

9-2014

# Strategic Plan Progress and Outcomes (2014)

New York Law School

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STRATEGIC PLAN PROGRESS AND OUTCOMES

2014



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This past year has been an important and exciting period of transition for New York Law School. As we approach our 125th anniversary, new ideas and enhancements are reshaping every aspect of the Law School's activities and operations. Like the great City of New York, we are constantly evolving to meet the needs and demands of today's legal environment. I am grateful to Dean Crowell, the faculty, administration, and staff for the great strides they have made in implementing our groundbreaking Strategic Plan, which will ensure a bright future for the students of New York Law School.

**Arthur N. Abbey '59**  
**Chairman of the New York Law School**  
**Board of Trustees**

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# LETTER FROM THE **DEAN**

September 2014



To the New York Law School Community:

On behalf of the faculty, administration, and Board of Trustees of New York Law School, I'm proud to present you with our first annual report on the progress made and outcomes achieved since we reintroduced ourselves as "New York's law school" and issued our Strategic Plan in 2013.

As legal education and the profession adapt to a structurally changed marketplace, and as we approach our 125th anniversary, NYLS is on the move in meeting the challenges and seizing the transformative opportunities being presented to us by the new economy. We're aligning our curriculum to meet these new market demands; gaining national recognition and staying ahead of the curve by offering every student the unique opportunities to engage in clinical and experiential learning presented by our location in the world's capital; and seeing positive results from revamping our bar preparation and career planning programs. We've also amassed an impressive record of scholarly and pedagogical achievement, and helped to shape the development of law and policy here and abroad.

Sustaining these gains, and making more of them, cannot be achieved in a climate of reduced law school enrollments nationally, including at NYLS, without careful financial management and operational right-sizing. Through more effective analysis and planning, we have restructured almost every department in the Law School and dramatically reduced our expenses over the past two years. At the same time, we've enhanced both service delivery and the overall student experience. We've also stabilized tuition, keeping it at the same level for the third straight year in 2014-15, and retooled our financial aid programs to help reduce student debt, including through new donor scholarship funding and other programs.

Indeed, New York Law School is proudly on the move to fulfill our vision as "New York's law school" and to make a high-quality legal education more accessible to all. We thank you for your interest and look forward to sharing with you, in the pages that follow, the details of our accomplishments to build the future of our institution and the future of the profession, and to ensure access to justice, now and in the years ahead.

A handwritten signature in dark ink, appearing to read "Anthony W. Crowell". The signature is fluid and cursive.

Anthony W. Crowell  
Dean and President  
Professor of Law

## THE MISSION OF **NEW YORK LAW SCHOOL**

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.

# THE NYLS STRATEGIC PLAN: **GOALS, PRIORITIES, AND OUTCOMES**

In 2013, New York Law School issued its Strategic Plan. The plan set forth: (1) five broad **strategic goals** to be achieved; (2) 32 priority action items—**priorities**—in support of the strategic goals; and (3) seven **outcomes** used to measure progress.

Goals guide our planning

Priorities inform our activities

Outcomes measure our progress

## STRATEGIC **GOALS**



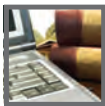
### **ACADEMIC EXCELLENCE AND INNOVATION**

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



### **CAREER SUCCESS**

Supporting Students and Graduates in the Transition from Law Student to Lawyer.



### **INTELLECTUAL LIFE**

Supporting the Scholarly Community.



### **COMMUNITY ENGAGEMENT**

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







### **OPERATIONS**

Driving Operational Efficiencies and Adopting a Culture of Transparency, Accountability, and Affordability.











# STRATEGIC PRIORITIES SCORECARD

This scorecard depicts the progress made in completing our strategic priorities, which were identified as action items in support of the strategic goals. Some priorities require continuous effort; therefore, they are not expected to be “completed” but rather will remain an ongoing activity.

