	about small- and mid-sized firms.		though the job market has arguably been stronger on the litigation side.	
Strategy 1.3.2 – Develop student competencies to navigate the professional world and the self-awareness to identify where they want to go.	Complete.  The initiatives listed with this strategy have been implemented, including a Professional Development Graduation Requirement. Students must attend mandatory session as a 1L (1L Essentials Program), optional career programming throughout law school, two mandatory 1-1 sessions with CDO staff (the first during 1L year and the second during 3L year), and a Bar Support meeting as a 3L.	We have not quantified the impacts of this programming. A challenge is that much of it is mandatory, so we do not have a “control group.” However, prior studies have shown that each contact with CDO is associated with a 1% increase in the probability of employment.  Anecdotally, CDO reports seeing improved job application materials for students in their 3L year and immediately post-grad; as well as fewer students who were not at all engaged with the office once they graduated.	CDO reports that strategic planning around this issue (especially including the 2019 Employment & Clerkships Committee report) provided the foundation to build faculty support for this program and the Academic Regulation.	Adapting to changes to the way big firms hire (moving away from OCI) remains a top priority. Impacts of AI on the legal services market and entry level hiring are unclear. In the short term, AI tools have not significantly decreased demand for new lawyers, but that may change. The CDO is also developing initiatives to support a new generation of students that seems to have less knowledge about the legal profession upon matriculation than did prior generations of students.
Strategy 1.3.3 – Encourage and support networking and collaboration with students and	Complete.  The College hired a full-time pro bono coordinator and	We do not have direct evidence of impact on employment rates, though anecdotally we see anecdotal evidence that networking	Anecdotally, UC Law SF’s strong alumni network and significant presence in the California and national legal community has mitigated	Further activating the alumni network to support graduate employment outcomes, including through

Exhibit A: Student Development

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
the external legal community.	<p>student participation in the alumni mentor program has grown each year as indicated in prior reporting.</p> <p>Over the past few years, the Alumni/Attorney Mentor Program, which is available to all JD students, has become a more robust and targeted program resulting in more students being matched with alumni who are well positioned to provide more meaningful and relevant advice and support. The CDO works in partnership with nine student organizations (primarily practice area based).</p> <p>In addition, in collaboration with LEOP and the First Generation Program, the CDO has facilitated targeted mentorship programs.</p>	<p>and mentorship has improved some students' employment prospects and outcomes.</p> <p>We do have evidence of strong student interest in the Alumni/Attorney Mentor Program. Over the past four academic years, the program has averaged 288 matches each year; the majority of students matched (approximately 75%-80%are 1Ls).</p>	effects of changes in rankings, fluctuations in bar pass rates, and other shocks to the system.	promoting hiring initiatives, remains a top priority.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
Goal 1.4 – Prepare students to take a holistic approach to wellness and general mental health throughout their legal careers.	<p>Partial.</p> <p>Student interest in wellness events hosted by Student Services, alone, as measured by participation in programming, has been variable, though Student Services noticed an uptick of interest in Fall 2025. Turnout has more consistently been high when Student Services has co-hosted wellness events with student organizations.</p> <p>While we did not pursue all the strategies and initiatives imagined in 2020, we found new ways to support students on this dimension that better reflected actual student interest in support, such as making wellness apps available to students.</p>	We have no direct measures of impact.	<p>In the period since 2020, the College has invested heavily in creating wellness programs for students. In recent years, we have pivoted away from top-down programs offered by the College that are not well attended and have shifted resources to focus on what appears to be the greater area of need, academic advising.</p> <p>Regarding wellness, student focus has shifted to interest in Carbon Health / health services and in support for students with disabilities, based on student focus when engaging with the administration.</p>	The Office of Student Services is currently focused on expanding the food pantry, strengthening partnerships with student organizations to enhance wellness programming, upgrading our Calm App subscription to Calm Health, offering morale-boosting events during challenging times (e.g., our recent Boba Break was well received and drew over 150 attendees), and continuing to provide animal-assisted therapy.
Strategy 1.4.1 - Increase understanding and support of students'	<p>Partial.</p> <p>Specific initiatives that were suggested and</p>	See above.	A lesson learned here is that top-down administrative action regarding promoting wellness is less effective than	See above.

Exhibit A: Student Development

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
mental health and physical wellness while at UC Hastings Law and in their future careers.	tried included wellness and stress-reduction events. Some, such as bringing in visiting animals, have been popular. Others, such as meditation and yoga classes, were not. The College allocated wellness spaces on campus in the student center, including meditation and prayer rooms that are not significantly utilized.		assessing student interest in specific interventions that appear to be broadly appreciated.	
Goal 1.5 – Attract students with demonstrated preparedness and capacity to succeed in law school and practice; retain top-performing students.	Completed, but see below and “Discussion” column to the right.  There were no “strategies” in this section of the 2020 plan; instead, the plan listed seven initiatives. The College pursued listed initiatives, including strategically utilizing merit scholarships, engaging faculty as partners in retention efforts, enhanced use of digital marketing, creating a strong	Our metrics have increased. The increases have improved our ranking on this dimension nationally, but some California peer schools have outpaced us. The class that entered in FA19 had the following metrics: LSAT – 160/158/154 and UGPA – 3.62/3.45/3.20. That placed us in a rank of 79 nationally on median LSAT and 106 on median UGPA. We had the 11th highest metrics of CA ABA law schools that year. The class that matriculated in FA24 had the following metrics: LSAT – 162/160/157 and UGPA – 3.77/3.63/3.42. That placed	This metric is largely a function of available scholarship resources, class size, and ranking as compared to peer schools. For FA19, our median scholarship award placed us in a rank of 121 nationally and a rank of 16 among CA ABA law schools. For FA24, our median scholarship award placed us in a rank of 153 nationally and a rank of 16 among CA ABA law schools.  Our Enrollment Management team, in partnership with the Chancellor & Dean, has done	Supplemental strategic planning scheduled for this year will squarely focus on this topic.

