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Strategic Plan

New York Law School

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Strategic Plan
July 2013
NEW YORK LAW SCHOOL
WE ARE NEW YORK’S LAW SCHOOL
SINCE 1891
WE ARE NEW YORK’S LAW SCHOOL
INTRODUCTION

To the New York Law School Community:

As my first year as Dean and President, and the 2012–13 academic year, come to a close, I am gratified that New York Law School’s community has been able to accomplish so much. The Law School’s Board of Trustees, faculty, students, alumni, staff, and friends have been unflaggingly engaged and supportive of implementing changes that will take us where we need to go. And we have developed a Strategic Plan to move us forward and make those changes a reality.

The legal profession has been the subject of incredible scrutiny in recent years, as has legal education. We are all aware of the media coverage focusing on a scarcity of jobs, growing debt loads, and declining applications. This scrutiny, however difficult, is healthy. It signifies the relevance of lawyers in our lives. Everyone, whether they have been to law school or not, has a vested stake in the development and strength of the legal profession because lawyers are the guardians of our democratic process and of a well-functioning society.

Since its founding in 1891, New York Law School has been committed to the highest ideals of the legal profession. From the outset, the Law School welcomed a diverse population of students—men and women from all races, ethnicities, religions, and nationalities. New York Law School’s early trustees and faculty reflected the Law School’s commitment to the values of civic engagement and civil rights. And the Law School has been nothing if not resilient.

New York Law School, like many law schools, is facing challenges today. But we are confronting ours head-on and we are uniquely situated to adapt to the new reality of the job market and the profession. We have long benefitted from a proximity to, and partnership with, New York City’s legal, government, and financial centers, and more recently, its emerging tech corridors. These connections are the key to our future. And more than ever, we have forged alliances with trustees, alumni and friends, adjunct faculty, and employers to ensure that our students and graduates have access to critical networks among firms, businesses, government agencies, nonprofits, and professional organizations, to create a reliable pipeline of job opportunities.

New York Law School’s proud history of nearly 125 years, innovative academic programs, influential scholarship, commitment to diversity and equality, prime location, and bright future are among the many reasons that We are New York’s law school!

It is against this backdrop that we proudly share New York Law School’s Strategic Plan. The Strategic Plan focuses on five areas: Academic Excellence and Innovation; Career Success; Intellectual Life; Community Engagement; and Operations. In each area, we have laid out our top goals and priorities. And we have spent the last year formulating the best paths and methods to achieve them. The Strategic Plan reflects the wisdom and efforts of many members of the New York Law School community, and I am confident its implementation will ensure that the Law School continues to be recognized as an influential leader and innovator in legal education and scholarship.

I hope you share my enthusiasm for this vision for New York Law School and join me in realizing it.

Anthony W. Crowell
Dean and President
This Strategic Plan is the outcome of a collaborative process led by Dean Anthony W. Crowell. The first step in the development of the Strategic Plan began in summer 2012. Dean Crowell and his team embarked on a listening tour that involved extensive one-on-one discussions with faculty, trustees, alumni, students, employers, and members of the administration. The process also included online surveys, focus groups, town hall meetings, and other gatherings of members of the New York Law School community, activities that will continue throughout the implementation of this Strategic Plan. Additionally, in fall 2012, a comprehensive operational review was conducted. Also during this time, a detailed long-term budget exercise got underway. Both of these efforts continued into 2013 and provided valuable insight for the strategic planning process.

These discussions and feedback, coupled with the knowledge gained from experiencing a complete academic cycle, informed the development of a Vision Statement for Strategic Planning. The Vision Statement was published in March 2013, and Law School constituent groups were invited to review the statement and provide feedback via an online link.

The Vision Statement outlined five areas of strategic focus and a series of strategic priorities for each focus area. Five faculty committees were established to further develop the strategic priorities. The faculty committees refined the strategic priorities, including identifying numerous action items with specific outcomes and deliverable schedules. The committees’ work was periodically presented to the full faculty for discussion and comment, including the adoption of a new mission statement.

In spring 2013, the Strategic Plan and new mission statement were presented to the faculty and Board of Trustees. With final approval from both the faculty and trustees, the Law School published the Strategic Plan in July 2013.
OUR MISSION

The Mission of New York Law School is:

To provide an extraordinary and innovative educational experience that embodies the fundamental values of the legal system and creates a bridge from scholarship and service to leadership and practice;

To offer a vibrant, diverse, and forward-thinking center of legal studies where students develop the knowledge, skills, and professional values to serve their clients and have successful careers advancing justice, building the economy, and serving the various needs of modern society; and,

To serve as an incubator of ideas and actions to be emulated throughout New York City, the nation, and the world.
STRATEGIC GOALS

New York Law School’s Strategic Plan focuses on initiatives and programs designed to achieve goals that serve our students, alumni, and the broader legal community in New York City and beyond and that build our reputation and enhance the NYLS brand. The strategic goals are:

1. **Academic Excellence and Innovation**: Ensuring Academic Excellence and Innovation by Aligning Our Offerings with Student Goals and the Needs of the Market.

2. **Career Success**: Supporting Students and Graduates in the Transition from Law School to Lawyer.

3. **Intellectual Life**: Supporting the Scholarly Community.

4. **Community Engagement**: Strengthening Partnerships and Connections Among Our Students, Faculty, Alumni, and Supporters Across the NYLS Community.

5. **Operations**: Driving Operational Efficiencies and Adopting a Culture of Transparency, Accountability, and Affordability.
STRATEGIC OUTCOMES

New York Law School is adapting its course offerings and educational delivery models to meet a structurally changed legal marketplace. The statements below reflect the strategic outcomes of NYLS’s pedagogical and scholarly activities.

• NYLS is recognized as an influential leader and innovator in legal education and scholarship, and attracts and fosters a dynamic and diverse community of students, faculty, and supporters.

• NYLS students graduate with the legal skills, knowledge, and professional values needed to advance justice, make meaningful contributions to society, and achieve professional success.

• NYLS students and alumni have a wide range of opportunities in the law and law-related professions, including business and financial services; government and public interest; and intellectual property, media, technology, and applied sciences.

• NYLS fosters community engagement and partnerships that support and advance institutional goals and those of students, faculty, alumni, and the broader profession.

