



An Invitation to Apply for the Position of

President

Law School Admission Council

Newtown, Pennsylvania

SEARCH SUMMARY

The Law School Admission Council (LSAC), a nonprofit corporation whose members are more than 200 law schools in the United States and Canada, seeks a dedicated, inspiring, and innovative leader to serve as its next President. LSAC plays a vital role in the support of legal education, partnering closely with the American Bar Association, the Association of American Law Schools, Access Group, the National Association for Law Placement, and other entities that are committed to educational excellence and fair access in preparing law students for the effective and ethical practice of law and public service. The President will be joining at an exciting and critical moment in legal education and will help to define the future path of the organization.

The position of LSAC President offers an outstanding opportunity for a visionary and entrepreneurial leader who has the capacity and enthusiasm to leverage the resources and reputation of the organization and to adapt to a changing and challenging environment. Founded in 1947, LSAC is best known for writing and administering the Law School Admission Test (LSAT). LSAC also processes academic credentials for an average of 60,000 law school applicants annually, provides essential software and information for admission offices and applicants, conducts educational conferences for law school professionals and prelaw advisors, publishes research, funds diversity and other outreach grant programs, and publishes LSAT preparation books and law school guides, among many other services.

The ideal candidate will understand the financial and pedagogical challenges facing law schools, legal education and standardized testing today and will be eager and able to effectively work within that larger framework. S/he will bring the appetite and skills to engage key stakeholders externally while providing strategic and visionary leadership to an organization of more than 300 talented and devoted employees. The successful candidate will demonstrate a collegial style that will engender trust and collaboration across the organization and a strong commitment to

diversity and inclusion within the organization itself and in legal education. LSAC divisions reporting to the President include Diversity Initiatives; Finance & Administration; Information Services; Legal; Psychometric Research; Test Development; and Education, Prelaw Programs, and Member Support Services. The position is full-time and relocation to the Newtown, PA area is expected.

The LSAC Board of Trustees, which will select and engage the President, has appointed and charged a 7-member Presidential Search Committee, chaired by Board Chair, Susan Krinsky, to review application materials and vet the candidates. LSAC has retained the services of Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations for this opportunity should be directed to the search firm, as indicated at the end of this document.

ABOUT LSAC

Headquartered in Newtown, Pennsylvania, about 30 miles north of Philadelphia, the core activity of LSAC is the development and administration of the Law School Admission Test (LSAT). Over 100,000 tests are administered each year (105,883 in 2015-2016), and it is used for admission at all ABA-approved law schools, most Canadian law schools, and many non-ABA-approved law schools. All law schools approved by the American Bar Association are LSAC members. Fifteen Canadian law schools recognized by a provincial or territorial law society or government agency are also included in the voting membership of the Council, as is one law school in Australia. Revenues generated from administration of the LSAT and the Credential Assembly Service (described below) provide the core support for the operation of the organization.

With the guidance and support of volunteers representing its member schools, LSAC currently provides (at no or highly subsidized cost) a growing number of critical services and programs for law schools and their applicants. These services include ones that support the admission process (candidate referral, recruiting events, admissions management software, data collection), as well as significant programs and support of programs devoted to expanding access by improving the pipeline for prospective students of diverse backgrounds. At the core of each service is an ongoing commitment to expanding educational opportunities for underrepresented groups, educationally disadvantaged persons, and people with disabilities. In addition, LSAC has a number of international initiatives, including special versions of the LSAT for use in India and China, and Spanish-language translation of the LSAT for use by Puerto Rican law schools.

GOVERNANCE AND LEADERSHIP

The President reports to the LSAC Board Chair, and through the Chair to the LSAC Board of Trustees. All other employees of LSAC report directly or indirectly to the President. LSAC has a 20-member Board which includes 11 Trustees elected by the deans (or their designees) of the member law schools in the United States and Canada. Eight Trustees are appointed by the Board Chair in consultation with the President (four standing committee chairs, two Board committee

chairs, and two at-large Trustees), and the President serves as the 20th Trustee. The Chair also appoints one non-voting, ex officio Trustee (Secretary) who meets with the Board. In addition, a representative of CLASSI (Canadian Law Admissions, Statistics, Survey and Innovation) attends Board meetings in a non-voting capacity. Over 200 members of the law school community volunteer their time each year to serve numerous sub-committees and workgroups within LSAC.

Susan Krinsky, the Associate Dean for Student Affairs at the University of Maryland Francis King Carey School of Law, currently serves as the Chair of the Board of Trustees. Daniel O. Bernstine, who successfully served as LSAC's President since 2007, passed away in September 2016, and Athornia ("Thorny") Steele, a former Chair of the LSAC Board and a former Dean of Nova Southeastern Law School, was appointed Interim President.

For a complete list of the Board of Trustees and the Organization Chart, please see the Appendix at the end of this document.

CORE SERVICES

The Law School Admission Test (LSAT)

The [LSAT](#) is a half-day, standardized test administered four times each year at designated testing centers throughout the world. The test is an integral part of the law school admission process in the United States, Canada, and a growing number of other countries. The test helps law schools make sound admission decisions by providing a standard measure of acquired reading and verbal reasoning skills that are essential for success in law school.

Credential Assembly Service (CAS)

The [Credential Assembly Service](#) streamlines law school admission by allowing applicants to have all transcripts and recommendations sent only once to LSAC. LSAC summarizes and combines that information with LSAT scores and writing samples into a report that is sent upon request to the law schools to which the applicant applies. The applicant's fee for this service also covers [electronic application](#) processing for all ABA-approved law schools as well as [transcript authentication and evaluation](#) for applicants educated outside the US. Nearly all ABA-approved law schools and many other law schools require the use of the Credential Assembly Service for JD applicants.