**KEY:**  IN PLANNING  STARTED  SUBSTANTIAL PROGRESS MADE  COMPLETED







## ACADEMIC EXCELLENCE AND INNOVATION

Ensuring that the Law School's students, faculty, and staff reflect the diversity and excellence that are New York City's greatest strengths.	
Understanding and responding to the market forces that will shape and be influenced by the legal profession in the next five to 10 years.	
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.	
Making bar passage a top priority for students through engagement and partnership with the faculty and administration.	
Rationalizing our curriculum through assessment, refinement, and new investment to align our academic programs with the needs of the market.	
Recruiting new full- and part-time (adjunct) professors whose areas of expertise match the needs of the market and the institution.	
Evaluating every center, institute, and program to enhance the student experience and ensure connections to project-based, clinical, and other experiential learning opportunities, and <i>pro bono</i> service.	
Strengthening experiential education by implementing 13 new clinics, including a clinical third-year, and providing opportunities for professional development and work experience.	
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.	
Setting and assessing student performance outcomes to ensure that teaching methods and programs are responsive to the learning goals and needs of students.	



## CAREER SUCCESS

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.	
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.	
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.	
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.	



## INTELLECTUAL LIFE

Committing New York Law School's resources to support the faculty's scholarly priorities.	
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.	
Increasing student participation in research and scholarship to enhance student learning and intellectual growth.	
Ensuring that there is adequate mentoring and other resources to help junior faculty realize their goals.	
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.	
Supporting faculty who wish to engage in the use of social media to reach mass audiences and have direct and immediate impact.	
Developing proposals to take advantage of unique funding opportunities for faculty scholarship provided by foundations, individuals, corporations, nonprofits, and government.	



## COMMUNITY ENGAGEMENT

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



## OPERATIONS

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.	
Fostering institution building by developing well-informed, short- and long-term financial plans; using sophisticated data and econometrics, and predictive models; and focusing on disciplined and strategic investment.*	
Continuing rigorous, timely, and accurate compliance with accreditation standards and other requirements affecting operations.	
Scaling operations to meet changing demands while ensuring quality of service.	
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.	
Creating new scorecards to report on key activities in support of our goals so that the NYLS community can monitor performance progress.	
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.	

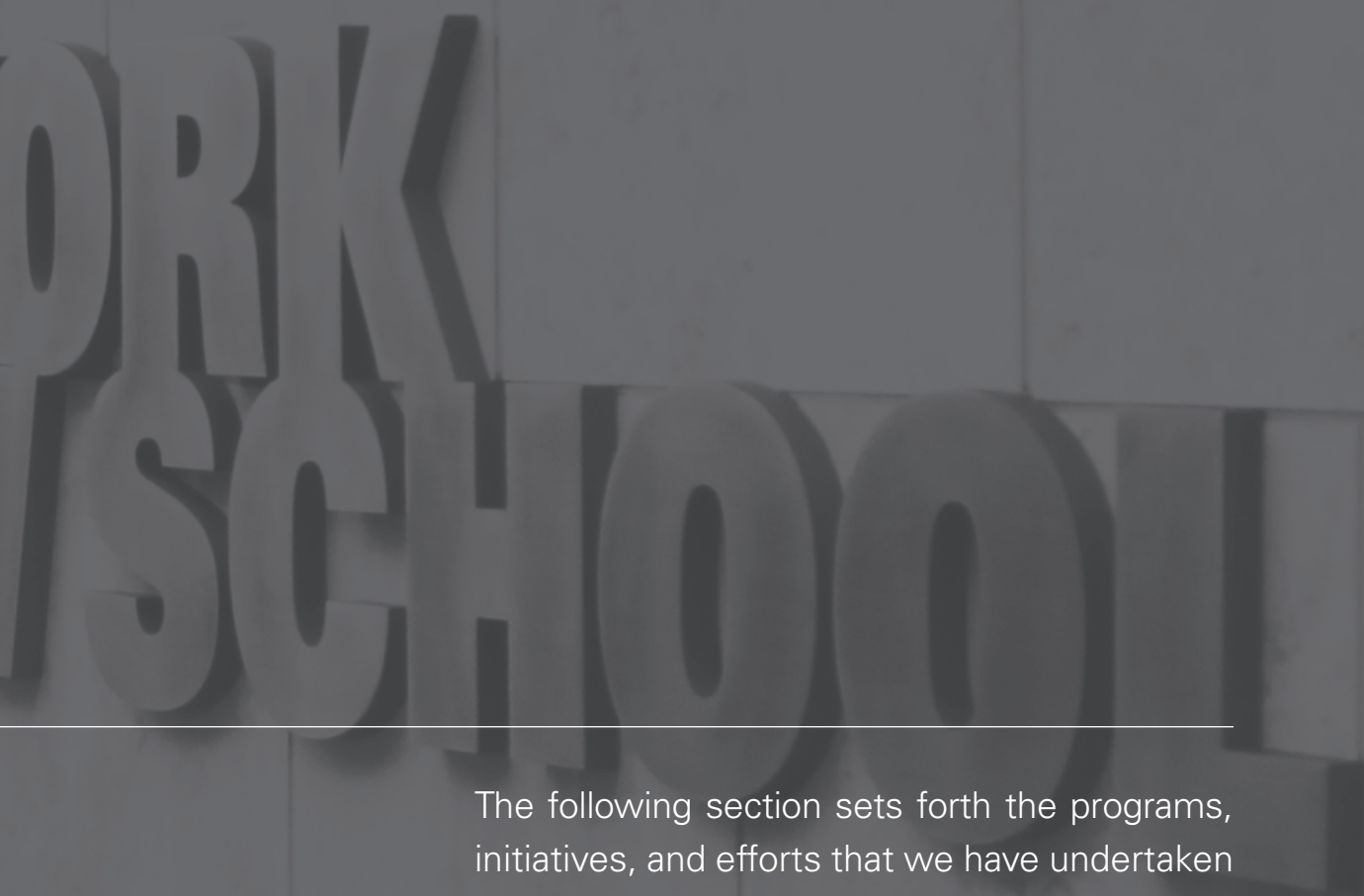
\*Our short- and long-term financial plans did not rely on econometric or predictive models.