• NYLS supports its expert and innovative faculty in the development and promotion of scholarship and pedagogy.

• NYLS fulfills its commitment to be “New York’s law school” by contributing to the vitality of New York City and beyond as a provider of quality legal education, new opportunities, and service to a broad community.

• NYLS operates efficiently to increase affordability for students and to provide the NYLS community a lifetime of rewarding programs and services.
I. ACADEMIC EXCELLENCE AND INNOVATION

Ensuring Academic Excellence and Innovation by Aligning Our Offerings with Student Goals and the Needs of the Market

Throughout its long history, New York Law School has succeeded by embracing innovation. And today, it is imperative that we find ways to stand out from our peers by critically assessing and refining our programs and making new investments. The aim is to ensure that our students have the ability and opportunity to enter traditional and nontraditional jobs with the knowledge, skills, and confidence required to succeed.

In furtherance of these efforts, this year the faculty assessed and refined the list of core competencies that each student should possess to succeed in law school and as lawyers. These learning goals will be incorporated into each course or sequence of courses to assure that overall academic program goals are being met. For each competency introduced, refined or mastered, faculty members and curricular groups will work to strengthen the means to assess student progress. In addition, ongoing curriculum assessment will evaluate and recommend teaching methods that provide an effective and demanding educational experience.

As core competencies are being developed or refined, building bridges for our students between classroom and experiential learning opportunities will enable them to develop core skills in a broad and meaningful context. Marrying the mastery of foundational knowledge and the skills gained from real-world experience provides each student with a guided journey from law student to lawyer.

To achieve this goal, we will embrace, more than ever, New York City as our classroom by complementing a rigorous legal education with a growing and diverse set of uniquely New York experiential learning opportunities. This will benefit our students no matter where they choose to work—in the public, private, or nonprofit sectors—and whether it be as litigators, transactional lawyers, or public interest advocates. Our goal is for every student to take
advantage of a clinical placement or structured externship before graduation. To support this important goal, we have doubled the number of clinics from 13 to 26 for the 2013–14 academic year, primarily in New York City government offices and nonprofit agencies. These clinics, and others we will develop, will give students an unprecedented opportunity to expand their real-world experiences in the practice of law and allow them to build critical skills and knowledge.

New York Law School will further use these placements as vehicles not only to help our students find rewarding employment, but also to make the Law School a leader in facilitating access to justice and teaching the value of a lifelong commitment to pro bono service. In fall 2012, the Law School launched its Pro Bono Initiatives program specifically designed to facilitate compliance with new requirements of the New York Court of Appeals. The program identifies and creates new opportunities to support students in completing at least 50 hours of pro bono service as a prerequisite to admission to the New York State Bar.

Leveraging NYLS’s location in the heart of New York City’s legal, government, financial, and emerging tech centers, and the enviable relationships that location makes possible, is essential. NYLS already has built a strong reputation with top-notch faculty, academic programs, and connections to leading individuals, groups, and enterprises working in the areas that have historically been the backbone of New York City’s service economy. Taking those strengths, we now will set our sights on the high-growth fields of tomorrow.

As the economy moves, so will NYLS. We will focus on business and financial services; government and public interest; and intellectual property, media, technology, and applied sciences—all of which broadly encompass what we believe will be major areas of employment and growth over the next decade. The chart below reflects how the Law School will begin to align its courses and adapt programs and services to meet the needs of the evolving legal marketplace. By understanding the interrelated and interdependent nature of these three areas of the law, students will be able to develop knowledge and experience needed today to compete for a broad array of legal or law-related careers.
“Immersion in the legal life of this great city is not just a dream for NYLS students—it’s an essential part of their learning experience, and an integral part of the Law School’s identity and mission.”

Dean Anthony W. Crowell

Focusing on academic excellence is central to the New York Law School strategy and to ensuring our students are ready to meet the demands of a changing profession. However, we also are mindful that academic excellence is key to enhancing the Law School’s reputation and standing among its peers and in annual rankings publications.

Indeed, these rankings can influence public perceptions despite the reality that they do not always reflect the qualitative measures of a successful law school, law student, or graduate. Accordingly, we will deploy all tools and resources necessary to enhance our standing and maximize our ability to compete against our peers on a local, national, and global stage.

For these reasons, as part of our ongoing planning processes, we will carefully monitor and assess all performance data used by those making comparisons among law schools, and respond accordingly. Enhancing our standing will benefit students and alumni as they leverage the value of their degree for professional opportunities, and it will provide NYLS with a platform to garner even stronger financial support from alumni and the wider community.

**Strategic Priorities:**

1. Ensuring that the Law School’s students, faculty, and staff reflect the diversity and excellence that are New York City’s greatest strengths.

2. Understanding and responding to the market forces that will shape and be influenced by the legal profession in the next five to 10 years.

3. Helping all students—part-time and full-time—achieve their aspirations by focusing on core competencies they must possess to succeed, including fostering a culture of professionalism and intellectual curiosity from day one.

4. Making bar passage a top priority for students through engagement and partnership with the faculty and administration.

5. Rationalizing our curriculum through assessment, refinement, and new investment to align our academic programs with the needs of the market.

6. Recruiting new full- and part-time (adjunct) professors whose areas of expertise match the needs of the market and the institution.

7. Evaluating every center, institute, and program to enhance the student experience and ensure connections to project-based, clinical, and other experiential learning opportunities, and *pro bono* service.

8. Strengthening experiential education by implementing 13 new clinics, including a clinical third-year, and providing opportunities for professional development and work experience.

9. Developing new degree and certificate programs in areas where more specialized legal education can be critical to success and will help differentiate the Law School in the market.

10. Setting and assessing student performance outcomes to ensure that teaching methods and programs are responsive to the learning goals and needs of students.
FEATURED INITIATIVES

**IMPROVE BAR PASS RATE**
In 2012, the Dean’s Foundations for Success Task Force was launched to marshal the forces of dedicated New York Law School faculty and alumni to offer a focused, personalized bar exam “plan of attack” for each of our students. In addition, a new Jump Start Program was established in 2013 to offer students an annual five-day intensive immersion in substantive subject areas, as well as tips on the most effective approaches to each portion of the exam. The Task Force will continue to develop and evaluate programs to support our students.