The [LLM Credential Assembly Service \(LLM CAS\)](#) simplifies the application process for internationally educated applicants who have a first degree in law and wish to continue their legal studies at the graduate level in the US. By creating an LSAC account, LLM candidates can arrange to have official transcripts and English proficiency scores (if necessary) sent just once to LSAC to be included in a report to all participating schools to which they apply. Transcript authentication and evaluation is done in partnership with the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Candidate Referral Service (CRS)

The **Candidate Referral Service (CRS)** makes it possible for law school candidates to provide information about themselves that will make it easy for law schools to recruit them. Law schools may seek out potential applicants on the basis of specific characteristics such as undergraduate major, ethnicity, law school preferences, and other variables. Candidates who establish an LSAC.org account for any purpose may authorize release of their CRS information to participating law schools, agencies, or individuals working on the law school's behalf, and other eligible programs related to legal education. Many potential applicants are recruited by law schools they might not otherwise have considered.

Law School Forums

Prospective law students nationwide receive an open invitation to meet with representatives of LSAC-member law schools at one- or two-day [forums](#) held in cities throughout the United States each year. Typically, attendees may spend anywhere from a few hours to an entire day at a forum. This is a place where law school representatives and law school candidates can meet face to face or participate in workshops on essential admission topics.

Diversity Initiatives

The Law School Admission Council is committed to the idea that the legal profession should reflect the ever-increasing diversity of our society. Because of this firm belief, LSAC makes resources available to advocate for and promote broad-based diversity in legal education and the legal profession. Through these efforts, LSAC seeks to ensure that legal education and the profession are as inclusive as possible.

Programs and initiatives are created and funded to increase the number of lawyers from [racial and ethnic groups](#), [LGBT](#), and others underrepresented in the legal profession. This is accomplished by working with other populations that contribute to the diversity of the profession; awarding grants for projects approved by the Board of Trustees; overseeing expenditures from the LSAC Diversity Fund; conducting training workshops for diversity officers and others charged with the responsibility for assisting students from diverse backgrounds; conducting workshops for law school academic assistance faculty and staff; sponsoring educational programs at law school forums and other recruitment events; and collaborating with bar associations, education associations, and community organizations with the mission of increasing opportunities for people from diverse backgrounds.

Test Preparation Publications & Law School Guides

LSAC publishes a variety of materials to help prospective law students make decisions about their education. For a complete listing of all of our publications, visit [Official LSAT Prep Tools](#).

For a complete listing of all LSAC programs and services, please see the Appendix at the end of this document.

ROLE OF THE PRESIDENT

The President manages and provides executive leadership for the operations of the organization; provides the executive level oversight required for the provision of staff support for LSAC; coordinates the planning and development of short- and long-term service objectives and priorities in conjunction with the Board of Trustees and committees; and carries out policy objectives and other mandates adopted by the Board of Trustees. In conjunction with the LSAC Chair, s/he serves as the principal spokesperson for LSAC with all outside constituencies, including member institutions, other legal education organizations, the legal profession, and the standardized testing community. LSAC has maintained close and productive working relationships with several organizations including AALS, ABA, NALP, National Conference of Bar Examiners, Access Group, the American Council on Education, and the National Association of College and University Attorneys. The President engages with key stakeholders across the country and internationally, traveling extensively to conferences, meetings, and LSAC sponsored events.

The President supervises the daily conduct of the business and affairs of the corporation and provides leadership to the staff of LSAC. S/he will serve as a responsible steward of the organization's resources and maintain oversight for an approximately \$61 million operating budget. Reporting directly to the President are the Vice President of Information Services and Chief Information Officer, Senior Director of Finance and Administration and Chief Financial Officer, Executive Director of Diversity Initiatives, Executive Director of Education, Prelaw Programs, and Member Support Services Group, Principal Research Scientist and Senior Director of Testing and Research, Senior Director of Test Development, and General Counsel. The President must communicate to LSAC senior staff the policy goals and guidelines of the LSAC Board of Trustees and ensure the proper implementation of those goals and guidelines.

KEY OPPORTUNITIES AND CHALLENGES

In addition to the duties described above, the primary opportunities and challenges for the President will include but are not limited to the following:

Provide visionary leadership for the future of the organization

Given the precipitous drop in demand for legal education over the past five years, law schools continually face significant challenges securing financial stability and boosting enrollment while maintaining a distinctive profile. The LSAT for many years has enjoyed standing as the sole standardized test utilized for admission to law school, however the landscape may evolve to a more competitive environment. The next President will play a critical role in navigating a complex environment, collaborating with the Board, staff, and member institutions to envision the future model and services of the organization and lead change. Fundamentally the President will lead a strategic planning process that defines LSAC and its future direction in the context of these changes and potential disruptions in the market for its services and products.

LSAC has experienced substantial growth in recent years around information services and technology. While the LSAT has been administered the same way for the last 50 years, alternative methods of delivery have been explored. The President will have the opportunity to lead visioning on how core services, including the LSAT and admissions tools provided to law schools and applicants, are offered and push the organization to innovate and maintain its standing within legal education.

Strengthen member relations and relationship with sister organizations and partners

The President will effectively maintain and strengthen relationships with Deans and admission professionals and serve as an effective communicator on LSAC's behalf. S/he will ensure the value of LSAC services, products and programs are fully understood by the legal education community while supporting member schools through the challenges they face.

Diversification of revenue streams

In 2010, the decision was made to provide virtually all programs and services to member law schools at minimal or no cost. LSAC revenue is currently generated almost exclusively by test-takers and law school applicants. Over the last several years, LSAC has forged partnerships internationally and devised versions of the LSAT administered abroad in India and China. A recent partnership with the Khan Academy will bolster test preparation for a broader student population. The President must continue to explore and develop potential opportunities abroad, while evaluating the structure of the current business model.

Champion access and lower barriers for test takers and applicants

The President must champion ongoing efforts to make legal education accessible and possible for members of underrepresented groups. LSAC contributes approximately \$5 million in programs and services to test takers on an annual basis, and the President must work to strengthen this commitment.