# STRATEGIC OUTCOMES

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The following section sets forth the programs, initiatives, and efforts that we have undertaken in the past year to make progress toward achieving the strategic outcomes that we established in our Strategic Plan. While much progress has been made in all areas, we have selected the most meaningful highlights to include here.

# STRATEGIC OUTCOMES

In its Strategic Plan, New York Law School committed to focus on achieving specific outcomes that reflect NYLS's pedagogical and scholarly activities. In this section of the report we detail the accomplishments of the past year that demonstrate our progress toward achieving these outcomes.

1

**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.**

2

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

3

**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.**

4

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

5

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

6

**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.**

7

**NYLS operates efficiently to increase affordability for students and to provide the NYLS community a lifetime of rewarding programs and services.**



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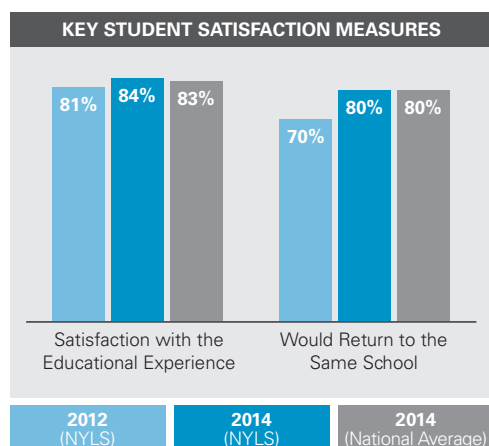
## PROGRESS

### NATIONAL RECOGNITION

In the last year, NYLS was recognized by legal journals and rating publications for several significant accomplishments, each of which represents a critical step forward in our progress.

- Made notable improvement, compared to prior year, in overall rank for law schools ranked by *U.S. News & World Report*.
- Ranked in the top half of all law school part-time evening programs by *U.S. News & World Report*.
- Ranked in the top 30 law schools for Clinical Training by *U.S. News & World Report*.
- Ranked as one of the top law schools for experiential learning by *National Jurist* magazine.
- Recognized for Hispanic representation by *Hispanic Outlook* magazine.
- Recognized for overall community diversity by *U.S. News & World Report*.

### STUDENT SATISFACTION ON THE RISE



Student engagement and feedback are critical factors in measuring our progress toward key objectives. For that reason, NYLS participates in the Law School Survey of Student Engagement (LSSSE), a national gauge of student satisfaction across a wide spectrum of criteria. In 2014, NYLS students participated at a record rate of 50 percent (in line with average LSSSE response rates).

For NYLS, this surge in response rate after several declining years reflects a focus on engaging our students as partners in their education. The 2014 student satisfaction ratings reflected improvements in almost every area, and some substantially. We believe these responses, and the positive outcomes they reflect, are an important measure of our progress in adapting our environment to meet student needs.





