

The School of Law's Implementation Plan

Strategic Goal 1	Key Efforts	Key Success Indicators	Metric/Basis for Assessment	Accountability Unit Lead	Primary Framework Area
INCREASE THE ENROLLMENT, RETENTION, AND GRADUATION RATES OF STUDENTS FROM UNDERREPRESENTED OR UNDERSERVED COMMUNITIES.	Reinvest \$2 million in additional financial assistance for diverse incoming students	Enrolled and retained more than 57% of students who identify as students of color and more than 22% who identify as first-generation students	<ul style="list-style-type: none"> - Annual financial assistance and discount rate - Percentages of students of color and first-generation students enrolled and retained 	Law Admissions, Financial Aid & Enrollment	Access and Success Infrastructure and Accountability Climate and Intergroup Relations
	Reduce contingent scholarships for students from underrepresented or underserved communities	Eliminated contingent scholarships for aligned student cohorts	<ul style="list-style-type: none"> - Continued student financial support and increase in student retention % - Increased % of students of color and first-generation students enrolled and retained 	Law Admissions, Financial Aid & Enrollment	Access and Success

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	Develop a fund-raising micro-campaign for financial support for diverse incoming and continuing students	-Reached annual giving of \$5.3 million and grew an endowment reaching \$45 million for financial assistance for diverse incoming and continuing students	- Recorded current use gifts and endowment amounts - % of students of color and first-generation students enrolled and retained	Law External Relations	Access and Success
	Diversify and strengthen programs offered by SCU Law to attract and retain underrepresented and underserved students	-Launched hybrid, part-time Flex JD program to increase access and affordability -Increased applications and enrollment of diverse students in Tech Edge JD Program -Hired Director of Public Interest JD Program and attracted diverse students to apply and enroll in Public Interest JD Program	- Flex JD launched in Fall 2022 and enrolled first class of diverse students in Fall 2023 - Enrolled diverse Tech Edge cohorts of at least 40 students - Enrolled diverse Public Interest JD Student Fellows	Admissions, Financial Aid & Enrollment, and Academic Affairs	Access and Success Climate and Intergroup Relations
	Advance the strategies established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein.	- Achieved the objectives established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein	-Please see above metrics above	Admissions, Financial Aid & Enrollment, and Academic Affairs	Access and Success Climate and Intergroup Relations

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	Implement the strategies set forth in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein.	-Accomplished the key performance indicators established in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein.	-Please see metrics above	Admissions, Financial Aid & Enrollment, and Academic Affairs	Access and Success Climate and Intergroup Relations
Strategic Goal 2	Key Efforts	Key Success Indicators	Metric/Basis for Assessment	Accountability Unit Lead	Primary Framework Area
RECRUIT, RETAIN, AND PROMOTE OUTSTANDING FACULTY AND STAFF-EDUCATORS WHOSE TEACHING, RESEARCH, AND LIFE EXPERIENCE ENRICH THE DIVERSITY OF THE SANTA CLARA LAW COMMUNITY.	Hire and retain more diverse faculty and staff-educators	<ul style="list-style-type: none"> - Increased diversity of faculty and staff-educators by 10% in the next 3 years - Increased faculty and staff participation in University training forums for inclusive hiring practices - Made equity adjustments to compensation for Renewable Term Faculty and staff-educators 	<ul style="list-style-type: none"> - Increased by 10% the number of diverse tenure stream and RTF faculty, and staff-educators hired from AY 2022-23 to 2024-25 - Implemented competitive base salary for new Renewable Term Faculty and equity adjustments for continuing Renewable Term faculty 	Law Academic Administration, Law and University HR, & Law Faculty Hiring Committees	Access and Success Infrastructure and Accountability

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	Implement best inclusion practices in hiring	<ul style="list-style-type: none"> - Partnered with the university to increase salary and benefit packages for staff-educators and faculty to become competitive with peer and aspirational law schools, particularly in housing and cost of living - Developed competitive salary and benefits packages by working with the University 	<ul style="list-style-type: none"> - Compensation rates match peer and aspirational competitors in the law school market 	Law and University HR, & Law Faculty Hiring Committee	Infrastructure and Accountability
	Advance the strategies established in the Committee on Diversity and Inclusion Law School Diversity Plan	<ul style="list-style-type: none"> - Conducted training sessions on inclusive hiring for hiring committees and decision-makers led by Dr. Reeves - Achieved the objectives established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein 	<ul style="list-style-type: none"> - Doubled number of trainings and participation rates of faculty and staff. 	Law and University HR, & Law Faculty Hiring Committee	Infrastructure and Accountability