**BETTER ALIGN ACADEMIC CENTERS WITH STUDENT NEEDS**
In 2013, NYLS announced the formation of the Center for Business and Financial Law, which provides J.D. and LL.M. students with an integrated approach to academic study and skills training in corporate, commercial, and financial services law. This is the first of several efforts being undertaken to refocus the NYLS academic centers as premier destinations for combining legal studies and real-world opportunities.

The complete list of the Law School’s centers includes:
- Center for Business and Financial Law
- Center for International Law
- Center for New York City Law
- Center for Professional Values and Practice
- Center for Real Estate Studies
- Diane Abbey Law Center for Children and Families
- Institute for Information Law and Policy
- Justice Action Center

**CURRICULUM INNOVATION**
NYLS has been recognized for introducing innovative curriculum and teaching methods. Its Legal Practice Program is one example of curriculum innovation. The program was recently re-tailored, to apply the medical school model to legal education, by integrating first-year classroom instruction with essential practical lawyering skills to meet the demands of the evolving job market.

Use of the medical school model was showcased as a leading innovation in NYLS being named one of the 20 Most Innovative Law Schools by PreLaw Magazine, the only law school in New York City to receive such recognition.

In addition, in the near future, the Law School will offer a two-year J.D. accelerated program. The year-round, intensive program will feature curricular focus areas in key growth sectors of New York City’s economy—business and financial services; government and public interest; and intellectual property, media, technology, and applied sciences.

**PROVIDE OPPORTUNITY**
To help provide greater opportunities to a broad population, and to use valuable financial resources in the most effective ways possible, NYLS has evaluated and will continue to evaluate its merit and need-based scholarship programs and will restructure them to meet new, more focused goals.

In 2013, the Law School announced a new Public Service Scholarship Program for New York city, state, and federal public servants and will continue to provide opportunities for advancement to part-time and second-career students who have made NYLS their school of choice. The Law School will continue to grow and diversify this program.

**PROMOTE EXCELLENCE IN LAW TEACHING**
In fall 2012, NYLS launched the Initiative for Excellence in Law Teaching to enhance the quality of law teaching through research, experimentation, and the adoption of effective new practices, and by encouraging a learning culture of information-sharing, observation, teamwork, reassessment, and continual improvement. As new methods are developed over the years, the Law School will share the results and best practices.
SPOTLIGHT ON CLINICS

Our goal is to ensure that every student can and will take advantage of a first-rate clinical placement or supervised externship and will have the chance to work on real cases, transactions, and advocacy efforts, with real people—clients and witnesses, business owners and entrepreneurs, government officials, and others.

To that end, New York Law School has doubled its clinical offerings for academic year 2013-14 with the addition of 13 new clinics, for a remarkable and diverse 26 clinics in all, each guided by expert faculty and attorney supervisors. In the coming year, upper-level NYLS students will have an unprecedented number of opportunities to roll up their sleeves and get real-world experience.

The exciting new clinic offerings will place students in a range of practice areas, including child welfare, civil rights, and education; criminal prosecution and post-conviction remedies; legislative and human rights advocacy; administrative enforcement and tort litigation defense on behalf of New York City; and pro bono business and tax counseling for not-for-profits, start-ups, and individual taxpayers.

NEW CLINICS FOR 2013–14 INCLUDE:

Clinical Year: NYLS is one of the only law schools in the country to offer a clinical year, and its Clinical Year program builds on the medical school model. Students spend their entire third year (30 weeks) in three 10-week, full-time, clinical rotations. The experiences will include drafting legislation and helping to provide advice and counsel to elected and appointed officials, and agencies, at the Division of Legal Counsel at the New York City Law Department; assisting in civil litigation matters at the Legal Aid Society; and working on administrative law matters at the New York City Department of Health and Mental Hygiene.

Transactional Law Clinic—Start-Ups and Nonprofits: Students will provide pro bono transactional legal services for under-resourced start-up businesses, entrepreneurs, and nonprofit entities in New York City.

Child Welfare Clinic: Students will work at the New York City Administration for Children’s Services (ACS), representing ACS in matters involving child welfare, including abuse and neglect cases, permanency hearings, emergency hearings on applications for return of children from placements, and more.

Criminal Prosecution Clinic (New York County): Students will staff the new Quality of Life Part in Manhattan Criminal Court and prosecute criminal cases under the supervision of Assistant District Attorneys in the Office of the Manhattan District Attorney.

Post-Conviction Innocence Project: Students will work in teams to handle post-conviction cases for defendants who move to vacate their convictions based on newly discovered evidence, recanted or perjured testimony, false confessions, or improper identifications.
NYLS CLINICS

- Administrative Enforcement Clinic—Taxi and Limousine Commission*
- Building a Disability Rights Information Center for a Global Audience*
- Civil Justice through the Courts*
- Conservation Law and Policy
- Clinical Year*
- Criminal Defense Clinic
- Criminal Prosecution Clinic (Kings County)
- Criminal Prosecution Clinic (New York County)*
- Criminal Prosecution Clinic (Richmond County)
- Child Welfare Clinic (at the New York City Administration for Children’s Services)*
- Domestic Violence Litigation Field Placement
- Elder Law Clinic
- Guardianship Project
- Immigration Law and Litigation
- Immigration and Refugee Rights Field Placement
- Legislative Advocacy Clinic*
- Mediation Clinic
- Municipal Litigation Defense Clinic and City Law Seminar*
- Post-Conviction Innocence Project*
- Racial Justice Advocacy
- Securities Arbitration Clinic
- Suspension Representation Clinic*
- Tax Planning Clinic*
- Taxpayer Assistance Clinic*
- Transactional Law Clinic—Start-Ups and Nonprofits*
- Wills Clinic

*New in 2013–14
II. CAREER SUCCESS

Supporting Students and Graduates in the Transition from Law School to Lawyer

No institutional goal is more fundamental than preparing our students for their careers and helping them succeed as they launch and grow in their professional lives. The realities of today’s job market pose challenges for most law students regardless of where they attend school. But no U.S. city can offer the breadth and diversity of traditional and nontraditional opportunities for J.D.s as New York City can.

As New York City’s economy shifts and new industries begin to create and offer new opportunities in growing sectors, our students are moving through a rigorous curriculum aligned with the evolving legal marketplace so that they are equipped to move seamlessly into the evolving worlds of law practice, business, and government. Our expanded experiential courses and professional development program train our students in skills that all employers are looking for: leadership, teamwork, project management, and effective and persuasive communication.