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## PROGRESS

### ACADEMIC PROGRAMS AND INITIATIVES

- Revamped our bar exam preparation initiatives and, as a result, had the largest jump in bar pass rate in New York State for the July 2013 bar—up by nearly 14 percentage points to 83.4 percent.
- Refined our curricular offerings and programs to better align with student needs and interests and with the goals of the Strategic Plan. This effort largely focused on increasing the availability of courses that have a connection to the most common emerging market sectors: business and financial services; government and public interest; and intellectual property, media, technology, and applied sciences.
- Introduced a Two-Year J.D. Honors Program that begins in January 2015, compressing three years of legal education into an accelerated 24-month curriculum, including specialized tracks for business and financial law, and government and public interest. Because it is an honors program, each student receives at least a \$50,000 scholarship, reducing tuition by at least one-third, and each student is guaranteed a paid postgraduate fellowship.
- Restructured various centers, institutes, and programs with related missions under several broad umbrellas to enhance the student experience, achieve greater synergies and community impacts, and maximize the use of faculty, staff, and other resources. The first consolidation is the new Impact Center for Public Interest Law, followed by the Center for Law and Technology Innovation, coming in the 2014-15 academic year.
- Created a new Office of Diversity and Inclusion and appointed our first Chief Diversity Officer. In fall 2014, we will begin implementing a comprehensive diversity plan focused on recruitment, retention, and support programs, along with strategies to aid student professional development and cultural competence.
- Continued the Initiative for Excellence in Law Teaching (IELT), co-directed by Professors Kris Franklin and Doni Gewirtzman. In 2013-14, the IELT began a Teaching Mentor program for junior faculty, and now publishes a monthly primer on a range of pedagogical issues including Socratic Questioning in the Law School Classroom, Exam Design, and Student Learning. IELT also helps organize, along with Professors Stephen Ellmann and Anne Goldstein, a monthly Pedagogical Discussion Group for faculty featuring speakers on topics such as education theory, practice, and innovation.

## ACADEMIC STANDARDS AND EVALUATION

- Identified and adopted a new set of core competencies that form the foundation of a meaningful and effective course of study to be integrated into the curriculum.
- Adopted new requirements to evaluate student learning outcomes in first-year required courses through various methods of formative assessment.
- Set up a system for regularly evaluating teaching methods and programs to determine whether and to what extent students' goals and needs are being met, including introducing a guide and tools to provide formative assessment.
- Developed a new and more substantive student course evaluation tool following an extensive review of best practices that was piloted during the summer 2014 session. Moved the student course evaluation from paper to an online format, which allows for more flexible data collection and analysis.

## SPOTLIGHT

### RENEWED FOCUS ON BAR PASS

Gains in our July bar pass rate are attributed to many factors, including programs implemented to focus directly on improving bar pass rates:

- The innovative “Jump Start” program, a five-day intensive immersion in bar study, including a unique \$500 cash incentive plan to ensure maximum participation among the graduating class.
- Appointment of a new Bar Programs Coordinator and implementation of a Bar Mentoring Program.
- The Bar Exam Lunch Program, which provides all students taking the bar exam at the Javits Center with a prepared lunch, sponsored by the Law School's alumni community and Trustees, eliminating unnecessary stress and distraction during the exam in 2014.

In 2014-15, we will continue these efforts, and others, including the introduction of a program for second-year law students to help them get an early start on bar exam prep.

## SPOTLIGHT

### MODERN LEARNING AND THE URBAN CAMPUS

One of NYLS's most distinctive qualities is our urban campus in TriBeCa—a vibrant neighborhood in lower Manhattan, close to New York City's financial, government, and judicial centers. Our main building, constructed in 2009, is a state-of-the-art academic environment. However, many administrative offices and academic programs occupy leased office space in other buildings. To promote greater interaction, eliminate the need for leased space, and enable us to place all classes, programs, and activities under one roof, we are undertaking a campus consolidation and redesign effort. The plan is projected to achieve a reduction in overhead costs of \$50 million over the next 17 years, a savings that will substantially offset tuition costs for students, and complete the build-out of our urban academic complex.