Exhibit A: Student Development

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	sense of community, and supporting the Honor Society.	<p>us in a rank of approximately 76 nationally on median LSAT and approximately 81 on median UGPA. We had the 11th highest metrics of CA ABA law schools last year.</p> <p>Retention challenges have persisted in recent years, despite initiatives pursued by Chancellor &amp; Dean and Enrollment Management. This is partly due to rankings and to more aggressive tactics by peer schools. The transfer out rate for the 1L class that entered in FA19 was 8.8%. The transfer out rate for the 1L class that matriculated in FA24 is 8.0%.</p> <p>Prior reporting addresses the outcomes effects of metrics on bar passage and rankings.</p>	<p>extraordinary work utilizing the resources we have, including “soft resources” of providing a personalized experience for applicants and admits.</p> <p>Recent changes to federal policy will likely impact this facet of our prior plan directly and indirectly. Direct effects are anticipated to be reflected in possible declines in applications to law schools if students have concerns about financing. Indirect effects may flow from peer schools increasing size of JD classes or of transfer-in cohorts because of declines in foreign students, including LL.M. students.</p>	

## 2020 Plan Implementation and Assessment

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
Goal 2.1 – Increase the quality and quantity of scholarship that addresses important topics relevant to the law with creativity and rigor.	Complete.  The main strategies were adopted but see the section re “Discussion” to the right.	<p>U.S. News does not directly measure or compare scholarly impact or productivity.</p> <p>External reviewers regularly produce reports ranking law faculty on certain dimensions of this. Here are comparison rankings from the period around the time of the adoption of the 2020 Plan and more recently.<sup>1</sup></p> <p>In 2021, shortly after adoption of the 2020 Plan, Prof. Gregory Sisk, who has created one of the most high-profile and widely reviewed rankings systems, ranked UC Law SF <b>40</b> for productivity and impact.<sup>2</sup> In his 2024 update, Sisk ranked UC Law SF <b>43</b> out</p>	<p>Scholarship and teaching/student success are co-equal elements of the College’s mission, along with public service, which overlaps with both. At the time the 2020 Plan was adopted, teaching and student success were identified in the Plan as the top priority given the nature of the College’s challenges in the period of roughly 2014-2018. (The strategic planning that led to adoption of the 2020 Plan started in 2018).</p> <p>The strategic planning process was not optimally structured to prompt deep reflection about the inherent tensions among the</p>	<p>The College remains committed to supporting and encouraging scholarly excellence and impact. It is at the heart of our mission, and it’s what inspires, attracts, and retains top research faculty.</p> <p>We have the largest cohort of pre-tenure faculty that we have had in many years, at least since 2016. And we have several contract faculty who lead centers that do a mix of grant-funded work, policy work, and traditional scholarly research.</p> <p>To maintain our scholarly excellence, the College needs to continue to address compensation. We have experienced lateral moves of top-performing</p>

<sup>1</sup> At the time the 2020 Plan was adopted, peer reputation, which many thought rested in scholarly productivity and impact, was 25% of the U.S. News ranking formula’s overall score that yielded a law school’s rank. That weight has been halved to 12.5%. The College’s peer reputation remains strong, but the weight accorded to that has decreased. Name change confusion has impacted the College’s specialty ranks. The value of scholarly impact does not depend on how U.S. News weights it. Also, U.S. News could change its formula any time to weight scholarly productivity and impact or include a specialty ranking on that dimension.

<sup>2</sup> See Gregory Sisk, *et al.*, *Scholarly Impact of Law School Faculties in 2021: Updating the Leiter Score Ranking for the Top Third*, 17 U. ST. THOMAS L.J. 1041, 1044 (2022) ([https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3910536](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3910536)).



Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
		of all ABA-accredited law schools. <sup>3</sup>	elements of faculty members' roles. Relatively siloed working groups separately addressed teaching and scholarship. The public service element of the mission did not have a planning working group at all, but some of that mission element was captured within community cohesion.	faculty in recent years to peer schools such as Harvard Law School, UC Berkeley, UC Irvine, and UC Davis.  At the same time, we will want to reflect deeply and on a continuing basis about the degree to which (a) we reward excellence in other areas of the faculty role (teaching, service) and (b) effectively signal that we do so.
Strategy 2.1.1 - Enhance and maintain an atmosphere of lively intellectual exchange among members of the UC Hastings Law community.	Complete.  The College maintains a rich intellectual life, as evidenced by, among other things, the volume of conferences and events, the joyfulness with which faculty approach the project of scholarly inquiry, and the collegiality of and mutual respect among our research faculty.  The Associate Dean for Research circulates information every year	While we have implemented these initiatives, there are no data directly correlating them with productivity. That said, we have a collegial faculty scholarly community which anecdotally helps to foster creativity and focus and creates a welcoming environment that aids with retention.	As this Strategy suggests, commitment to scholarly excellence is a culture that the College nurtures and creates via actions large and small. Many of the initiatives in this section seemed small bore but have had a big impact and helped keep the faculty cohesive during the pandemic.	See above.

<sup>3</sup> See Gregory C. Sisk, *et al.*, *Scholarly Impact of Law School Faculties in 2024: Updating the Leiter Score Ranking for the Top Third*, 21 U. ST. THOMAS L. J. 184 (2025) (available at [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4929277](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4929277)).

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	among faculty about scholarly productivity, regularly hosts work-in-progress events, and creates an environment of vibrant scholarly exchange and engagement. In addition, other listed initiatives have been adopted, including increasing funding and support for faculty events, coordination publication of events, prioritizing reserving space in schedules for faculty colloquia and minimizing conflicts with them, holding early stage scholarship development workshops, and building out our “centers of excellence.”			
Strategy 2.1.2 - Ensure sufficient opportunities and incentives for faculty members to produce high-quality scholarship that addresses important topics relevant to the law with creativity and analytic rigor.	<p>Complete, but there is more to be done here. See “Discussion” section to the right.</p> <p>We adopted all the listed initiatives, including regularly effectuating merit increases that included consideration of scholarly productivity and impact; increasing</p>	Immediately after the 2020 Plan was adopted, the pandemic hit. It disrupted normal campus activity for a few years and made it especially hard for persons with caregiving responsibilities during that period to be as productive as they were before the pandemic. That was true at UC Law SF and at peer	<p>Initiatives suggested in this section were implemented, but peer law schools are also implementing similar measures, such that UC Law SF still could do more to catch up.</p> <p>The emphasis on time-intensive teaching measures led the faculty</p>	See above.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	<p>funding for research costs; increasing funding for summer research; standardizing annual reports; managing administrative burdens on faculty; and reviewing and updating our tenure standards in our Faculty Rules.</p> <p>We went further, and created new awards for scholarship, converted the Board of Trustees Faculty Foundation Award to a stipend (which is an added incentive), and robustly supported research through course buyouts and research leaves or sabbaticals.</p>	<p>schools. The College has fully recovered from that shock to our community. But that shock was clearly not anticipated during strategic planning.</p> <p>As a result of retirements and lateral moves, we lost some of our most senior and top-cited scholars. We replaced them mostly with relatively early-career scholars. Every faculty experiences this kind of instability, but for demographic and other reasons, we experienced an especially significant amount in the period just before and after the Plan's adoption.</p> <p>The College's research faculty is smaller now that it was 10 years ago. About one-third of our faculty does not have research obligations. They are instead full-time contract faculty for whom teaching is the primary obligation. While our faculty is roughly the same size as it was 10 years ago, the number of research faculty has shrunk by approximately one-</p>	<p>to adopt a "sense of the faculty" vote with regard to teaching burden at the April 23, 2025 faculty meeting to this effect: "It is the sense of the Faculty that dedication to formative assessment should be an explicit part of personnel decisions related to assessment of teaching, in matters such as tenure, promotion, reappointment, and rewards such as merit." There is more thinking to be done about how we can, within our budget, both continue to support scholarly excellence and transparently reward and acknowledge teaching excellence. (We already do that, e.g., in merit awards, where we weight teaching and scholarship equally, as do our tenure and promotion standards. But there is still a feeling among some faculty that teaching excellence should be more visibly rewarded.</p>	