New York Law School is creating ready and able professionals, whether bound for courtrooms, boardrooms, or halls of government.

That is why it is essential for NYLS to provide strategic guidance for every student from their first contact with the Law School until their graduation and beyond. A guided journey from law student to lawyer requires programs that link the Law School’s admissions, academic affairs, student life, career planning, and alumni relations offices to create a continuum of support. These programs also will tie together admissions, academic advising, and career counseling at the earliest points possible, along with clinical and experiential learning opportunities, alumni mentoring and networking, and other student programming. By providing a coordinated approach to every aspect of a student’s experience, NYLS ensures that coursework, clinical experiences, internships, activities and jobs all work together to prepare our students for the work and challenges ahead.
New York Law School is so much more than just a school I attended. It’s where my adult life really began because it is where I gained the knowledge, skills, and beliefs that have shaped my life and helped me succeed. Today, NYLS continues to prepare our students for success—with more programs, support, and opportunities available than ever before.

Arthur N. Abbey ’59
Chair, New York Law School Board of Trustees
Senior Partner, Abbey Spanier LLP

In addition, New York Law School must tap its network of alumni and supporters to provide guidance and opportunities to students and graduates and to strengthen existing, and develop new, pipelines to meaningful and productive career paths. Our community of more than 15,000 graduates is a vital resource of talent, expertise and support. The Law School will focus on outreach to enhance the breadth and depth of this network, as well as other employers hiring NYLS students, and will expand recruitment programs that introduce students to these networks. These efforts already are being supported by investing in increased staff and expanded services, including additional career counselors specifically dedicated to serving alumni. We also have developed a new program to address the unique needs of the Law School’s evening students. NYLS will take these actions and others to scale its operations to help students take advantage of the range and diversity of traditional and nontraditional job opportunities that exist for lawyers today.

**Strategic Priorities:**

1. Requiring from every student, from day one, engagement and partnership with the Law School’s faculty, administration, other students and student groups, and the alumni community.

2. Ensuring that our Admissions, Academic Affairs, Career Planning, Alumni Relations, and Pro Bono Initiatives offices work closely together to provide the right guidance and programming for day, evening, accelerated division, and graduate students, to develop their personal academic, career, and bar pass plans.

3. Forging alliances with trustees, other alumni and friends, adjunct faculty, and employers to ensure that our students and graduates have access to critical networks of firms, businesses, government agencies, nonprofits, and bar associations and other professional organizations, to create a reliable pipeline of job opportunities in traditional and nontraditional roles for J.D.s.

4. Expanding career development programs and launching new initiatives to ensure that students and alumni develop and display leadership and professionalism, and have the most advanced knowledge, skills, and mentoring needed to compete for and benefit from desirable externships, and summer and permanent employment opportunities.
“We consistently recruit some of our best associates from New York Law School. NYLS students arrive well prepared for the demands of big law firm practice and excel in every necessary skill due in large part to the rigorous and practical education they receive. It’s wonderful to have NYLS students right in our backyard.”

Robert J. Raymond ’94
Partner, Cleary Gottlieb Steen & Hamilton LLP
Member of NYLS Board of Trustees
Former New York City Police Officer
Creating a vibrant intellectual community where shared governance, research, and scholarship are supported and embraced is critical to institutional success. To do so, we must provide an environment in which New York Law School’s faculty can produce meaningful scholarly work that will be valued by the legal academy and that will help the Law School to better serve society. In addition, we will seek to add new, and bolster existing, collaborations between faculty and students to enhance the learning experience of our students and the intellectual life of the Law School.

Faculty scholarship is part of the reputational capital of a law school. NYLS faculty have created a substantial record of scholarly endeavor and made many contributions to advancing knowledge.

Moving forward, we will strive to implement programming that showcases these individual efforts, as well as harnesses the collective output for the benefit of the Law School, its alumni and friends. Moreover, scholarly activity provides extraordinary opportunities for NYLS to connect with scholars at peer institutions and those in practice who are thought leaders in their fields.

Continued emphasis on the importance of scholarly pursuits is critical to the success of NYLS and must have programmatic support to increase awareness and visibility of the work that is done, using both traditional and new media techniques.

Recognition from the legal community is one measure of NYLS’s contributions to legal scholarship. Emblematic of that recognition is the
receipt of the 2013 Outstanding Scholar Award by Professor Edward A. Purcell Jr.

Professor Purcell is a renowned legal historian and the Joseph Solomon Distinguished Professor at NYLS. Upon receiving his award from the Fellows of the American Bar Association, Professor Purcell spoke about the state of the legal profession and scholarship. His commentary resonated with our community and inspired many aspects of this Strategic Plan. We share his remarks here:

REMARKS OF PROFESSOR EDWARD A. PURCELL JR.

I must thank the Foundation and its Fellows for establishing this award as part of their effort to fulfill a noble mission: “advancing justice through rigorous research on the law, legal practices, and the law’s impact on our society.”

As you are well aware, American law schools—and to some extent the entire legal profession—are enduring particularly difficult times. The Internet, globalization, political pressures, economic constraints, and drastic changes in the way legal services are delivered are challenging us all.

Law schools—like schools at all levels—must, of course, always adapt to changing conditions, and they must always strive to improve both what they teach and how they teach it.

But law schools must also remain true to the fundamental core of all truly professional and higher education: expanding and spreading human knowledge, developing and evaluating innovative ideas, fostering rigorous and critical thinking, and inspiring intellectual curiosity and creativity.

Lawyers are—and they must be—far more than rote mechanics, and law schools consequently must be far more than trade schools. Together, in fact, lawyers and law schools are the professional trustees of the American legal system, of our democratic constitutionalism, and of our precious and shared freedoms.

To fulfill our obligations as trustees—and to better understand and thereby help preserve our legal and constitutional heritage—searching, deeply informed, and fearlessly independent scholarly inquiry is essential. Such inquiry is the foundation of intellectual vitality, the incubator of social progress, and the guardian of integrity in our legal and political institutions.