## SPOTLIGHT

### STATE-OF-THE-ART TECHNOLOGY TO ENABLE INNOVATIVE LEARNING

Using the latest technology, NYLS is implementing innovative approaches to facilitate greater interactivity, time-shifting, conferencing and simulations, and improved legal research methods. Recent and planned actions include the following:

- Introduced Interactive Seminar Rooms designed to use real-time web and audio conferencing to enable faculty and students to collaborate remotely with faculty from other institutions and to link directly with outside experts for enhanced classroom experiences.
- Developed a Flip-the-Classroom initiative, which involves faculty recording multimedia lectures for viewing in advance of class sessions so they may shift class time from lecture to class discussion, enabling faculty to better engage with students in class, and students to absorb lectures at their own pace.
- Designed and implemented a course-filtering tool that sorts course descriptions by topic and type of course, allowing students (and prospective students) to see all courses in a particular area of law. Students can more easily find courses that will help them develop the expertise and skills they need for their chosen practice areas.
- Implemented multimedia recording tools to digitally capture classes and events for students and faculty when they are unable to safely commute to campus, such as following Superstorm Sandy, and during snowstorms. Faculty can quickly and easily capture classroom instruction and lectures, and enable students to easily participate remotely or view later via on-demand streaming.
- Launched Mobile NYLS—a smartphone-friendly application to enable users to easily access NYLS resources while on the go.

## SPOTLIGHT

### LIBRARY SERVICES FEATURE ARCHIVAL RICHES AND INNOVATIVE TECHNOLOGY

This past year, the Mendik Library was proud to dedicate the Honorable Roger J. Miner Reading Room, which established a research collection relating to the career of Judge Miner '56, of the U.S. Court of Appeals for the Second Circuit. This was made possible due to the extraordinary generosity of the Miner family in donating to NYLS a gift of unique materials from Judge Miner's 31 years on the federal bench. The archival collection developed for the dedication ceremony is available online.

Also this year, the Library has updated DRAGNET, an innovative legal research tool that uses Google's custom search feature to more efficiently search a select group of trusted and free law-related websites. The recent update added 150 new online legal journals to the search feature, plus the ability to search the full text of constitutions, codified statutes, and codified regulations of the federal government and all 50 states. In addition, NYLS's award-winning app, Mendik Mobile, continued to grow, providing easy access to many of the Library's key services. In 2013-14, more than 25,000 queries were made using Mendik Mobile. And in 2013, the Library's "Elevator Ed" campaign was awarded the American Association of Law Libraries Excellence in Marketing Award for the Best Campaign. It offers a weekly "Trip Tip" posted in each library elevator as a catchy way to get students to notice library announcements.





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.





## STRATEGIC PLAN PROGRESS AND OUTCOMES



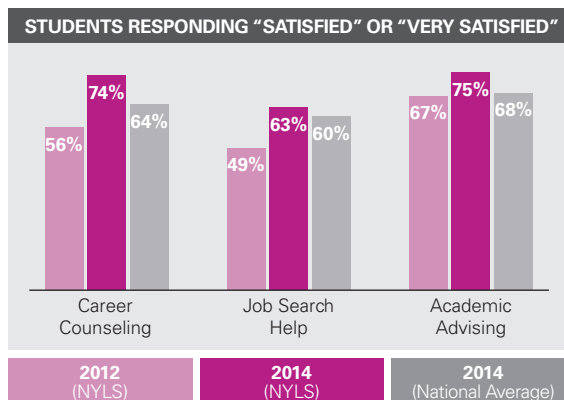
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## PROGRESS

### CAREER OPPORTUNITIES AND EXPERIENTIAL LEARNING

- Continued a trend of improved employment outcomes in both traditional and nontraditional placements, largely as a result of substantially increased resources focused on career counseling, programming, and recruitment opportunities. These improvements are reflected in overall employment data, as well as positive feedback from students.
- Increased participation in law clinics by 44 percent over the prior year.
- Offered approximately 30,000 hours of experiential training in the form of externships across a wide array of professional options.
- Initiated a new Alternative Dispute Resolution (ADR) Skills Program that emphasizes skills and hands-on experience in negotiating, drafting, mediating, and arbitrating deals and conflicts.