QUALIFICATIONS AND EXPERIENCE

While no one candidate will embody every quality, the successful candidate will bring many of the following professional qualifications and personal qualities to the position:

- Degree in law, or an advanced degree in business or management, or equivalent combination of education and experience;
- A deep understanding of the challenges facing legal education and the profession today and experience in crafting solutions to meet these challenges;
- An ability to articulate a clear, creative, and compelling vision for legal education;

- A deep, demonstrable commitment to and proven track record of promoting diversity and inclusion in the broadest sense;
- Experience in an accredited law school and familiarity with legal education issues (including law admissions), as well as substantial, high-level management experience;
- A solid framework for understanding the complexities of standardized test development and research;
- A track record of innovation; an entrepreneurial spirit and creativity to envision the future with demonstrated leadership and administrative skills and experience managing growth and change;
- Demonstrated ability to understand, evaluate, analyze, interpret, and communicate information on diverse topics from diverse sources;
- Exceptional communication and interpersonal skills with an ability to relate well to a broad range of constituencies;
- Diplomatic, self-motivated, resourceful and flexible;
- An ability to recruit, hire, develop, and retain talented staff, demonstrating personal responsiveness and approachability;
- Tireless commitment to sustaining the mission of an organization with an ability to identify, relate to, and motivate law school volunteers and staff in an effective manner.

APPLICATION PROCEDURE

Applications, which should include a resume or *curriculum vitae* and cover letter, should be sent to the following electronic mailbox: <http://www.imsearch.com/6052>. Electronic submission of materials is strongly preferred. Inquiries and nominations may also be sent to the web address cited above or directed to:

Tim McFeeley, or Jon Miller
Isaacson, Miller
1300 19th Street, NW, Suite 700
Washington, D.C. 20036
Apply via the website: www.imsearch.com/6052
Telephone: 202-682-1504

All inquiries and expressions of interest will be held in strict confidence. The search will continue until an appointment is made.

LSAC takes great pride in its dedication to being an equal opportunity/affirmative action employer. We welcome applications from all qualified individuals, including minorities, women, and people who are disabled.