Such inquiry is, moreover, a communal process. Sir Isaac Newton wrote that he was able to see farther because he stood on the shoulders of giants, but in our world—with its infinite complications and baffling complexities—scholars must stand not only on the shoulders of giants but on the shoulders of tens and hundreds of thousands of fellow scholars with wide-ranging skills and specialties. None among us could possibly identify all of the countless numbers of predecessors and colleagues who have awakened our curiosity and guided our understanding.

So, in these testing times when law schools, and higher education generally, are under acute pressures, I must thank you not just for honoring me but, far more important, on behalf of teachers and scholars everywhere—whose combined and multitudinous contributions are our intellectual sustenance—to thank you for sponsoring this award and thereby annually recognizing the inestimable worth of scholarship in advancing both our understanding of the law and our quest for equal justice under that law.
Strategic Priorities:

1. Committing New York Law School’s resources to support the faculty’s scholarly priorities.
2. Identifying and recommending opportunities for faculty to develop scholarship to advance societal goals in collaboration with the private, public, and nonprofit sectors in New York City and beyond.
3. Increasing student participation in research and scholarship to enhance student learning and intellectual growth.
4. Ensuring that there is adequate mentoring and other resources to help junior faculty realize their goals.
5. Promoting the expertise of the faculty in their respective fields to the media and scholarly conferences that will most benefit faculty members and the Law School.
6. Supporting faculty who wish to engage in the use of social media to reach mass audiences and have direct and immediate impact.
7. Developing proposals to take advantage of unique funding opportunities for faculty scholarship provided by foundations, individuals, corporations, nonprofits, and government.

FEATURED INITIATIVES

FACULTY DEVELOPMENT
Establish a professional development plan for NYLS faculty with a particular focus on mentoring junior faculty.
Pursue private funding, including grants, to support research and other scholarly work.
Enhance the nexus between faculty scholarship and the classroom experience.

VISIBILITY
Support academic entrepreneurship by assisting faculty in developing profiles and brands that can be promoted via traditional and new media methods.
In 2013-14, NYLS will introduce a comprehensive faculty scholarship catalog to improve awareness of, and access to, the Law School’s deep well of scholarly activity.

THOUGHT LEADERSHIP
Use our unique facility and location in Manhattan to host probing and provocative conferences and panels, and to showcase NYLS and its faculty as they tackle difficult legal and policy issues confronting society, the legal profession, and legal education.
As one of the oldest law schools in the country, New York Law School enjoys a special place in the history of New York City and the metropolitan area. The Law School, with our extraordinary faculty, students, location, and facility, is uniquely situated to be the host of New York City’s civic dialogue, and to be the ultimate connector and convener of the most influential lawyers, and other civic, business, and government leaders in the City. As such, NYLS will be a key influencer in thought leadership, and legal and business entrepreneurship, in the key growth sectors of New York City and beyond. Our Strategic Plan will facilitate a historic transformation and repositioning of NYLS as it delivers on its promise to be “New York’s law school.”

A pivotal part of this effort will involve a continual engagement with our network of friends and supporters, through traditional and evolving means of communication, including social media, to build upon what is already a proud and supportive community that wants to see NYLS succeed.

In addition, the Law School will strengthen the connection with our robust and far-reaching alumni network. Efforts will focus on providing opportunities and resources to each individual, and connecting them to other alumni, as well as current students, for mentoring opportunities and jobs. This will enhance the lifelong value of the NYLS experience, including expanded Continuing Legal Education programming and new Executive Education offerings.

In addition, NYLS has launched new partnerships with many government, civic, and business entities that already have served to elevate the visibility of the Law School, to help our students grow in their
academic experiences, and to expand professional opportunities for our students and alumni.

In the near future, New York Law School will enter into unique relationships through which the Law School will secure its role as a key partner in the innovation economy by helping to create, and working with, technology and other business incubators. These incubators will provide new and creative opportunities for students, faculty, and alumni, and will bring a renewed focus to NYLS as an intrinsic part of New York City's emerging economies.

New York Law School is much more than a law school to me. It’s a community of faculty, administrators, students, and alumni. What makes a community great is everybody’s participation.

Kathleen Grimm ’80
Member, New York Law School Board of Trustees
Deputy Chancellor of Operations,
New York City Department of Education

Strategic Priorities:
1. Strengthening connections among alumni and the NYLS community as a whole.
2. Offering all students and alumni strategic connections to public interest, government, and other organizations for pro bono opportunities. Assisting students, full-time and part-time, in the fulfillment of their pro bono requirement.
3. Creating new strategic partnerships to elevate the status of the Law School and generate new financial support.
4. Expanding our Continuing Legal Education and Executive Education programming to provide lifelong learning opportunities to our graduates and others in government, private-sector, and nonprofit arenas.

FEATURED INITIATIVES

ALUMNI ENGAGEMENT
Establish a robust alumni communication and outreach plan that embraces the strengths of the alumni network. This includes building stronger connections among alumni across a wide-range of geographical regions and practice areas.

CIVIC ENGAGEMENT
In 2012–13, NYLS hosted or participated in numerous forums and events concerning legal, economic, civic, political, and social policy matters. We will continue to provide the expertise and resources to foster rich and wide-ranging debates and discussion on matters important to the legal community.

SERVING THE UNDERSERVED
Add to existing, and develop new, partnerships with outside public interest legal organizations to establish a pipeline of opportunities for students to provide access to justice for the underserved and satisfy the New York Court of Appeals’ 50 hour pro bono requirement.

Track student pro bono experiences and produce an annual report on how NYLS is contributing to improve access to justice.
As a threshold to the strategic planning process, New York Law School engaged in an in-depth review of its administrative functions, business operations, and finances, and increased the Law School’s communications with constituents to promote a culture of sharing, transparency, and accountability. As part of this effort, NYLS conducted a comprehensive operational review that involved an evaluation of its organizational structure and a detailed examination of each functional area to understand and document its mission, strengths, and opportunities for improvement.

The Operational Review resulted in a series of findings and recommendations that focused on three key principles: efficiency, technology, and service. The recommendations have been prioritized based on needs and available resources—specifically prioritizing those recommendations that can best yield efficiencies or savings or introduce new methods to achieve measurable outcomes across the organization. Most importantly, the exercise revealed new ways to better serve prospective and current students, faculty, and alumni, and to facilitate professional growth for staff.