### SATISFACTION RATINGS IN KEY STUDENT SUPPORT AREAS

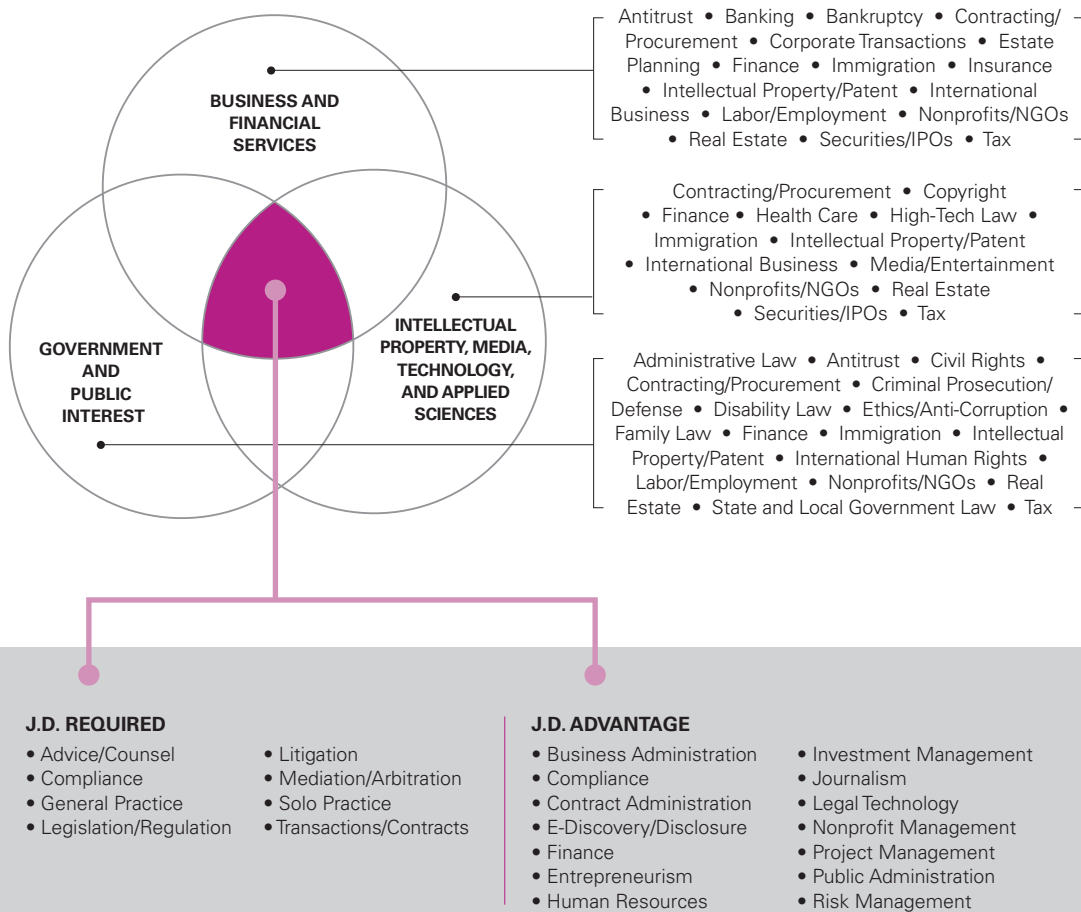


Student satisfaction with career counseling, job search help, and academic advising is a critical measure of key areas where NYLS invested a substantial amount of resources to enhance the level of service provided to students.

Achieving increased student satisfaction scores compared to prior years—in some cases higher than the national average—is an important outcome of these efforts. We will continue to work on efforts that will serve to further improve student satisfaction in these areas.

## NYLS ALIGNS WITH THE EVOLVING LEGAL MARKETPLACE

A critical component of our Strategic Plan is to adapt our course offerings and educational delivery models to meet a structurally changed legal marketplace while providing students a firm foundation for a lifetime of legal practice. The chart below reflects how the Law School has begun to align its courses and adapt its programs and services to meet evolving needs. By understanding the interrelated and interdependent nature of the three areas of the law depicted below, students will be able to develop knowledge and experience needed today to compete for a broad array of legal and law-related careers tomorrow.