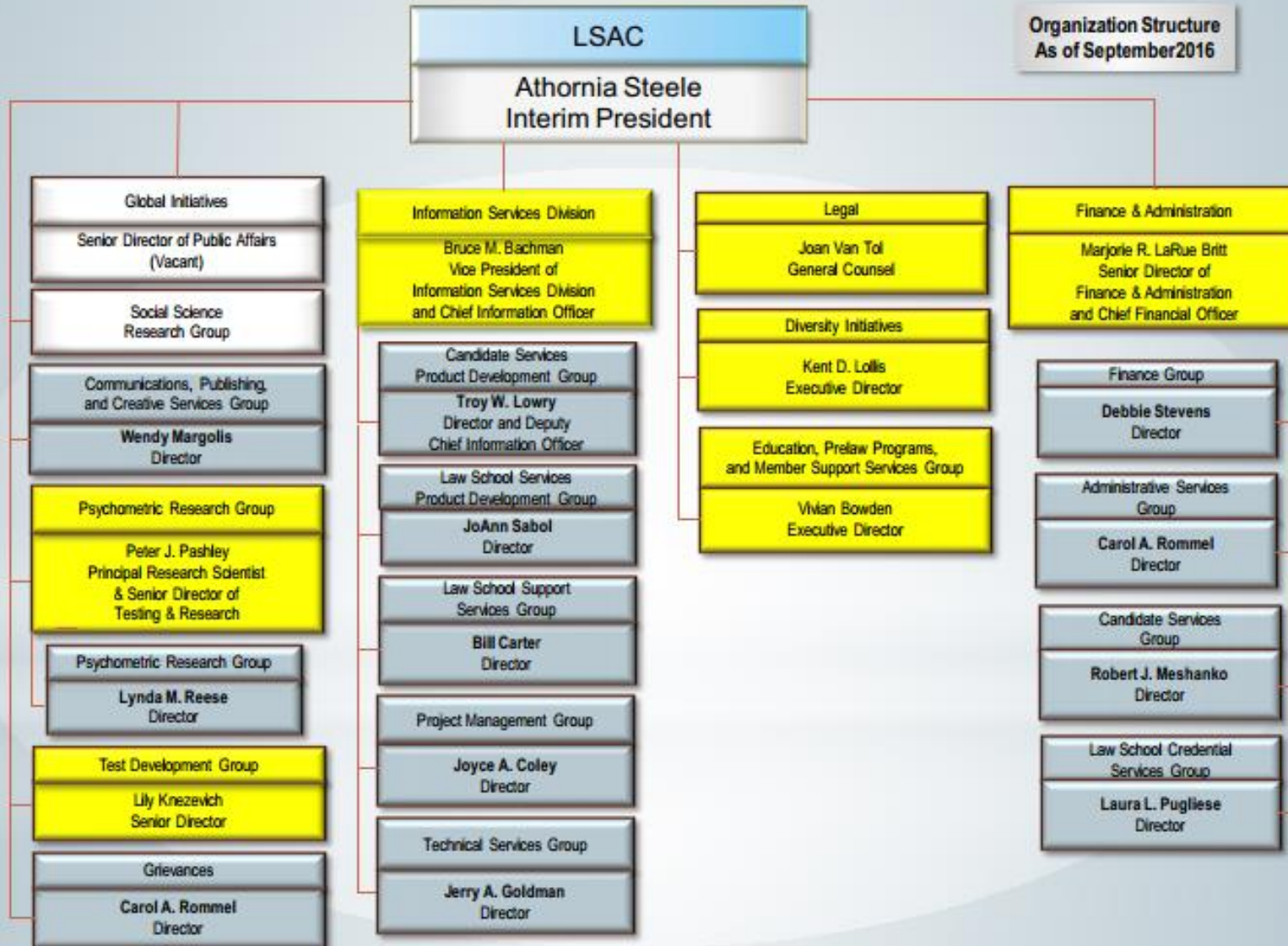


APPENDIX I: BOARD OF TRUSTEES AND ORGANIZATION CHART

Board of Trustees June 2016–June 2017	
<p>Susan L. Krinsky Chair Maryland Term Expires: June 2018</p>	<p>Michelle Pilutti Windsor Term Expires: June 2019</p>
<p>Nancy Benavides Chair, Diversity Committee Florida State Term Expires: June 2017</p>	<p>Renée Post Chair, Audit Committee Pennsylvania Term Expires: June 2017</p>
<p>Alicia K. Cramer South Texas Term Expires: June 2017</p>	<p>Douglas E. Ray St. Thomas Term Expires: June 2018</p>
<p>R. Lawrence Dessem Appointee-at-Large Missouri Term Expires: June 2017</p>	<p>Rebecca L. Scheller Wisconsin Term Expires: June 2018</p>
<p>Rodney O. Fong San Francisco Term Expires: June 2019</p>	<p>Sophia H. Sim George Washington Term Expires: June 2017</p>
<p>Timothy P. Glynn Chair, Test Development and Research Committee Seton Hall Term Expires: June 2017</p>	<p>Tracy L. Simmons Appointee-at-Large McGeorge Term Expires: June 2017</p>
<p>Ian Holloway Council Secretary Calgary Term Expires: June 2017</p>	<p>Michael J. States Chair, Finance and Legal Affairs Committee Ohio State Term Expires: June 2017</p>
<p>Mathiew Le Chair, Services and Programs Committee Washington Term Expires: June 2017</p>	<p>Athornia Steele Interim President Law School Admission Council Term Expires: N/A</p>
<p>John A. Miller Idaho Term Expires: June 2017</p>	<p>Kevin K. Washburn New Mexico Term Expires: June 2019</p>
<p>Christopher M. Pietruszkiewicz Chair, Investment Committee Stetson Term Expires: June 2017</p>	<p>John Valery White Nevada Term Expires: June 2018</p>
	<p>Christina B. Whitman Chair-Elect Michigan Term Expires: June 2020</p>

Law School Admission Council, Inc.

Organization Structure
As of September 2016



APPENDIX II: SERVICES FOR LAW SCHOOLS AND THEIR APPLICANTS

Application Process

ACES² (Admission Communication & Exchange System)—An admission-office management tool for real-time exchange of information and data between law schools and LSAC. ACES² integrates recruitment planning, prospecting, admission-application design and processing, online file review, decision recording, deposits, applicant-pool monitoring, post-admit recruiting, and a variety of Customer Relationship Management tools such as a recruiting event calendar, prospect-information form, applicant-status link, and email templates and analytics. ACES² incorporates robust reporting for unlimited data analysis. Available national reporting includes Commitment Overlap, Applicant/Acceptance Overlap, National/School Profile, National Statistical Data, and more. Candidate Referral Service searches and forum attendee lists are easily accessed and tracked in ACES². ACES² makes it possible to keep up with applicant file review both in the office and on the road.

Candidate Referral Service (CRS)—Available through ACES², CRS enables law schools to search a database of candidates who have agreed to make their data available for recruiting purposes. Member schools may select from a number of variables and download search results. A count of the number of records a search will generate may be requested before actually submitting the search. Searches may be requested immediately or may be scheduled for future dates or future LSAT score postings.

Credential Assembly Service—LSAC collects the academic records of law school applicants and summarizes US and Canadian undergraduate work according to a standard 4.0 system to simplify the admission process. The Credential Assembly Service (CAS) creates a law school report by combining

- an academic summary report;
- LSAT score(s) and writing sample(s);
- copies of all undergraduate, graduate, and law/professional school transcripts; and
- copies of letters of recommendation, if applicable.

The Credential Assembly Service includes electronic application access and processing for all JD programs at all ABA-approved law schools. The service provides one online location for applying to all participating JD programs. Most LLM programs accept applications generated through LSAC's LLM Credential Assembly Service. JD applicants who have studied outside the US or Canada can use the Credential Assembly Service for transcript evaluation and authentication if required by the law schools to which they are applying. Transcripts are received by LSAC and sent to the American Association of Collegiate Registrars and Admissions Officers (AACRAO) for authentication and evaluation. The data from AACRAO's evaluation is assembled into a credential-evaluation document that contains AACRAO's summary, as well as copies of the international transcripts (and translations, as necessary) and a TOEFL or IELTS score, if applicable. This credential-evaluation document and attachments are incorporated into the Credential Assembly Service report and sent to participating law schools to which the applicant applies.

FlexApp flexible electronic law school applications—Included as part of the Credential Assembly Service. In ACES², law schools select from menus of typical application questions to include on the applications, which applicants access from their LSAC.org accounts. Law schools can customize their applications according to their specific needs. Depending on the preferences indicated by each school through ACES², LSAC will collect application fees, signatures, and other required documents electronically for transmission to each participating law school to which JD or LLM applicants apply. LSAC transmits the applications to schools on paper and/or electronically, according to each school's preference. Through ACES², the application data is transferred automatically at time intervals selected by the schools. At any point during the year, schools can establish or change deadlines, fees, and availability dates for specific applications and indicate other application preferences.

Letter of Recommendation Service—As a convenience to applicants, recommenders, and law schools, JD and LLM Credential Assembly Service (CAS) registrants can arrange for their recommenders to send letters on paper or electronically to LSAC for distribution to designated law schools. The vast majority of JD letters (92%) are electronic, while 61% of LLM letters are sent electronically. LSAC will forward up to four letters per applicant. Law schools specify how many letters will be required or accepted. The service is included as part of CAS and is available at no additional charge.