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
		third. Some of our contract faculty are highly engaged in the scholarly element of our mission, e.g., running research centers.		
Strategy 2.1.3 - Support UC Hasting's scholarly production and renown by developing and attracting top scholars.	<p>Complete, but see "Discussion" section to the right.</p> <p>We adopted the suggested strategies, including creating new chairs, building out our grants capacity, and adding centers of excellence.</p> <p>In addition, we named new Distinguished Professors and have engaged in robust hiring to repopulate the faculty after a wave of retirements and lateral moves in recent years. Due to current budget circumstances, we have paused faculty hiring.</p>	We do not have data directly linking this strategy to changes in productivity or impact.	<p>Attracting and retaining top scholars requires continued focus on healthy compensation growth.</p> <p>While we want to continue to grow our research faculty, we have needs in other areas, too. For starters, we paused our hiring of full-time writing faculty, though we would like, budget circumstances permitting, to continue to grow that cohort. In addition, we could benefit from additional contract hires in other areas, especially if the ABA increases the minimum number of required experiential units and also to respond to other changes that may be driven by anticipated changes to the next generation of California Bar Exam, which will emphasize</p>	See above.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
			lawyering skills to a greater degree than prior iterations of the exam did.	
Strategy 2.1.4 – Encourage development of “centers of excellence” to build upon and enhance UC Hastings Law’s subject matter strengths.	Complete.  The College has built out new centers of excellence since the adoption of the 2020 Plan. We now have over a dozen centers whose work creates a vibrant intellectual life on campus, linking our curriculum, scholarship, alumni, and the practice communities with which the centers intersect. <sup>4</sup>	We have no direct measure of impact on scholarly reputation, though some of our programs affiliated with centers are among our highest ranked specialty programs (e.g., health and ADR).	The centers were imagined to ultimately be self-supporting. Few of the centers can thrive without state funding. Because of that, we have capped the number of new funded centers until such time as some of the existing centers become self-sufficient via grant-seeking or other fundraising.	The College launched a new center this year, the Center for Constitutional Democracy.
Goal 2.2 - Track and internally distribute data and metrics on the UC Hastings Law faculty’s scholarly productivity and reputation.	Partial.  The Associate Dean for Research publishes faculty achievements each quarter and reports annually. Also, the Provost & Academic Dean and Associate Dean for Research collect citation and impact data from the Library using various citation metrics each year. Also, the Chancellor & Dean and Provost &	Reporting on scholarly productivity is robust in comparison to the sharing of information on other facets of faculty members’ roles, including teaching.  We do not have direct evidence that information tracking or sharing has directly impacted scholarly productivity, though anecdotal evidence suggests that the merit system does inspire	Bedrock assumptions of the 2020 Plan were called into question in the years following its adoption, including that operations would not be fundamentally disrupted, that the U.S. News formula was relatively table and reasonably aligned with our mission, etc. Those assumptions were challenged almost	The Provost & Academic Dean is undertaking a holistic review of the data we share internally across all elements of faculty members’ roles.

<sup>4</sup> See <https://www.google.com/search?client=safari&rls=en&q=centers+and+programs+uc+law&ie=UTF-8&oe=UTF-8>.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	Academic Dean solicits information regarding scholarly productivity in annual reports faculty must submit. However, the deans have not posted comparative citation data.	productivity, as do efforts to create a positive and rich intellectual community.	<p>immediately upon Plan adoption.</p> <p>We paused implementation of sharing of comparative data internally when the pandemic hit and disrupted some faculty members' research. In the ensuing years, we have refrained from circulating comparative citation data because of questions about the fairness of comparisons (e.g., differing citations across fields) and the imprecision of metrics reports; an emphasis on assessment of quality in addition to just citation counts; a concern among some faculty that sharing comparative data would diminish faculty collegiality; and the intense emphasis we have placed in recent years on teaching initiatives.</p>	
Strategy 2.2.1 - Facilitate and encourage effective lines of	<p>Partial.</p> <p>The College has defined responsibilities for promoting scholarship</p>	We do not have direct evidence that these efforts have impacted the College's scholarly reputation or impact.	Our data collection system is working. Communicating excellence is an ongoing project.	See above.

Exhibit B: Scholarly Production and Impact

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
communication among institutional actors.	<p>and collecting data. The Communications Office, Provost &amp; Academic Dean, and Associate Dean for Research play key roles on both fronts.</p> <p>The College did not adopt a data management system for self-reporting of scholarly achievement. Instead, we utilize a group email box and annual reports for self-reporting, and our Library tracks data.</p>			
Goal 2.3 - Effectively promote scholarship and faculty to external audiences, with a focus on enhancing our peer reputation and scholarly impact.	Partial.	<p>We have data for “peer reputation” via Academic Insight, the U.S. News proprietary database. Some observers think that peer reputation is at least in part a proxy for scholarly excellence, though we do not have data to prove that, and the fact that most top research institutions’ votes are not even counted in the peer and specialty ranking votes suggests that other factors may be driving reputational scores. Also, our prior studies suggest a strong relationship between reputation scores and prior-year rankings.</p>	<p>The College’s name change negatively impacted peer reputation and specialty rankings. Peer reputation has recovered. Specialty rankings have not, partly due to the way UC Law SF was named in surveys.</p> <p>Peer reputation scores now account for just 12.5% of the U.S. News rank, down from 25% in earlier years. However, promotion of our work amplifies its impact and thus advances our</p>	<p>The College must continue to expand its national reputation campaign to a robust year-round program. The College will continue to work with U.S. News to ensure we are named in a way that does not confuse specialty voters.</p>

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
		<p>In 2020 (2021 edition), UC Law SF's peer reputation score was 3.1 and our rank on that U.S. News formula elements was 43. In 2025 (2026 edition), our score was 3.1 and our rank was 46.</p> <p>Also, U.S. News has specialty rankings, and some observers believe that it reflects in part the degree to which a law school's faculty members are known and visibly doing good work, including scholarship. However, we can only speculate because we do not know what voters are considering when rating peer schools' specialty programs.</p>	mission even if the rankings effects are muted by formula changes in recent years.	
Strategy 2.3.1 – Facilitate faculty self-promotion.	<p>Partial.</p> <p>Most of the initiatives here are essentially aimed at giving examples to Associate Deans for Research (a rotating role) and our Communications team on how they can help faculty celebrate their own achievements or</p>	We have no direct evidence of impact.	We have had a series of very effective Associate Deans for Research since the 2020 Plan was adopted. One lesson from this round of strategic planning is that with capable decanal leadership, there's less of a need for generating specific multi-year initiatives on this topic,	We are continuing a series of colloquia and trainings to help faculty publicize their work as public intellectuals.



Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	<p>expand the impact of their work.</p> <p>We held trainings for faculty on media engagement and self-promotion, made our scholarship repository more robust, and supported faculty engaging with high respected research institutions.</p>		<p>though the Plan initiatives are a way of sharing ideas across years and deans.</p>	
Strategy 2.3.2 – Institutionally promote faculty scholarship and accolades.	<p>Complete.</p> <p>We have adopted the listed initiatives and regularly promote faculty achievements internally and externally, including email campaigns to educate external audiences about our achievements and publicizing faculty work via our Communications Office.</p>	<p>The Associate Dean for Research reports annually about scholarly productivity and achievement, aggregating data shared internally with the faculty on a roughly quarterly basis. The Communications Office regularly promotes faculty achievements on social media, on our website, and in national reputation campaign blasts. We do not have direct evidence of the degree to which these efforts have moved the needle on scholarly reputation.</p>	<p>This is an example of a strategy that mostly reinforced existing priorities.</p>	<p>See above.</p>

## 2020 Plan Implementation and Assessment

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
Goal 3.1 – Complete construction of the new campus.	<p>Completed:</p> <ul style="list-style-type: none"> <li>333 Golden Gate Avenue – Cotchett Law Center.</li> <li>198 McAllister – The Academe at 198</li> <li>200 McAllister-Kane Hall</li> </ul> <p>In process:</p> <ul style="list-style-type: none"> <li>100 McAllister – McAllister Tower</li> <li>201-247 Golden Gate – Unite Here/Local 2</li> </ul>	<p>Completed buildings are fully operational.</p> <p>Phase 1 of McAllister Tower project is underway with Phase 2 set for completion, subject to financing, as soon as fall 2027.</p>	<p>Financing is underway for Phase 2 of the Tower Seismic Upgrade Project: \$139 million in taxable debt supported by annual appropriations of \$10.7 million supplemented by an estimated \$33 million in net federal Historic Tax Credits. Scope is reduced by \$22 million due to funding shortfall. A funding gap of \$6.1 million remains for which sources have been identified.</p> <p>CEQA approvals for the Unite Here/Local 2 secured in September 2024. Option agreement extended at September 2025 meeting of Board of Directors.</p>	<p>Augmenting project funding from institutional reserves or external sources:</p> <ul style="list-style-type: none"> <li>Philanthropy</li> <li>Grants</li> <li>Partnerships</li> </ul>
Strategy 3.1.1 – Update and Implement the LRCP.	Complete. The 2025 Long Range Campus Plan was updated in September 2025.	The LRCP is complete and <a href="#">posted</a> on the UC Law SF repository.	The LRCP is the College's blueprint for aligning facilities, housing, and academic spaces with long-term strategic goals. Its completion provides a clear framework for decision-making, ensures accountability in campus development, and	<ul style="list-style-type: none"> <li>Financing for Phase 2 of 100 McAllister Tower Project</li> <li>Academic Village partnerships or other funding opportunities for Unite Here/Local 2 Project</li> </ul>

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
			demonstrates progress toward internal and external stakeholders.	<ul style="list-style-type: none"> <li>Identifying scope and timelines for the limited remaining deferred maintenance projects</li> </ul>
Goal 3.2 – Create an Academic Village that supports and enhances legal, professional, and graduate study through collaborations among educational institutions and with community partners.	Incomplete.	Number of new partners: <ol style="list-style-type: none"> <li>Academic: None</li> <li>Residential: 13</li> </ol>	<p>The College has pursued many academic collaborations but without closure.</p> <p>The College has had positive results identifying and cultivating residential relationships with partner institutions, although growth is needed to increase the number of residents from each institution. The College has also made progress developing relationships with peer programs that utilize non-residential academic space (e.g., UC Davis, San Francisco State University).</p>	<p>Nurture Academic Village partners for academic collaborations on the UC Law SF campus.</p> <p>An LOI with San Francisco State University was executed in September 2025 to relocate two academic programs from downtown to the Academic Village.</p> <p>Continue to grow the number of residential Academic Village partners and increase the number of residents from each participating institution on the campus.</p> <p>An LOI is under development to extend campus housing options to four CCC districts in the Bay Area.</p>
Strategy 3.2.1 – Solicit Academic Village partners that further the law school's mission consistent with the Village's statement of purpose.	Incomplete.	<ol style="list-style-type: none"> <li>New academic partnerships and space tenancy relationships.</li> <li>New residential partnerships               <ol style="list-style-type: none"> <li>UCSF</li> <li>UOP</li> </ol> </li> </ol>	If we focus on the goal of cross-disciplinary informal collaboration created by living in the same community, the College has had great success.	See focus from Goal 3.2 focus above.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
		<ul style="list-style-type: none"> <li>c. USF</li> <li>d. UC Davis</li> <li>e. Golden Gate University</li> <li>f. SF Ballet School</li> <li>g. SF Conservatory of Music</li> </ul> <p>Current engagements that may grow in the future:</p> <ul style="list-style-type: none"> <li>a. Florida State University</li> <li>b. University of Massachusetts</li> <li>c. Arizona State University</li> <li>d. Cal Poly</li> <li>e. University of Michigan</li> <li>f. University of Washington</li> </ul>	<p>If we look at the opportunity for formal interdisciplinary collaboration, the College has yet to acquire an Academic Village academic participant that fulfills this goal.</p> <p>Extent to which SFSU LOI is “consistent with the Village’s statement of purpose” not applicable.</p>	
Strategy 3.2.2 - Create a vibrant events operation on campus including programming created by rent-paying or revenue-sharing third parties that align with the Academic Village statement of purpose.	Complete. Special Events and Guest Services department created.	Department generated \$451,000 and \$541,000 in revenues in 2023-24 and 2024-25, respectively.	Adding asset utilization and campus vibrancy.	<p>Continue to expand the number of clients and the rates based upon positive reputation.</p> <p>Utilize, as available, existing residential capacity for short-term use to support events programming (e.g., conferences, HBCU summer programs). This has been done on an ad hoc basis successfully, working to formalize the offerings.</p>

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
<p>Strategy 3.2.3 – Support strategic planning initiatives by positive engagement and partnership with the Tenderloin (“TL”) community and those organizations dedicated to its improvement.</p>	<p>Complete, but ongoing.</p>	<p>Examples:</p> <ul style="list-style-type: none"> <li>• 24 trees planted in the Tenderloin neighborhood</li> <li>• Parklet constructed</li> <li>• 1 tree planting via microgrant in Boedekker Park</li> <li>• Significant pro bono services provided to the TL community</li> </ul>	<p>The College has a strong relationship with the Tenderloin based upon decades of commitment to the neighborhood particularly on matters of safety, community, and business development. Membership by UC Law SF staff at the following organizations is ongoing:</p> <ul style="list-style-type: none"> <li>• TL Community Benefit District creation and ongoing board participation, including an Academe student resident</li> <li>• Mid Market Business Foundation board member</li> <li>• Civic Center Community Benefits District Board member</li> <li>• Housing Action Coalition board member</li> <li>• Drug Market Activation Coordination Center community stakeholder</li> </ul>	<p>Advocate for, and support, safe living conditions for all in the TL.</p> <p>Advocate for, and support investment in the TL to revitalize the neighborhood.</p> <p>Continue to serve as the TL’s go-to pro bono legal clinic for our most vulnerable community members.</p>