NYLS is committed to taking every step possible to make legal education more accessible by making it more affordable. And, to that end, we have undertaken a thorough review of budgets to eliminate or reduce spending where appropriate, with an eye toward stabilizing tuition costs and increasing scholarships. Making shrewd budget and operational decisions is important and necessary, especially as we aim to make smart and strategic investments to launch a new era of institution building at NYLS.

A critical method to achieve and sustain efficient and high-quality administrative and business operations is directly linked to transparent
processes and rigorous standards of accountability. New York Law School has adopted a culture of openness including regular communication through multiple channels to report on essential activity at the Law School, to its trustees, faculty, and staff. In addition, NYLS is committed to increasing both the amount of meaningful and relevant data collected and the frequency of reporting it, whether or not reporting is required by regulatory bodies. The introduction of reporting dashboards and other methods that enable easy access to key information is critical to maintaining a transparent and accountable operation that supports the Law School’s mission.

Strategic Priorities:

1. Being highly sensitive to the costs of legal education and making every effort to stabilize tuition and expand the availability of meaningful scholarships to the student body.
2. Fostering institution building by developing well-informed, short- and long-term financial plans, using sophisticated data and econometrics, predictive models, and focusing on disciplined and strategic investment.
3. Continuing rigorous, timely, and accurate compliance with accreditation standards and other requirements affecting operations.
4. Scaling operations to meet changing demands while ensuring quality of service.
5. Ensuring that metrics, and a commitment to transparency and accountability, are infused into every aspect of the Law School’s staffing, planning, programs, operations, and communications.
6. Creating new scorecards to report on key activities in support of our goals so that the NYLS community can monitor performance progress.
7. Promoting a culture of professionalism; ensuring awareness of the goals, mission and objectives of the Law School; and fostering a continuous engagement in the operational and academic institutional goals—among staff and administration alike.

FEATURED INITIATIVES

OPERATIONAL REVIEW
In fall 2012, NYLS conducted a comprehensive review of all administrative functions, business operations, and finances resulting in a series of findings and recommendations of ways to achieve savings and efficiencies and improve the delivery of administrative services. Departments are now implementing the prioritized recommendations.

FINANCIAL PLANNING
As legal education confronts emerging challenges, implement a new long-term financial plan, to be reviewed annually, that accounts for labor trends and reductions in class size and operating expenses.

ACCOUNTABILITY
Ensure the highest standards of transparency and access to information for reporting and publishing required metrics, as well as other measures related to critical NYLS activity, by continually improving internal and external communications with all Law School stakeholders.
An initial step in the strategic planning process was a thorough examination of New York Law School’s operations—top to bottom and end to end—to ensure that the highest quality service is being delivered in the most efficient and cost-effective manner.

The Operational Review focused on identifying areas across the Law School where it could operate more efficiently and cost-effectively and where it could improve how NYLS serves students, applicants, alumni, faculty, staff, employers, trustees, and other NYLS community members. Key objectives included:

• enhancing functionality between departments,
• streamlining processes, and
• maximizing resources.

The Operational Review Final Report is available at www.nyls.edu/OperationalReview.

The Operational Review Process
The review was conducted over a five-month period, starting in August 2012. Twenty-two staff members formed five teams that reviewed 20 administrative areas across the Law School. The staff members represented a cross-section of expertise and years of service. The review engaged many stakeholders, including 12 subject matter experts who provided deep insight into a particular topic, and four advisory panels representing trustees, faculty, students, and alumni.
Summary of Findings

In the last decade, New York Law School has become larger and more complex. However, as the Law School has grown and become more sophisticated, its policies, processes, and technology have not always kept pace.

From 2000 through 2011, NYLS experienced growth in student enrollment, the number of full-time and adjunct faculty, the number of staff and administrators, and the number of centers, degrees, certificates, and special programs. During this time, needed campus improvements were made, including the addition of a state-of-the art facility. This expansion increased classroom capacity and modernized the classroom experience with sophisticated instructional technologies throughout.

While this rapid growth was occurring, many business processes were altered to meet demand, but were often layered onto existing processes resulting in inefficiencies.

Summary of Recommendations

The findings resulted in more than 300 recommendations, most of which centered around three key principles: Efficiency, Technology, and Service.

Each recommendation was evaluated on a multi-dimensional basis to determine its value to the institution and to assess the effort or cost involved to implement. This evaluation resulted in the identification of 94 priority initiatives. Some initiatives are already underway, others are just getting started, and more complex projects will be comprehensively evaluated before being initiated. All of the recommendations are incorporated into a detailed work plan and will be tracked for progress. In addition, we will continuously evaluate administrative functions for improvement.
CONCLUSION

This Strategic Plan forms the road map to guide New York Law School as we continue to build on the Law School’s proud history of nearly 125 years—a history of independence, dedication to the rule of law, and innovation to meet the evolving needs of the profession and society. Our commitment to embracing the challenges of today, as we look forward to tomorrow, continues the philosophy of our founders. As we embark on this path, we will use this Strategic Plan to guide our journey, just as we will provide to our students a guided journey—from law student to lawyer.

This Strategic Plan is not the end of the process; rather, it is the beginning, a jumping off point for the important work we have ahead. We will track and monitor the initiatives featured in this Strategic Plan, as well as many other initiatives and efforts we have identified as additional routes to accomplishing our goals. And while we are committed to comprehensive implementation, we recognize that the landscape in which we operate is ever-changing, and that we must remain flexible if we are going to adapt to meet changing needs.

We are grateful for all of the input and guidance we received in developing this Strategic Plan, and more importantly, for the support committed to us to achieve our goals. It is this wide-ranging support that will enable us to continue our work in earnest to live up to our promise as New York’s law school!

Dean Crowell thanks the leadership of the entire faculty and administration in the development of the NYLS Vision Statement and this Strategic Plan, especially Carole Post, Executive Vice President and Chief Strategy Officer, Deborah Archer, Associate Dean for Academic Affairs, Joan Fishman, Associate Dean for Institutional Accountability, Nancy Guida, Vice President for Marketing and Communications, and Darren Bloch, Vice President for Public Affairs. The Dean also thanks Regina Chung, Senior Director of Creative Services, for the design of this publication.
INSTITUTION BUILDING AND STRATEGIC PLANNING

PATHWAY TO THE PLAN

The 12-month strategic planning process has provided valuable insight, information, and feedback. We have simultaneously undertaken many substantial efforts and initiatives. This timeline provides some highlights of the key milestones in our pathway to the Strategic Plan.