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	Implement the strategies set forth in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan	-Accomplish the key performance indicators established in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein	-Please see metrics of Goal #2	Law and University HR, & Law Faculty Hiring Committee	Infrastructure and Accountability
Strategic Goal 3	Key Efforts	Key Success Indicators	Metric/Basis for Assessment	Accountability Unit Lead	Primary Framework Area
IMPLEMENT COMPREHENSIVE AND INTENTIONAL ANTI-RACISM AND ANTI-OPPRESSION INITIATIVES IN CURRICULUM, PEDAGOGY, COUNSELING, CAREER DEVELOPMENT, AND BAR PASSAGE.	-Create senior administrative position overseeing inclusive programming	-Hired senior administrator devoted to inclusive programming and to serve as Ombud in the law school	- Hiring of senior administrator for inclusive programming and to serve as a law school ombud	Office of Law Student Services, Career Development, Law Faculty	Education and Scholarship
	-Implement dialogue and trainings around inclusive pedagogy and microaggressions	-Partnered with Dr. Arin Reeves and Nextions to implement dialogue and trainings around inclusive pedagogy and microaggressions	-Conducted new, more effective community trainings 1-2/academic year	Office of Law Student Services, Career Development, Law Faculty	Education and Scholarship

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	Continuing development of inclusive competencies into law school curriculum.	<ul style="list-style-type: none"> - Add courses and credits to the required curriculum devoted to implicit bias prevention and cultural competency - Partner with University faculty and staff who are experts on the topics of bias, cross-cultural competency, and anti-racism 	<ul style="list-style-type: none"> - Required classes and credits added - Courses that meet students' needs in areas of bias, cross-cultural competency, and anti-racism - Providing faculty brown bags and address assessment results 	Office of Law Student Services, Academic Affairs, and Office of Academic and Bar Success	Access and Success Climate and Intergroup Relations
	Develop Comprehensive, inclusive programming for first-generation students	Increased community programming and engagement with first-generation students	<ul style="list-style-type: none"> - Frequency of and participation in first-generation and affinity programming - Community building gathering/networking opportunities 	Office of Law Student Services, Office of Academic Bar Success, Office of the Dean	Access and Success Climate and Intergroup Relations

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	Engage additional resources to improve bar exam performance	- Increased the number of required and elective credits devoted to perspectives on law and oppression, subjugation, and intersectionality	<ul style="list-style-type: none"> - Increased courses, credit hours, and resources devoted to Bar exam performance - Developed a partnership with a bar exam provider - relieved the financial burden on students preparing for the Bar Exam 	Office of Law Student Services, Office of Academic Bar Success, Office of the Dean	Access and Success Climate and Intergroup Relations
	Integrate cultural competency and anti-bias workshops into orientation(s) and mandatory first year and upper-class courses and programs	- Assess incorporation of bias prevention, cross-cultural competency, and anti-racism in their courses	Number of workshops, courses, and programs incorporated	Office of Law Student Services, Office of Academic Bar Success, Office of the Dean, Law Faculty	Access and Success Climate and Intergroup Relations

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	Expand Career Cultural Competence and Development	-Increase frequency of networking opportunities for underrepresented community members.	-Frequency of and participation in events designed for minority/underrepresented students	Office of Law Student Services, Academic Affairs, Law External Relations, and Office of Career Management	Access and Success Climate and Intergroup Relations Infrastructure and Accountability
	Promote diversity in national law school leadership	-Administrative participation and leadership in national forums designed to increase diversity in a law school administration	-Increased diversity in national law school leadership. -Frequency and participation of administrative leadership in national forums promoting diverse leadership	Office of the Dean	Infrastructure and Accountability

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	Advance the strategies established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein.	<ul style="list-style-type: none"> - The Law School Equity, Justice and Engagement Committee will assess climate and audit implementation - Employ the LSSSE process and results to assess climate and to mark improvement. - Achieve the objectives established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein 	<ul style="list-style-type: none"> - Improvement in assessment results for climate - Improvement in key LSSSE metrics - Assess law school climate and audit Implementation Plan. - Please see above metrics for goal #3 	Equity, Justice, and Engagement Committee, Academic Affairs, Office of Student Services	Climate and Intergroup Relations
	Implement the strategies set forth in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein.	-Accomplish the key performance indicators established in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein.	-Please see above metrics	Equity, Justice, and Engagement Committee, Academic Affairs, Office of Student Services	Climate and Intergroup Relations