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
			<ul style="list-style-type: none"> <li>Tenderloin Business Coalition member</li> </ul> <p>In addition, the College established a Social Justice Center on campus that is located in the Kane Hall Lobby and houses the Pro Bono Program, now staffed since 2020 plan adoption by a full-time director.</p> <p>Founding member of the Tenderloin Investment Partnership with TLCBD, TL Museum, the Boys &amp; Girls Club - to reframe the narrative on the TL.</p>	
Goal 3.3 – Encourage multidisciplinary teaching and interdisciplinary research and engagement that will lead to the development of synergies to address local, state, national, and global problems and issues.	Complete.	UC Law SF has always had a deep bench of faculty engaged in interdisciplinary work. For example, the College has one of the deepest benches of “Law and Society” scholars in the country, making this an area of particular strength for the College.	This is an example of a plan element that was an existing strength at the time of plan adoption.	Continue to allow our professors to shine and evolve in this area.
Strategy 3.3.1 - Scale up the “centers of excellence” model	Complete.	The number of events on campus each year has more than doubled,	The original aim was for centers to be self-supporting. While some	Continue to refine the approach to allow Centers to flourish

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
<p>adopted most recently by Center for Business Law, Center on Tax Law, LexLab, and Racial Justice Center, all of which link UC Hastings Law faculty and students to practitioners and organizations in the subject area.</p>	<p>The College added the Indigenous Law Center (which dovetailed with restorative justice efforts); the Center for Litigation and Courts; the Center for Race, Immigration, Citizenship &amp; Equality; the Center for International Development Law; and the Social Justice Center. In addition, WorkLife Law split into two centers (successor WorkLife Law and the Equality Action Center), and the Center for Innovation launched a new AI Law &amp; Innovation Institute. Most recently, Chancellor &amp; Dean Faigman launched the Center for Constitutional Democracy.</p>	<p>largely driven by center-related activity. Centers have also expanded capacity through scholarship program fundraising and grant seeking. For example, the Center of Tax Law secured an IRS grant that funds the Low-Income Taxpayer Clinic.</p>	<p>are, there is a limit to the number of centers the College can support via state funding. To address that concern, the College adopted a policy governing the launch of new programmatic centers, limiting funded centers until such time as existing centers are more self-sufficient.</p>	<p>while remaining cognizant of resource allocation.</p>
<p>Strategy 3.3.2 - Nurture and deepen foreign institutional partnerships through Global Programs that support LLM enrollment and intellectual exchange.</p>	<p>Partial.  UC Law has added 5 new partnership agreements since 2022, particularly in parts of the world in which we previously had few or</p>	<p>After the pandemic the number of LL.M and foreign exchange students returned to pre-pandemic numbers and hovered around 30. The number of outbound study abroad</p>	<p>Some new partner schools have sent us exchange and LL.M. students, though not to the degree that we were hoping. This is, in part, due to challenges that have limited enrollment</p>	<p>Current focus has shifted to trying to maintain existing partnerships with reliable partners, and strengthening new programs, like the online LL.M.</p>

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	no partnerships (South America, South Asia, and Africa). We are currently working on several other partnerships, and on reviving existing ones that have suffered since the pandemic.	students grew significantly. However, we have seen a significant decline in the past year, in large part due to visa challenges.	in the past (cost of the program, strength of the US dollar), but also due to new visa restrictions. These factors disproportionately impact our partnerships in the developing world. The “Covid bump” we experienced in outbound study abroad seems to have subsided.	



## 2020 Plan Implementation and Assessment

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
Goal 4.1 - Ensure effective communication among all members of the UC Hastings Law community.	<p>Partial.</p> <p>The College has implemented measures to create community, including regular all-staff meetings and regularly updating organizational charts.</p> <p>The College has not adopted a customer relations management system that tracks students from admission through their post-graduation careers. However, the College has taken other steps described below to share data as needed across departments.</p>	Not applicable.	<p>After adoption of the 2020 Plan, IT investigated CRM options and found the most effective options to be prohibitively costly.</p> <p>Academic division departments maintain and share data by a common variable, i.e., student identification number. This allows for aggregation of data and assessment without the need for a shared CRM.</p> <p>If a cost-effective solution could be identified, the College units that would most benefit from still greater data sharing are Advancement and the various academic program units that engage in unit-specific fundraising.</p>	<p>Regarding the CRM, academic program needs are being met. Fundraising coordination remains a priority.</p> <p>With ongoing implementation of the Academic Village, recognition of the need to extend the goal of inclusiveness to all members of the UC Law SF community, including residents and program participants from other institutions needs to be an element of community-building efforts.</p>
Strategy 4.1.1 - Implement a CRM or similar system to aid in interacting and communicating with prospective students, current students,	<p>Partial.</p> <p>The College is utilizing Salesforce as a CRM to track and communicate with MLS applicants and building out an</p>	Incoming student input on the onboarding process is solicited each year. The ease with which incoming students are able to complete the many	To the extent the CRM and onboarding platform are successful with the MLS program, a similar CRM and onboarding platform will be launched	See above.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
alumni, and employees.	onboarding platform that integrates with Colleague to aid in the seamless transition of incoming students from applicant to student.	tasks required to matriculate, and the collective staff-time required to onboard students in FA26 will measure the success of the CRM and onboarding platform.	for the JD and other graduated programs.	
Strategy 4.1.2 - Establish systems designed to facilitate internal and external communications and mutual understanding.	Complete.  The College implemented the key initiatives proposed in this section of the 2020 Plan, including updating the website, regularly holding staff meetings, creating a regularly updated organizational chart, facilitating greater use of the College's intranet.	There is no measure of impact.	This section of the Plan included proposed initiatives that were both oddly specific (e.g., Initiative 4.1.2.7 – “post FAQs relevant to external audiences (including alumni) on the website”) and difficult to interpret. Looking back, it's not clear why FAQs were proposed, what questions they were supposed to answer, etc. See the cover report's advice regarding how best to structure future strategic planning documents.	The UC Law SF website now has salient content. A challenge remains finding effective ways to route community members and others to that content. Promoting our excellence in technology remains a top priority.
Strategy 4.1.3 - Develop an onboarding process for all new members of the community to provide a warm welcome to the College and to provide consistent communication of the	Complete.  The one listed initiative in this section of the 2020 Plan focused on new student orientations.	Student feedback about orientation programming is solicited each year and has been consistently positive. The survey format and programming change year-over-year so there	This section of the Plan was an example of a “strategy” that reflected existing priorities.	The College continues to adapt JD pre-orientation and orientation programming to account for pressing needs. Innovations in recent years have included integration of pre-orientation asynchronous academic skills content from AccessLex (JDEdge),