LLM Credential Assembly Service—Designed to simplify the admission process for qualified applicants from the US or other countries who wish to obtain a master of laws (LLM) or other graduate law degree from a participating law school in the United States or Canada. International transcripts are received by LSAC and sent to AACRAO for authentication and evaluation, then forwarded as appropriate to each participating law school to which the applicant applies, along with TOEFL and/or IELTS scores, letters of recommendation, and electronic applications. LLM applicants who obtained their first degree in law in the US or Canada may use the service to have their required documents assembled and sent to the schools to which they apply. The service provides one online location for applying to all participating LLM programs.

LSAC Fee Waivers—Intended to assure that no one is denied access to law school because of absolute inability to pay for the LSAT and other essential applicant services. In the US, LSAC is the primary source for fee waivers, although law schools may also grant them. In Canada, applicants must apply to a Canadian LSAC-member law school for a fee waiver, even if they plan ultimately to apply to a US-member school. LSAC makes fee waiver decisions based on the applicant's federal income tax form and other required documentation. Fee waivers are active for two years and include two LSATs, Credential Assembly Service registration (including four law school reports and the Letter of Recommendation Service), access to electronic applications for all ABA-approved law schools, and an *Official LSAT SuperPrep II* test-preparation book. Australian citizens get a fee waiver from Melbourne Law School.

Matriculant Certification—a collaboration between the ABA Section of Legal Education and admissions to the Bar and LSAC to certify the accuracy of law school entering-class academic credentials. After law schools complete the ABA's annual questionnaire, the ABA provides LSAC with identifying information for each enrolled first-year student. LSAC reviews the lists

for duplicate matriculants and other data inconsistencies, and LSAC's regional support teams work with participating schools to resolve them. Law school participation is voluntary.

Communication

Admit-F—An email Listserv for law school financial aid professionals to share issues and information and to receive news from the LSAC Financial Aid Advisory Group. Requests to join the list should be sent to vbowden@LSAC.org.

Admit-L—An email Listserv for law school admission professionals. It is an easy way for admission professionals to share issues and information with colleagues and to receive news from LSAC. Requests to join the list must come from the chief admission officer at the law school and should be sent to vprasad@LSAC.org or to your LSAC regional support manager.

Admit-LLM—An email Listserv designed to help connect the entire professional community of LLM admission officers and administrators. Requests to join the list should be sent to vprasad@LSAC.org or to your LSAC regional support manager.

Calendar of Services—In the Admission Resources section of LSAC.org, this compendium of the many data reports, documents, and services LSAC provides to member law schools throughout the year can help you know what to expect, and when.

Interpretive Guide to Undergraduate Grading Systems (IGUGS)—available on LSAC.org to assist law school admission file readers by providing additional information about the various undergraduate school grading systems, policies, and degree requirements.

Law School Support Services Newsletter—Published periodically, this newsletter is distributed via email and is available by logging in to the Law Schools area of LSAC.org and going to Law School Support Services on the left menu.

Law School Support Services Website—LSAC's Law School Support Services group consists of the regional teams that work directly with the law schools to support ACES² and other services. ACES² service updates and other support information are available by logging in to the Law Schools area of LSAC.org and going to Law School Support Services on the left menu.

LSAC Board of Trustees Report—Following each regular Board meeting, this bulletin is emailed to the Admit-L Listserv. It provides important news about the actions of the Board of Trustees.

LSAC.org—LSAC's web portal for JD and LLM candidates, law school admission professionals, deans, prelaw advisors, registrars, and the public. Users gain access to specific parts of the website based on the information they need. The site offers a full range of resources for law school candidates, including free LSAT PrepTests and descriptions of Official LSAT preparation books, and is the gateway to electronic law school applications and file management. The site houses LSAC's library of documents, board and committee records, news, data, research, and other information. In the members-only area, law schools can register for LSAC's

annual meeting, forums, and other events; access directories and other information not accessible to the public; and specify preferences for the *Official Guide to ABA-Approved Law Schools*. Prelaw advisors can access reports, directories, and other information, and registrars can provide grading-system data. The site includes announcements, job openings, and contact information.

LSAC Report—This online newsletter is published twice each year. An email announcing its availability is sent to recipients at member law schools, undergraduate schools, and other organizations. The newsletter is available at LSAC.org in the Publications area.

Directories

LSAC Directory—The searchable, online edition of the directory is available all year in the secure law school and prelaw advisor areas of LSAC.org. Search results can easily be exported to Excel. Each law school lists comprehensive contact information for deans and for law school admission, financial aid, and other administrative staff, along with photos, if provided. A directory administrator at each school is responsible for maintaining up-to-date information in the online directory. Each fall, the online directory data is frozen for a short time to allow publication of the directory in booklet form, without the photos. Complimentary copies of the printed booklet are sent to law schools and prelaw advising offices.

Prelaw Advisor Directory—LSAC maintains the only known national registry of prelaw advisors. This registry contains the names of about 2,700 prelaw advisors on undergraduate campuses. The database is updated by the sole or coordinating prelaw advisor at each school. Authorization for a sole or coordinating prelaw advisor to be included on the list must be sent to LSAC in writing on school letterhead or by email from the college official who is appointing the prelaw advisor. Coordinating prelaw advisors can add other prelaw advisors online. The directory is searchable, and search results can easily be exported to Excel.

Diversity Initiatives

DiscoverLaw.org—LSAC developed the DiscoverLaw.org initiative to encourage racially and ethnically diverse students to discover career opportunities in law and choose a path in undergraduate school to help them succeed. DiscoverLaw.org provides students with resources, tips, and tools on how to become a competitive law school applicant. Campuses across the country are encouraged to take advantage of DiscoverLaw.org's many resources and materials.

DiscoverLaw.org Prelaw Undergraduate Scholars (PLUS) Program—PLUS programs are targeted but not restricted to first- and second-year college students from racially and ethnically diverse groups underrepresented in the legal profession. The four-week programs provide an intense focus on the skills required to succeed in law school, the law school admission process, and legal career opportunities.

Diversity Matters Award—Each year the award is given to a law school that has demonstrated the highest level of outreach to racially and ethnically diverse students in high school and early

college.