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	Increase faculty and alumni mentors and align them with first-generation and other under-represented law students.	External Relations and Career Development work together to match alumni mentors with students who and meet in short term and long- term programs	-The number of student-mentor relationships and the number of meetings	Offices of External Relations and Career Development	Education and Scholarship Climate and Intergroup Relations
Strategic Goal 4	Key Efforts	Key Success Indicators	Metric/Basis for Assessment	Accountability Unit Lead	Primary Framework Area
IMPLEMENT RESTORATIVE JUSTICE AND TRAUMA INFORMED PRACTICES.	Conduct training sessions for faculty and staff	-Faculty and staff educators are trained in restorative justice practices, including restorative justice community circles, as well as trauma informed practices	-The number of faculty and staff-educators trained	Office of Law Student Services	Education and Scholarship Climate and Intergroup Relations

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	Advance the strategies established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein.	-Achieve the objectives established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein.	- The number and frequency of community circles, participation in community circles, and satisfaction rates.	Office of Law Student Services	Education and Scholarship Climate and Intergroup Relations
	Implement the strategies set forth in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein.	-Accomplish the key performance indicators established in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein.	-Please see above metrics	Office of Law Student Services	Education and Scholarship Climate and Intergroup Relations

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Strategic Goal 5	Key Efforts	Key Success Indicators	Metric/Basis for Assessment	Accountability Unit Lead	Primary Framework Area
GROW OPPORTUNITIES FOR STUDENTS AND GRADUATES TO COUNSEL AND ACCOMPANY CLIENTS FROM DIVERSE COMMUNITIES.	Promote programs and clinics that work directly with local communities.	<ul style="list-style-type: none"> - Capacity, enrollment, and clients served in the NCIP, the Community Law Center Clinic, and the ELC are increased by 10% - International human rights clinic's enrollment increases by 20% and Deputy Director is hired 	Tracking of enrollment and engagement rates	Academic Affairs, Experiential Learning, Admissions and Enrollment, Registrar's Office	Community Engagement Education and scholarship, Access and Success
	Promote programs focused on environmental racism and environmental justice	<ul style="list-style-type: none"> - Strengthened enrollment in environmental racism and environmental justice classes by 20% - Dedicated faculty member is hired 	Tracking of enrollment rates	Academic Affairs, Experiential Learning, Admissions and Enrollment, and Registrar's Office	Education and scholarship, Access and Success
	Provide clinical opportunities in veterans' affairs in the law school	<ul style="list-style-type: none"> - Work with university partners to explore options for development of clinical opportunities in veterans' affairs 	Development of a veterans' affairs clinic and student enrollment numbers	Experiential Learning & Admissions and Enrollment	Education and Scholarship

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	Increase financial assistance for students pursuing public interest careers	<ul style="list-style-type: none"> - Reduce Debt at Graduation to enable alumni to pursue public interest careers - Grow loan repayment assistance programs for graduates pursuing public interest careers - Strategic planning with University partners and perspective donors to strengthen clinical programs 	<ul style="list-style-type: none"> - Average debt at graduation is decreased by 10% - Loan Repayment Assistance Program (LRAP) awards of \$4,000 for each qualified student - Monitoring LRAP distribution 	Academic Affairs, Experiential Learning, Admissions and Enrollment, Registrar's Office, and Office of Career Development	Access and Success Community Engagement
	Advance the strategies established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein.	Achieve the objectives established in the Committee on Diversity and Inclusion Law School Diversity Plan, which are incorporated by reference herein.	-Please see above metrics	Academic Affairs, Experiential Learning, Admissions and Enrollment, Registrar's Office, and Office of Career Development	Access and Success Community Engagement

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	Implement the strategies set forth in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein.	-Accomplish the key performance indicators established in the School of Law's <i>Innovating for the Greater Good</i> Strategic Plan, which are incorporated herein.	- Please see above metrics	Academic Affairs, Experiential Learning, Admissions and Enrollment, Registrar's Office, and Office of Career Development	Access and Success Community Engagement
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