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
College's mission and goals.		is no 2020 v. 2025 comparison.		emphasizing viewpoint diversity, and, starting this fall 2025 semester, introducing generative AI and its effects on the legal services market.
Goal 4.2 - Increase inclusion of all members of the UC Hastings Law community.	<p>Complete.</p> <p>The College developed and effectuated a climate survey and then engaged in a year-long process of supplemental strategic planning to address concerns revealed in the climate survey.</p> <p>Ensuring diversity of viewpoints was a central strategy, not only because of the data in the climate survey showing that moderate and conservative students felt chilled on our campus, but also because of campus events indicating the need to protect academic freedom and free speech.</p> <p>In the years since the 2020 Plan was adopted, the faculty has adopted an updated Academic</p>	The best practice would be to conduct another climate survey to compare outcomes.	The College has been significantly less impacted than university-embedded law schools by recent polarization of campus communities around hot-button issues. That is partly because we are a small and thus relatively intimate community, do not have a population of 18-21 year-olds on campus, and because our students are primarily focused on professional development.	The College remains committed to creating a campus climate that is welcoming to all and that gives every student and community member an equal opportunity to thrive.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	Freedom Policy and the Board and Chancellor & Dean have adopted a Policy on Free Speech.			
Strategy 4.2.1 - Enhance recruitment efforts to attract students who have overcome significant disadvantages.	<p>Complete.</p> <p>The College has implemented the listed strategies, including continuing to promote LEOP and supporting pipeline programs.</p> <p>The Admissions Office participates in over 100 in-person and virtual recruitment events each year, including events and private visits hosted at HBCUs (ex. Morehouse and Spelman) and HSIs (ex. UC Merced and CSU Long Beach), events hosted by national organizations (ex. National HBCU Pre-Law Summit and Latino Justice Annual Law Day), and events hosted by UC Law SF and our student orgs (ex. Justice for All and the UC Law SF Black Pre-Law Summit). In addition, LEOP is promoted at</p>	<p>LEOP enrollment has been robust, and the metrics of LEOP students have increased over time in line. The AY19-20 incoming LEOP metrics as compared to the AY25-26 incoming LEOP metrics are as follows:</p> <p>AY19-20: LSAT – 158/155/152; UGPA – 3.45/3.29/3.08</p> <p>AY24-25: LSAT – 162/160/157; UGPA – 3.83/3.66/3.41</p> <p>The College continues to attract a diverse population of students, including a majority-female and majority-minority population. We also consistently attract a high percentage of first-generation students, consistent with our mission as a public law school.</p>	The College does not target to achieve specific enrollment levels by any protected category.	The College continues to invest resources in programs designed to support students of all backgrounds. They include LEOP, the First Generation Program, and an equity-based approach to law instruction that front loads academic skills instruction.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	<p>every general info session, with 2-4 LEOP-specific info sessions held each recruitment season.</p> <p>Additionally, since the launch of the 2020 Plan, the College has entered into a 3+3 arrangement with Spelman College and Cal Poly San Luis Obispo.</p>			
Strategy 4.2.2 - Facilitate greater inclusion in community events.	<p>Complete.</p> <p>The College has adopted the listed initiatives, including creating event advertising templates and using technology to advertise events.</p>	<p>Since the pandemic, student participation levels in some events has been variable. Alumni do not regularly attend campus community events in large numbers.</p>	<p>Academic Program Services reports a three-fold increase in the number of on-campus events hosted by faculty in the past few years.</p>	<p>The current focus is on ensuring that event support needs match event support resources. See above as related to the Academic Village.</p>
Strategy 4.2.3 - Include a broad representation of community members, including staff members of all levels, on committees, including committees formed to implement Operational Strategic Plan initiatives.	<p>Complete as to community cohesion.</p> <p>Efforts to engage in supplemental strategic planning around community cohesion have involved broad engagement by faculty, staff, and students.</p>	<p>There is no direct measure of impact.</p>	<p>See Section III of the 2020 Plan implementation report, re the value of efficiency and the College's limited resources for planning, plan implementation, and reporting.</p>	<p>This is not a current area of concern or focus.</p>
Strategy 4.2.4 - Build physical and human	<p>Complete.</p>	<p>There is no direct measure of impact.</p>	<p>The College's infrastructure is sufficient</p>	<p>This is not a current area of concern or focus.</p>

Exhibit D: Community Cohesion

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
infrastructure to support and enhance diversity, equity, and inclusion at the College.	<p>The College has complied with relevant federal and state law regarding hiring, created community spaces that are welcoming to all students (including a dedicated space in Cotchett Law Center focused on students), and developed an innovative partnership with local artists to ensure that art enriched the learning experience on campus.</p> <p>In addition, the College appointed a Chief Diversity Officer (who since left), an Assistant Dean for DEI, and a Director of the First Generation Program, and the College created an Office of the Ombuds.</p>		to meet our community's needs.	
Strategy 4.2.5 - Foster communication, community, and awareness relating to diversity and inclusion issues.	Complete, though in recent years, a key focus has been on promoting academic freedom, free speech, and free inquiry. But see "Discussion" section to the right.	There is no direct measure of impact.		Promoting viewpoint diversity remains a top priority for the College.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	In the early years of 2020 Plan implementation, the College focused on trainings and skills development to promote inclusive classrooms. The emphasis has shifted over time to equipping community members with the tools to navigate conflict associated with differing viewpoints.			
Strategy 4.2.6 – Recruit diverse faculty.	<p>Partial.</p> <p>The College did not adopt some practices that, as of 2020, were seen by some as “best practices” for recruiting diverse faculty, such as the use of “diversity statements.”</p> <p>The College has, however, adopted the measures intended to attract and support faculty with diverse viewpoints, including updating its academic freedom policy and</p>	There is no direct measure of impact.	The College does not seek to achieve targets regarding faculty hiring based on protected statuses.	Faculty remain focused on ensuring that academic freedom is protected.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	adopting a policy on free speech. The College has also offered colloquia and trainings to help faculty navigate difficult classroom conversations.			
Goal 4.3 – Enhance engagement of all members of the UC Hastings Law community.	Complete.	There is no measurement of impact.	This section of the 2020 Plan was underdeveloped, conceptually. The broad topic of Goal 4.3 was followed by a single strategy (“boost law school spirit and pride”) and a hodge podge of mixing swag sales, communications, and alumni engagement.	We have new leadership in Communications and Advancement.
Strategy 4.3.1 – Boost law school spirit and pride.	Complete.  The College implemented specific listed initiatives, including launching 18 regional Alumni Chapters and seven Alumni Affinity Groups, adding a “pop-up” store for school swag, encouraging community members to use social media to promote	Communications reports regarding engagement with law school social media accounts, but there is no central tracking of more diffuse efforts by community members to boost spirit and pride.	See above.	See above.



Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	school events and achievements, etc.			
Goal 4.4 – Support faculty and staff wellness.	Partial.  Since the 2020 Plan was adopted, faculty and staff have not generally centered wellness programming as an area of interest.	There is no direct measure of impact.	This is an example of a strategic planning element (“wellness”) that was not given sufficient content to guide later action.	
Strategy 4.4.1 – Work to support faculty and staff members’ mental health and physical wellness.	Partial.  The College’s Human Resources department has provided information to faculty and staff about events, including events meant to promote community cohesion. The Chancellor & Dean’s Office supports team-building events by staff departments. Having an Ombuds and the Wellness Coordinator as resources for staff have been well received, as have the department-by-department work-from-home arrangements.	There is no direct measure of impact.	See above.	

## 2020 Plan Implementation and Assessment

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
Goal 5.1 - Maintain and reach five-year budget targets.	Incomplete	On average for the past five years, UC Law has had a small, but positive budget surpluses.	While UC Law SF has managed fiscal austerity well, underinvestment in human capital and the need to build out capacity and infrastructure will be a drag on institutional resources in the future.	Addressing the need to invest in human capital and infrastructure and to build capacity.
Strategy 5.1.1 – Maintain core financial variables and assumptions as set forth in five-year budget targets.	Partial. Budget and cost restructuring plan not fully executed.	Cost reduction measures not fully implemented with recession of layoffs for represented staff.	Budget for 2025-26 has a \$1.8 million deficit driven by a 3% COLA for staff and one-time costs.	Identification of areas where strategic investment is feasible with minimal outlay, for example, Phase 1 pay increases for adjunct faculty.
Strategy 5.1.2 – Implement the Operational Strategic Plan in light of budget targets.	Substantially complete.	Next phase of Academic Village implementation (McAllister Tower) is underway with state funding.	While physical plant improvements are well underway, ongoing funding has not been identified for strategic investment.	Collective bargaining is underway with AFSCME and the UAW. Cost growth in excess of budgeted funding is possible.
Strategy 5.1.3 – Support strategic planning initiatives with a renewed emphasis on positive engagement and partnership with the State of California’s executive branch and legislature and the City and County of San Francisco.	Complete and ongoing.	General Fund support for core operations in the Budget Act of 2025 is \$24.1 million, an increase of 7.1% (excluding \$10.1 million for McAllister Tower). Relations with the City and County of San Francisco are positive.		Budget proposal made to the Department of Finance for 2026-27 will include a 3% workload budget increase (\$2.5 million).  The Assessors Office and Mayor’s Office of Workforce and Economic Development are assisting UC Law with a property tax abatement to

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
				facilitate HTC financing for McAllister Tower.
Goal 5.2 - Increase organizational capacity across the College.	Partial.	There is no measure of impact.		This remains a priority.
Strategy 5.2.1 - Implement forward-looking annual goal setting and evaluation processes for departments to capitalize on untapped opportunities in furtherance of the law school's mission and strategic planning initiatives.	Partial.	Existing performance evaluation and goal setting processes have been maintained.	This work occurs at the manager and division head level.	
Strategy 5.2.2 – Implement forward-looking annual goal setting and evaluation process for individuals to support growth and professional success.	Complete.  The College adopted a new performance review system that bakes in self-reviews, permits 360-degree reviews, and automates the sharing of review documents. In addition, HR trained managers on how to provide effective evaluations of employees.	There is no measure of impact on this, but review processes are much easier to track now and are more standardized.	This was a useful suggestion that was implemented via adoption of new tech and training practices.	
Strategy 5.2.3 – Develop a CRM or similar program to track student success and	Incomplete.	The College investigated but has not yet adopted a CRM that covers pre-	See other reporting on this topic.	

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
alumni engagement, bearing in mind change management costs and privacy laws; scale up from initial and targeted use of software.		admission and post-graduation contacts.		
Strategy 5.2.4 – Develop a systematic method to evaluate interdepartmental processes and identify opportunities for greater efficiency and process improvement.	Partial. An assessment of staffing levels was undertaken comparing UC Law to other UC and independent standalone law schools.	Represented staffing levels were downwardly adjusted with layoffs.		
Strategy 5.2.5 – Engage in meaningful evaluation of management competence and invest in tools to improve skills.	Partial.  The College has made professional development courses available to managers and employees. The College provides budget to department managers for professional development support.	There is no direct measure of impact.	Turnover in the HR function has recently been remedied with the hiring of a new Executive Director of Human Resources.	
Strategy 5.2.6 – Increase capacity of existing tech solutions.	Incomplete.	Two information technology assessments completed (T5 review) or underway (Moss Adams cyber audit follow-up).	Information technology function at UC Law, and the school itself, would benefit from a comprehensive planning process.	Recruitment is underway for a Chief Technology Officer to support the Associate Dean for Library and Technology and the Chief Information Officer. A new FTE has been established for a Chief Information Security Officer. A consultant has been

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
				engaged to offer supplemental project management and direct support on key projects.
Goal 5.3 – Align expenses with strategic priorities.	Partial.	See below.	See below.	See below.
Strategy 5.3.1 – Regularly review, prioritize and report on Strategic Plan implementation measures.	Complete.	There is no direct measure of impact.	Strategic planning and reporting is a continuous process.	We are submitting a summary report for the 2020 Plan. The College continues to engage in supplemental strategic planning.
Strategy 5.3.2 - Ensure that academic program costs align with strategic priorities.	Complete.	Every year, initial departmental level budget allocations are reviewed in June under the context of the Strategic Plan. At mid-year budget hearings, further review is conducted.		Mid-year budget hearings to occur in January 2026.
Strategy 5.3.3 – Achieve reductions in operating expenses (excluding employee salaries and benefits) to create a pool of funds for strategic initiatives.	Partial.	Budget and Cost Restructuring Plan was partially implemented.	Cost reduction measures not fully implemented with recission of layoffs and FTE reductions for represented staff.	Collective bargaining with AFSCME and UAW.
Strategy 5.3.4 - Undertake a comprehensive review of the staffing structure across departments to	Partial. An assessment of staffing levels was undertaken comparing UC Law to other UC and	Represented staffing levels were downwardly adjusted with layoffs.	Cost reduction measures not fully implemented with recission of layoffs and FTE reductions for represented staff.	