DiscoverLaw.org Student Ambassador Program—Intended to encourage racially and ethnically diverse high school students to discover career opportunities in law, this program provides resources to help these students along this path and enables LSAC, its member law schools, and law firms to work together to provide expertise and resources directly to the school programs and participants.

DiscoverLaw.org Two-Year College Initiative—Assists community college students, many of whom are from underrepresented racial and ethnic groups, to understand the requirements and benefits of a career in law. The goal is to increase interaction between law school representatives and community college students.

Conditional Admission Programs Listing—A compendium of law schools that offer programs where admission is contingent upon the successful completion of a pre-enrollment program. Available in the Diversity section of LSAC.org.

Forum Subsidies—Available to assist HACU, HBCU, and Native American colleges with the cost of sending students and their prelaw advisors to LSAC forums.

LGBT Outreach and Survey—Every other year, LSAC surveys its member law schools to update information of importance to LGBT applicants. More than 150 law schools in the US and Canada responded to the 2016 survey. The results are published on LSAC.org.

Pipeline Diversity Directory—The ABA Presidential Advisory Council on Diversity and the Law School Admission Council created the *Pipeline Diversity Directory* in response to the critical need to increase diversity in the educational pipeline leading to the legal profession. The *Pipeline Diversity Directory* is an ever-growing, searchable online database of projects, programs, and initiatives that encourage and equip minority students to pursue legal careers. This free service presents key information on programs from across the country in an easily accessible, succinct format. It includes programs sponsored by law schools, law firms, in-house counsel, bar associations, other organizations, and collaborations that promote law careers for racially and ethnically diverse students. There is a link to the directory in the secure law school area of LSAC.org.

Why Diversity Matters—This print brochure is distributed at conferences and workshops. It is also provided to potential DiscoverLaw.org partners, LSAC volunteers, and others who seek information about LSAC's diversity initiatives.

Education

Annual Meeting and Educational Conference—LSAC's primary professional development opportunity for admission professionals, deans, and faculty of member law schools. Each year a theme is selected, and a work group of law school volunteers plans plenary and concurrent sessions focused on the theme. A regular series of sessions informs participants about issues and developments regarding the LSAT, admission strategies and practice, financial aid, and new

LSAC services. This three-day conference is also the site of the annual LSAC business and town hall meeting, which provides opportunities for information exchange about LSAC governance.

Electronic Services Training—LSAC provides in-depth training for admission offices on the use of its electronic services. Training can be individualized for each school, with both on-site and online options.

Newcomers Workshop—LSAC provides training to those new to the admission profession through the New Admission Personnel and Faculty Members Workshop offered each September in Philadelphia. It is a four-day intensive course that provides essential information for new admission professionals, including services and data available from LSAC.

Regional Training Workshops—These one-day workshops provide hands-on training to facilitate a deeper understanding and more efficient use of LSAC products and services. They are offered at LSAC-member law schools in several locations and on several dates, typically in spring and fall. Law school staff at all levels are encouraged to attend.

Summer Workshops—Workshops are held around the country to address topics of current interest to the law school admission community. There is no charge to attend. Registration information is sent to law schools in June.

Grants

DiscoverLaw.org Months: Diversity Outreach for High School and Early College Students—All LSAC-member law schools are eligible for up to \$2,750 of funding for events that address early outreach, awareness, and preparation aimed at racially and ethnically diverse first- and second-year college students. Funding of up to \$1,000 is available for the first event, to be held between January 15 and March 15; another \$1,000 is available for another event at any time during the year; and an additional \$750 is available to host outreach programs for community college students.

DiscoverLaw.org Prelaw Undergraduate Scholars Program (PLUS)—Grants of up to \$100,000 are available for programs targeted to racial and ethnic students in the first two years of college who wish to develop the skills required to succeed in law school. Preference will be given to students who have registered for DiscoverLaw.org. Each program establishes its own admission criteria and selects participants.

Diversity Initiative Fund General Grants—Grants are available for programs that promote broad-based diversity in legal education and the legal profession. Grant applications are reviewed twice a year and application deadlines are June 1 and January 1. The approval process requires review by the LSAC Diversity Committee and the LSAC Board of Trustees, and is completed within six months after an application is submitted.

Forum Subsidies—As part of LSAC's mission to increase the numbers of minorities in the legal profession, we offer subsidies to assist HACU, HBCU, and Native American colleges with the cost of sending minority students and their prelaw advisors to LSAC forums. Subsidies are

available to a select number of colleges and universities based on their geographic location or historic enrollment of students from these underrepresented groups.

LSAC Outreach Grants—LSAC’s Board of Trustees has made funds available to support cooperative outreach and applicant-pool expansion events. These grants are designed to encourage law schools to work together to promote legal education. At least three LSAC-member schools must work together on each event. Law schools may also work in cooperation with undergraduate prelaw advising offices, bar associations, and others in arranging events. The grant application process can be initiated by either a law school representative or a prelaw advisor in cooperation with one or more law school representatives.

The LSAT

Cautionary Policies Concerning LSAT Scores and Related Services—This free brochure is available in the public area of LSAC.org under Publications. It is intended to minimize unwise or indefensible uses of LSAC services and to protect applicants from inappropriate treatment and unfair admission decisions based on improper use of these services.

Free, Sample LSAT—A free sample of a previously administered LSAT, with an answer key and score-conversion table, is available on LSAC.org. Descriptions of the item types used in the LSAT are included, along with sample items and explanations of the correct answers.

Interpretive Guide for LSAT Score Users—Covers score information for law school admission professionals and others who use LSAT scores in the admission process. It is published electronically on LSAC.org after each test administration, with an annual issue after the February test.