May 2012
Dean Crowell Takes Office

Anthony W. Crowell takes office as the 16th Dean and President of New York Law School. Prior to his appointment, Dean Crowell served as Counselor to New York City Mayor Michael R. Bloomberg. In this role, he served as counsel and senior management and policy advisor to the Mayor, as well as general counsel to the Office of the Mayor. He first joined New York Law School as a member of the adjunct faculty in 2003.
July 2012

NYLS Faculty Among Top 70 Schools for Scholarly Impact

Professor Brian Leiter of the University of Chicago Law School, in his popular law school blog, reports that New York Law School is among the top 70 law schools in a study of “scholarly impact” from 2007 to 2011.

August 2012

NYLS Honored as a ‘Most Innovative’ Law School

The National Jurist Magazine honors NYLS, along with 19 other law schools, for its innovative curriculum. The magazine recognizes NYLS’ Legal Practice Program, a first-year skills program launched in fall 2011, which features a curriculum that provides students with a comprehensive introduction to lawyering skills at the beginning of their law school careers.

August 2012

NYLS Initiates Operational Review and Reorganization Planning

As an initial step in the strategic planning process, Dean Crowell announces a detailed examination of the Law School’s organizational structure and functions to maximize strengths and identify opportunities for improvement.

September 2012

New York Law Journal Readers Rank Two NYLS LL.M. Programs No. 1

The New York Law Journal’s reader rankings supplement lists NYLS’s LL.M. in Taxation program number one in New York City in the Best Banking/Bankruptcy/Tax LL.M. category for the third year in a row. In addition, NYLS LL.M. programs in Financial Services Law and Real Estate are ranked first and third respectively in the specialty program category, and the Law School’s Joint J.D./LL.M. is ranked third in the joint degree category.

May 2012

National Law Journal Readers Rank NYLS Tax LL.M. Program Third in Nation

The Best of The National Law Journal, a new supplement reporting on readers’ rankings, lists New York Law School’s Tax LL.M. program as third in the nation. Nearly 5,000 readers cast votes for their favorite legal service providers in categories including education.

July 2012

Mendik Library Mobile App Honored

The Mendik Library’s mobile application is named a recipient of the Excellence in Marketing Award, Best Use of Technology, by the American Association of Law Libraries.

June 2012

Dean Crowell Joins New York City Bar Task Force on Challenges Facing Profession

The New York City Bar Association invites Dean Crowell to participate in a new task force to address the challenges facing new lawyers entering the job market and the structure and operation of the legal profession.
October 2012

Manhattan District Attorney’s Office and NYLS Partner to Develop a New Prosecution Clinic

Manhattan District Attorney Cyrus Vance and New York Law School announce the launch of a new prosecution clinic, beginning in fall 2013, in which students will staff, under the supervision of experienced Assistant District Attorneys, the new Quality of Life Part in New York County Criminal Court. With the addition of a clinic at the Manhattan DA’s Office, NYLS has the unique distinction of supporting clinical programs within three of the five New York City District Attorney offices.

November 2012

NYLS Blog Named One of the ABA’s Top 100 Blawgs of 2012

For the second year in a row, the Program in Law and Journalism’s Legal As She Is Spoke (LASIS) blog is named by the American Bar Association as one of the top 100 “blawgs” of the year. LASIS reports on the state of legal journalism and encourages conversation about the accuracy and felicity of reporting on law.

January 2013

Introducing the Dean’s Leadership Council

As an important step in increasing students’ engagement and their connection to the Law School, Dean Crowell introduces the Dean’s Leadership Council. First-year students whose grades placed them in the top 25 percent of their class earn an inaugural seat on the Council. As part of the Council, students join Dean Crowell in a series of special dialogues until they graduate to discuss ways to tackle some of the biggest legal and policy issues facing New York City, the nation, and beyond.

September 2012

NYLS Launches Pro Bono Initiative

Dean Crowell announces that NYLS has created a Pro Bono Initiative directly designed to comply with new requirements being put into effect by the New York Court of Appeals, under the leadership of Chief Judge Jonathan Lippman. The initiative expands the Law School’s clinical and experiential learning offerings to support students in completing at least 50 hours of pro bono service as a prerequisite to admission to the bar. It also addresses the needs of low-income New Yorkers, while helping students gain experience and build skills, and instills in them the values of pro bono service.

October 2012

U.S. Court of Appeals for the Second Circuit at NYLS

The United States Court of Appeals for the Second Circuit hears oral arguments on the New York Law School campus. The auditorium is filled to capacity with students and other members of the NYLS community, as well as many outside attendees. After the oral arguments, the judges participate in a panel and Q&A with students followed by a luncheon, where students network with judges, clerks, and other court personnel. The Court will sit again at NYLS in fall 2013.

January 2013

We Are New York’s Law School Program

Dean Crowell announces NYLS’s new “We Are New York’s Law School” slogan. NYLS works with NYC & Company, New York City’s tourism, marketing, and partnerships office, to launch a street banner program to feature NYLS banners on light posts declaring “We are New York’s law school.” The street banner campaign provides an opportune vehicle to communicate another strong connection to New York City, particularly in the heart of the government, legal, and business districts.

January 2013

Pathways to Passage-The NYLS Bar Examination Preparation Jump-Start Program

NYLS announces the launch of a new bar prep jump-start program for students who will take the bar exam. The program is designed to familiarize students with the exam and its various sections, including the New York portion (consisting of essays and the Multistate Performance Test (MPT)), and the multiple-choice portions. The program reviews the substantive areas of law that are covered, including wills and trusts, evidence, contracts, New York practice, criminal law, and criminal procedure. NYLS faculty worked with two commercial bar prep course providers, Pieper and BarBri, to design the program, and representatives from both companies provide instruction.
January 2013

Center Spotlight: New Academic Center for Business and Financial Law

Dean Crowell announces the launch of the Center for Business and Financial Law which provides J.D. and LL.M. students with an unparalleled integrated approach to academic study and skills training in all aspects of corporate, commercial, and financial services law. The new center will provide cutting-edge courses, projects, research, CLE programs, speakers’ forums, and other events that bring together academics, practitioners, government and industry leaders, alumni, and students to address the challenges faced by business and finance.