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
assess whether staffing levels are appropriate, with regular reporting.	independent standalone law schools.			
Strategy 5.3.5 – Initiate a conversation with faculty regarding the faculty staffing model, to identify the ideal mix of faculty in light of strategic aims.	Complete.  The College adopted a faculty hiring plan. Some of the hiring was paused due to budget circumstances.	The College reached its hiring targets for Ladder Faculty but paused new full-time contract faculty hiring.		Skills faculty hiring (writing, academic success) remains a priority when funding permits.
Goal 5.4- Develop an active alumni base and sustained growth in fundraising for endowment and current use funds to guarantee the ability to attract and retain top students and achieve other elements of the Operational Strategic Plan.	Partial.  See below.	Developing an active alumni base and sustained giving will be measured by event attendance, online engagement metrics, volunteer hours, and giving. <sup>1</sup>	This goal will be a continued focus for the Advancement team throughout the campaign and beyond as the College will continually be working to deepen engagement and increase fundraising.	Into the Future: The Campaign for UC Law SF was just announced publicly on 9/27 and will be the top focus through the target completion date of June 2027. Hiring a dedicated and strong team member focused on alumni engagement and fundraising remains a focus as well.
Strategy 5.4.1 – Build connections to and actively engage the alumni base, and increase the number of individual donors and the average amounts of their donations.	Partial.  The College has successfully built connections and engaged with the alumni base, including the continued evolution of Spring Week and chapter events, as well	Assessment will continue to rely on tracking event attendance and engagement following that participation, number of donors, and donation amounts.	Alumni have been reporting strong feedback around engagement opportunities from Spring Week to Chapter launches.	As the College's alumni engagement team evolves, continuing to iterate on ways to engage the alumni base. Additionally, with the Comprehensive Campaign, the College is focused on increasing the number of donors and securing significant support.

<sup>1</sup> Given that we have a new Chief Advancement Officer, some of the sections in this part of the report are framed as more forward looking.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	as the addition of new chapters such as Sacramento and Japan. The number of individual donors has not changed significantly in this time.			
Strategy 5.4.2 – Build a strong foundation for sustained growth in endowment and current use fundraising by securing significant gifts, and increase the amount and frequency of regular giving by alumni.	Partial.  The College has experienced great fundraising success. In fact, enough to launch the Comprehensive Campaign publicly having secured over \$65M in support. This is reflective of successes in securing significant gifts and the amount of frequency of regular giving continues.	Reviewing total donations annually as well as by giving category.		Partnering with the consulting firm BWF to evolve annual giving appeals as well as a focus on stewardship of donors, which will increase donor satisfaction and lead to more frequent donors (which the College is already seeing in response to these efforts).
Strategy 5.4.3 – Connect alumni and students using multiple channels for contact.	Partial.  The College successfully launched the online alumni network, which has been a strong way for students and alumni to engage. Student leadership continues to have the opportunity to present to Trustees and Governors and create	There is no measured impact.		Continued focus on getting more alumni to join the online network, attend events where students are featured, and support on campus events and initiatives.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	<p>connections with both groups. Students are invited to present at/participate in key events such as Legacy Society luncheon and the Campaign launch event.</p> <p>The College has engaged alumni via its academic program as adjunct professors, center event speakers and advisory board members, team competition coaches, career mentors, and the like. The College also regularly hosts CLE events. The College did not develop an alumni advisory panel on diversity and inclusion.</p>			
Goal 5.5 – Invest in infrastructure or institutional capacity to support new revenue streams, while assessing costs and benefits.	<p>Complete, but ongoing.</p> <p>The College implemented the specific strategies listed in the 2020 plan.</p>	<p>The investment in the College’s grants management function has corresponded with a significant increase in third-party research funding. Non-JD degree programs and professional development certificate programs enhance the College’s public service and educational mission</p>	<p>The College remains committed to finding new ways to both advance its mission as a public law school and diversify revenue streams. The College is continuing to assess costs and benefits of all current initiatives and is exploring new initiatives.</p>	<p>The Chancellor &amp; Dean’s Supplemental Strategic Planning Working Group is focused on this topic.</p>



Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
		but have not yet demonstrated the capacity to significantly enhance the College's financial position.		
Strategy 5.5.1 – Assess and satisfy the demand for individual classes by persons who want only single courses or certificates, rather than full degree programs.	Complete.  In 2019, the College launched a Certificate of Legal Studies (CLS) program with students enrolling beginning FA20. The CLS is in effect a half-MLS. Demand for the CLS has been limited because most applicants elect to complete our full MLS for only 12 additional credits. However, the CLS remains a viable option for those students who do not want a full MLS degree. Additionally, CLS students who do wish to continue to the MLS are able to easily transfer into the MLS. The College has matriculate 1-3 CLS students per year since FA20.	Professional development programs for lawyers, e.g., via LexLab or CNDR, appear to be popular.  Certificate programs for nonlawyers are not as popular among prospective students as are full master's degree programs.	This is an interesting idea as a public service. It is not significantly revenue generating for the College.	
Strategy 5.5.2 –	Complete and ongoing.	UC Law's grants program has	Budget for 2025-26 includes new software to support this key program.	Continued growth and diversification away from federal funding sources.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
Continue enhancement of grants management function.		experienced solid growth over time.		
Strategy 5.5.3 - Enhance non-JD admissions efforts.	Complete and ongoing.	<p>Beginning AY18-19 for FA19 matriculation, the College began working with external digital marketing vendors for the non-JD programs.</p> <p>For the MLS program, applications increased from an average of 11 applicants per year between the 2011-12 admissions cycle through the 2017-18 admissions cycle, to an average for 55.4 applications per year between the 2018-19 admissions cycle through the 2024-25 admissions cycle. During this most recent 2024-25 admissions cycle, we received 113 applications.</p> <p>In terms of enrollment, before engaging with a digital marketing vendor, we averaged 5.7 new MLS students per year. After engaging with a digital marketing</p>	While the LLM program remains an area of focus for the College, given increased challenges to international students coming to the US for an in-person program, including visa issuance challenges and the increasing value of the US Dollar, in addition to increased competition among US law schools hoping to increase LLM enrollment to utilized increase revenue to subsidize JD programs, increasing the size of our in-residence LLM program is likely not possible for the foreseeable future.	Given the visa and cost challenges for international students to attend in-person LLM programs, the College is currently exploring a partnership with an external vendor to offer a fully online, asynchronous LLM program.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
		<p>vendor, we averaged 19.3 new students, with 45 new MLS students beginning in FA25.</p> <p>Since the AY 23-24 admissions cycle, the College has also been focused on creating institutional partnerships to build pipelines of employees to the MLS. For FA24, 5 MLS students entered through a partnership. For FA25, 14 students entered through a partnership.</p> <p>Currently, only the HPL master's program produces revenue that exceeds program costs. The MLS is on its way to being able to do so but is currently running at a loss. The LL.M. degree program is running at a loss.</p>		
Strategy 5.5.4 - Ensure that admitted non-JD students feel appreciated that the College values them and is attentive to their needs.	<p>Partial.</p> <p>The College has taken steps to ensure that we recognize master's students in orientation,</p>	There is no direct measure of impact.		This remains an ongoing area of focus.

Goal/Strategy	Implementation (Complete, Partial, Incomplete)	Impact (Assessment and Measurement)	Discussion	Current Focus
	graduation, and other all-student events.			