Law School Admission Test (LSAT)—The LSAT is a standardized test designed to measure skills that are considered essential for success in law school: the reading and comprehension of complex texts with accuracy and insight; the organization and management of information and the ability to draw reasonable inferences from it; the ability to think critically; and the analysis and evaluation of the reasoning and arguments of others. Based on solid research and updated regularly to reflect the most current educational data, the LSAT is a valid, well-respected tool that provides law schools with an essential standard to assist in their evaluation of applicants. The test is administered at locations throughout the world and is an integral part of the law school admission process in the United States, Canada, and a growing number of other countries. LSAC is committed to ensuring access to the LSAT by providing appropriate accommodations for test takers with documented disabilities.

Spanish LSAT—For test takers in Puerto Rico, LSAC offers the LSAT translated into Spanish. The Spanish LSAT is administered once per year at LSAC’s two test centers in Puerto Rico. Scores on the Spanish LSAT are valid only for admission to the three LSAC–member schools in Puerto Rico, where Spanish is the primary language of instruction. Accordingly, scores are reported only to those three schools. The aim of offering the Spanish LSAT is to increase access to legal education in Puerto Rico.

LSAT Dates Poster—Each fall, we distribute a poster listing upcoming LSAT administrations for use at law schools, undergraduate schools, and testing sites.

LSAT Preparation Materials—LSAC publishes a full line of LSAT preparation materials based on previously administered tests, including *SuperPrep* and *SuperPrep II* (both include answer explanations); the *10 Actual, Official LSAT* series; individual *PrepTests*; and *The Official LSAT Handbook*, a guide to the best approaches for all three LSAT item types. These books are sold at popular bookstores online and elsewhere. *LSAT ItemWise* is LSAC's online test-familiarization tool. Several LSAT *PrepTests* are available as ebooks through major ebook sellers.

Publications

Admission Surveys—Undertaken periodically to assess the status of the law school admission profession, the results of these surveys are available under Admission Resources on LSAC.org. Both JD and LLM editions are available.

Applicant Studies—Undertaken periodically to assess how applicants make their decisions about where to apply to law school and where to enroll, the results of these studies are available under Admission Resources on LSAC.org.

Biennial Report—Published on LSAC.org every other year after the conclusion of the term of the Board chair, the report includes information and updates on the many activities and initiatives undertaken by the Council's chair and volunteers, and the staff of LSAC.

Financial Aid for Law School—A brochure that provides basic information about financing a legal education, it is made available to law schools and prelaw advisors for distribution to candidates, and is also available on LSAC.org.

Forum Guidelines—This document is distributed to deans and admission professionals of all member schools and can be downloaded from LSAC.org.

Guide to LSAC Admission Services and Policies (formerly the Admission Reference Manual)—An in-depth, online guide to LSAC policies, procedures, services, and products that is updated annually for prelaw advisors and law school admission professionals. A brochure detailing the information available in the guide is distributed at the Newcomers Workshop and to law school admission offices and prelaw advisors.

JD Statement of Good Admission and Financial Aid Practices—Intended to focus attention on the principles that should guide the policy and practice of law school admission and financial aid programs. The statement provides recommendations to improve the admission and financial aid processes in law schools and to promote the highest standards of professional conduct for all participants. This statement is presented to all member schools, is made available on LSAC.org, and is disseminated to participants at the LSAC Newcomers Workshop.

Law School Support Services Newsletter—Monthly email newsletter detailing items of importance for ACES² users.

LLM Statement of Good Admission Practices—Designed to focus attention on principles that should guide law school LLM admission and financial aid activities. The statement is intended to improve the LLM admission and financial aid processes in law schools and to promote fairness and the highest standards of professional conduct for all participants.

LSAC Official Guide to ABA-Approved Law Schools (online-only at LSAC.org)—This authoritative guide to US law schools includes annually updated descriptive text for each school, along with the popular UGPA/LSAT search, interactive geographic search, and keyword search. Previous editions of the guide (back to 2006) are archived in the LSAC Resources section of LSAC.org.

LSAC Official Guide to Canadian Law Schools—This online guide, available at LSAC.org, includes descriptions, photographs, and admission details for all 17 LSAC-member law schools in Canada.

LSAC Official Guide to LLM/Graduate Law Programs—A searchable listing of 140+ LLM programs at participating member law schools which is available in the LLM section of LSAC.org.

Out & In—A brochure featuring LGBT law students who provide guidance for LGBT applicants. The brochure refers prospective applicants to LSAC.org for school-by-school responses to questions about the climate for LGBT applicants at law schools. The brochure is made available to law schools and prelaw advisors, and at forums

Reaching Out—This binder contains ideas, tools, information, and resources for reaching out to LGBT applicants. It is available from LSAC's Diversity Initiatives office.

Rules Governing Misconduct and Irregularities in the Admission Process—This PDF document details the process for addressing misconduct and irregularities in the admission process. It is available at LSAC.org in the LSAC Resources area.

Simpler Law School Admission Process (Candidate Brochure)—This brochure is sent to all law schools, undergraduate schools, test centers, and other distribution sites to provide basic information about LSAC services and to direct prospective applicants to the full range of services available on LSAC.org. Copies for distribution are available upon request from LSACaccounts@LSAC.org.

Recruiting

JD Recruitment Calendar—Searchable LSAC.org listing of law school recruitment and information events across the nation that includes both the type of event and its sponsor.

LLM Recruitment Calendar—LSAC.org listing of law school recruitment and information events across the nation that includes both the type of event and its sponsor.

Law School Forums—Law School Forums are held in cities throughout the US each year in the fall and summer to give prospective law students an opportunity to talk personally with representatives from ABA-approved law schools. There is also a forum in Canada, and an LLM Law School Forum in New York. Each forum features valuable live workshops on essential admission-process topics, and prelaw advisors and LSAC candidate services representatives are available to answer questions onsite. Admission to all Law School Forums is free for potential applicants. Participating schools may obtain candidate preregistrant information in order to contact preregistrants in advance of the forums. Attendee information is also made available to participating schools after each forum. Forum schedules and other forum details are available at LSAC.org.

Reports

Admission Surveys—Research studies that are repeated over time to measure the responsibilities, training, and background of chief admission officers.