February 2013

NYLS Hosts Event on Attracting Top Talent to New York City

New York Law School hosts the Association for a Better New York (ABNY) and the Citizens Budget Commission for a lively discussion on New York City’s ability to compete for top talent. Dean Crowell speaks about NYLS’s role in New York City and how our programs are being aligned to the highest growth areas. Major corporate CEOs, elected officials, and academics and higher education leaders, including Cornell University President David Skorton, attend.

February 2013

New Scholarship Program for Public Servants Announced

New York Law School announces a new Public Service Scholarship Program for New York city, state, and federal public servants. The program recognizes public servants for their commitment by providing three full-tuition scholarships and 12 half-tuition scholarships to qualified candidates. It is tied to the Law School’s rich history of diversity, which has included students from law enforcement, the fire department, and all areas of government.

February 2013

NYLS Holds Symposium on New York City Charter Revisions

The NYLS Law Review and Center for New York City Law present a symposium titled “Process, Power, and Lessons for the Future: 25 Years of New York City Charter Revisions.” The event features illustrious panelists, including former Deputy Mayor Randy Mastro, former New York City Corporation Counsel Fritz Schwarz, John Avlon, Senior Political Columnist for Newsweek and the Daily Beast and a contributor on CNN, and Dean Crowell. The keynote is delivered by New York City Corporation Counsel Michael Cardozo.

February 2013

NYLS Honors Notable Alumni at Annual Gala

The Law School honors four alumni at its annual gala: Hon. Ernst H. Rosenberger ‘58, Of Counsel, Stroock & Stroock & Lavan LLP; Gerald C. Crotty ‘76, President, Weichert Enterprise LLC; Cynthia G. Senko Rosicki ‘86, Founding Partner, Rosicki, Rosicki & Associates PC.; and Daniel J. Oates ’86, Chief of Police, Aurora, Colorado. Justice Rosenberg, Mr. Crotty, and Ms. Rosicki receive the Groundbreaker Award; Mr. Crotty’s award is presented by former New York Governor Mario Cuomo. Chief Oates receives the inaugural Dean’s Award for Excellence in Leadership and Service, presented by New York City Police Commissioner Raymon Kelly.

March 2013

NYLS Earns U.S. Presidential Honors

New York Law School is named to the 2013 President’s Higher Education Community Service Honor Roll. It is the only law school in New York State to make the list, and one of only three law schools in the country named to the Honor Roll. The Honor Roll designation is the highest honor a college or university can receive for its commitment to volunteering, service-learning, and civic engagement. Among many community service programs at NYLS, those highlighted by the Honor Roll include: the NYLS Safe Passage Project, which assists unrepresented immigrant youth; the Street Law Project, which brings law students into public schools to educate students about their legal rights; and the Racial Justice Project, which assists people denied constitutional and civil rights.
May 2013

Mayor Michael R. Bloomberg Delivers NYLS’s 2013 Commencement Address

New York City Mayor Michael R. Bloomberg addresses the graduates at New York Law School’s 121st Commencement exercises at Lincoln Center’s Avery Fisher Hall. He receives an honorary Doctor of Laws degree, his first honorary law degree. The Law School graduates 559 candidates for the Juris Doctor (J.D.), 45 for the Master of Laws (LL.M.), and 3 for the Master of Arts (M.A.) in Mental Disability Law. The President’s Medal of Honor is awarded to Arthur N. Abbey ’59, a master securities litigator and Chairman of New York Law School’s Board of Trustees.

“This honorary law degree means a lot to me, especially coming from an institution as important to our City’s history and to our future as New York Law School.”

Mayor Michael R. Bloomberg

April 2013

NYLS Undertakes Historic Expansion of Clinical and Experiential Learning Programs

Beginning in the 2013–14 academic year, NYLS students will be given an unprecedented opportunity to become even more immersed in the legal life of New York City. Thirteen new clinics will expand their real-world opportunities in the practice of law and allow them unparalleled opportunities to build critical skills and knowledge while helping to make an immediate difference in the lives of others. Guided by expert faculty and attorney supervisors, students will bridge their classroom learning to practical legal training, primarily in New York City government law offices and non-profit agencies or serving New York City clients. Among the new programs is the Clinical Year, during which third-year students will spend the entire year in three 10-week, full-time, clinical rotations, building on the medical school model. With the additions, the Law School now will offer 26 clinics in all and give new opportunities for evening students to participate in them.

April 2013

Event Spotlight: Start-up City Conference Featuring Mayoral Candidate Forum

New York Law School partners with Manhattan Borough President Scott Stringer to present the Start-up City Conference. The conference focuses on the ideas outlined in Stringer’s recently released report, “Start-up City: Growing New York City’s Entrepreneurial Economy for All.” Dean Crowell serves as a panelist. The second part of the program features a New York City Mayoral Candidate Forum, which includes candidates Former Councilmember Sal Albanese, Public Advocate Bill de Blasio, Former Bronx Borough President Adolfo Carrion, Comptroller John C. Liu, Council Speaker Christine C. Quinn, and Former Comptroller Bill Thompson.

June 2013

NYLS Hosts Forum on Migration and Peace

New York Law School hosts the Scalabrinii International Migration Network’s Fourth Annual International Forum on Migration and Peace at which numerous high-ranking diplomats are in attendance.
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## ADMINISTRATION

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Anthony W. Crowell</td>
<td>Dean and President, Professor of Law</td>
</tr>
<tr>
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<td>Executive Vice President and Chief Strategy Officer</td>
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<td>Associate Dean for Admissions and Financial Aid</td>
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<tr>
<td>Camille Broussard</td>
<td>Director of the Library, Associate Dean for Information Services, and Professor of Law</td>
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<td>Stuart Klein</td>
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<td>Assistant Dean for Career Planning</td>
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<td>Erin Bond</td>
<td>Assistant Dean for Academic Program Development</td>
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<td>Assistant Dean for Academic Affairs</td>
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<td>Assistant Dean for Admissions and Financial Aid</td>
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<td>Oral Hope</td>
<td>Assistant Dean and Registrar</td>
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<td>Helena Prigal</td>
<td>Assistant Dean for Student Life</td>
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<td>Assistant Vice President of Development</td>
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<tr>
<td>Thomas Socash</td>
<td>Chief Information Officer</td>
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