Applicant Profile Reports—There are four reports available: Summary Report, Applicant Report, Feeder School Report, and Profile Report. They provide lists of or summary data about an individual law school's applicant pool and are available to member law schools through ACES².

Applicant Studies—Surveys of applicants about their activities prior to and in the process of applying to law school, and again when—if they were accepted—they decided where to enroll.

Application and Acceptance Overlap Reports—These reports are available year-round to participating member schools through ACES². Data on common applicants becomes available as soon as the applicants are identified by the schools. Once the admission cycle is complete, the decisions are verified and the acceptance reports are released.

Commitment Overlap Reports—Reports are available to participating member schools through ACES² and are updated daily during mid-April through September. The reports list counts of applicants reported by each participating school who may also have commitments at other participating schools. On May 15, participating law schools begin to receive identifying information for applicants with multiple commitments.

Correlation Studies Reports—These annual reports provide information relating first-year grades for full-time law students to their LSAT scores and undergraduate GPAs. Typically, data from three first-year classes are included in these analyses. These reports are produced in the fall, following receipt of law school grades from participating law schools.

JD Credential Assembly Service Law School Reports—Law schools request these reports through ACES² after the law school receives a candidate's application for admission. When the

applicant's file is complete, the report is produced via paper and/or electronically. It contains the applicant's biographical information, a summary of undergraduate grades and credits, images of transcripts, writing samples, letters of recommendation, LSAT results, and other relevant information. Updated reports are made available when pertinent new information is placed in the file.

LLM Credential Assembly Service Law School Reports—Law schools request these reports through ACES² after the law school receives a candidate's application for LLM or other graduate law program admission. When the applicant's file is complete, LSAC produces a law school report via paper or electronically based on the services chosen by the applicant and the preferences of the law school. Report content varies based on whether the applicant's first degree in law was obtained domestically or internationally, and whether authentication and evaluation of international documents is required. Updated reports are made available when pertinent new information is placed in the file.

Current Volume Summary—National and regional applicant and application counts for the current application cycle with comparisons to the prior year are published periodically on LSAC.org from late December through early August.

Data—Data reports available on LSAC.org include:

- All-term Applicants, Admitted Applicants, & Matriculants to ABA-Approved Law Schools by Country of Citizenship
- Admitted Applicants by Ethnic and Gender Group
- Applicants by Age Group
- Applicants by Ethnic and Gender Group
- Applicants by Major
- Applications by Law School Region
- Behind the Data: What Applicants Said as Freshmen
- Current Volume Summary by Region, Race/Ethnicity, and LSAT Score
- End of Year Summary: ABA Applicants, Applications, Admissions, LSATs, CAS
- First-Time Applicant and Reapplicant Analysis
- First-Time and Repeat Test Takers by Region of Administration
- Law School Forum Data
- LLM—Current Volume Summary
- LSAT Repeater Data
- LSAT Score Distribution
- LSAT Test Takers' Application Behavior
- LSATs Administered in Canada
- National Applicant Trends
- Permanent Residence of Applicants by Region
- Permanent Residence of Applicants by State
- Permanent Residence of Canadian Applicants by Province
- Populations Profile
- Test Takers by Country of Administration
- Test Takers by Race/Ethnicity and Sex/Gender
- Test Takers by Permanent Residence—Canada

- Test Takers by Permanent Residence—US
- Three-Year Applicant Volume Graphs
- Top 240 ABA Feeder Schools
- Total LSATs Administered—Counts and Percent Increases by Admin & Year
- Trends in PT and FT ABA Law School Programs
- Additional reports as data become available

Interpretive Guide to Undergraduate Grading Systems (IGUGS)—Available at LSAC.org, this snapshot of the LSAC college database is accessible to those wanting more information about a particular institution’s grading system. Searches may be done by school code, US state or Canadian province, or school name. The results will contain the information typically found on the back of a school’s transcript. A password-protected link provides law school access to Averages and Counts, which are the average LSAT and UGPA of graduates of that institution for three-year periods starting in 1992. Averages are calculated only when a dataset of 50 graduates is available.

National Applicant Profile—Updated each night and available in ACES², this report provides summary counts, average LSATs, and average UGPAs for applicants for 10 application years. Users can specify whether the summary data are presented for the total national pool or for specific racial/ethnic, gender, or geographic subgroups for selected ranges of LSAT and UGPA. The data are updated annually after the decision-entry process is completed.

US National Decision Profile—This report is produced annually and provides single-year counts of applicants, admitted applicants, and registered students by LSAT and UGPA combinations. Counts are provided for all applicants and for each racial/ethnic and gender group. Reports are posted in the secure area of LSAC.org and are available in ACES².

National Statistical Reports—These annual reports are available through ACES² to US LSAC member law schools. The reports contain five years of national applicant data for all applicants and for gender and racial/ethnic groups. Applicant counts are provided by LSAT and UGPA combinations, undergraduate major, number of applications per applicant, state of permanent residence, graduation date, age, and undergraduate feeder school.

Regional Statistical Reports—A series of reports available through ACES² to US LSAC-member law schools and that cover 12 different regions and five years of applicant data. Counts are provided for the total population of applicants from undergraduate schools in each region, as well as for gender and racial/ethnic groups.

Reports on LSAC Research—A searchable list of available reports on LSAC research—LSAT Technical Reports, Research Reports, Statistical Reports, and Computerized Testing Reports—can be found in the Research section of LSAC Resources at LSAC.org. These reports summarize the results of regular statistical monitoring of the LSAT, research in support of the LSAT, and theoretical research in the area of psychometrics. The reports are authored both by LSAC staff and researchers under contract. Grant reports, representing sponsored empirical research on various aspects of legal education in the United States and Canada, are also available on

LSAC.org. Newly published reports are announced on Admit-L.

Social Media

Facebook— Law School Admission Council

Instagram—Official_LSAT

Twitter—@Official_LSAT

YouTube—LSACvideos