## LEGAL TRAINING

- Partnered with Credit Suisse, a leading global financial services company, to have NYLS students participate in the Credit Suisse General Counsel Academy, an internship program where students work part-time, rotating through various divisions of the bank's General Counsel and Compliance offices during three semesters.
- Increased the number of curricular, clinical, and experiential offerings in academic centers to maximize the learning and networking opportunities available to student affiliates and to enrich the affiliation experience.
- Continued to provide innovative legal training through our Legal Practice Program, which offers all first-year students a comprehensive introduction to lawyering skills at the beginning of their law school careers. The Program integrates the teaching of analysis, research, and writing with lawyering skills like client interviewing, counseling, and negotiation to better prepare students for their first legal work experience.

## PRO BONO WORK

- Offered valuable *pro bono* service opportunities for students and alumni through participation in our long-standing and nationally acclaimed Safe Passage Project, which originated at NYLS and provides legal services to undocumented children in immigration court proceedings.
- Began working with community organizations that provide legal services to clients on weekends and evenings to enhance the number and type of *pro bono* offerings available to evening students.
- Established a framework for students to participate in New York State's new Pro Bono Scholars program, which will begin in January 2015 and enable selected students to spend their final semester of law school gaining valuable lawyering skills by working on behalf of poor and underserved communities. In return for completing a minimum of 40 hours a week of *pro bono* service, Pro Bono Scholars will be eligible to take the New York State Bar Examination in February of their third year of law school, and to go through an accelerated process for admission to the New York State Bar.

## SPOTLIGHT

### THE CITY IS OUR CLASSROOM

NYLS is taking every opportunity to leverage its location in the heart of New York City's legal, government, financial, and emerging tech centers, and the enviable relationships that location makes possible. Recent actions include the following:

- Launched "*The City is our Classroom*" initiative, which introduced 13 new clinics—doubling the number of clinical offerings to 26, and guaranteeing every student an opportunity to participate in a clinic or experiential learning. In addition, this effort has resulted in NYLS being well-positioned to meet or exceed the forthcoming American Bar Association requirements concerning experiential programming.
- Expanded the long-standing partnership with New York City government to yield more than one hundred opportunities, including internships, externships, and full-time career placements across a wide spectrum of City agencies.

## STUDENTS IN ACTION

NYLS students are making great strides toward fulfilling employment. The following profiles represent a sampling of the burgeoning careers of our graduates.



**Catherine Barreda 3L** was recently selected to participate in New York State's first Pro Bono Scholars program which enables students to accelerate their bar admission process in exchange for providing *pro bono* services to the underserved during their final semester of law school. Catherine applied to this competitive program to gain valuable lawyering experience and give her an edge in her search for a public interest job. During the spring 2015 semester, Catherine will work on juvenile immigration cases for The Door, a nonprofit that provides a range of services for disadvantaged youth.



**Julie Nociolo '14** accepted a two-year clerkship with the Central Legal Staff of the New York State Court of Appeals, the State's highest court. After she concludes her service with the court, Julie will be headed to the New York City Law Department. At NYLS, she was a member of both the *New York Law School Law Review* and the Moot Court Association, and received the Chief Justice Rose E. Bird Award for Motivation in Pursuing Public Interest Law at the Commencement Exercises in May 2014.

David Lightstone, Alexander Stark, Jennifer Wang, and David Weinfeld of the Class of 2014 are joining the law firm Paul, Weiss, Rifkind, Wharton & Garrison as associates. All four were John Marshall Harlan Scholars at NYLS. Many other recent graduates have joined major firms and institutions this fall.



**David Lightstone** was affiliated with the Center for International Law and was an Articles Editor of the *New York Law School Law Review*.



**Alexander Stark** was affiliated with the Institute for Information Law and Policy and was the Executive Online Editor of the *New York Law School Law Review*, where his Law Review Note won second place in a law student writing competition sponsored by the Intellectual Property Law Section of the New York State Bar Association.



**Jennifer Wang** was also affiliated with the Institute for Information Law and Policy and was an Executive Editor of the *New York Law School Law Review* and a recipient of the Joseph Solomon Award for Excellent Character and Fitness at the Commencement Exercises in May.



**David Weinfeld** was affiliated with the Center for Business and Financial Law and was a Staff Editor of the *New York Law School Law Review*.





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



STRATEGIC PLAN PROGRESS AND OUTCOMES





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## PROGRESS

### FACULTY SCHOLARSHIP

- During the 2013-14 academic year, NYLS faculty members collectively published 11 books, four book supplements, 10 book chapters, 42 law review and scholarly articles, and more than 100 newspaper articles, amicus briefs, and other publications. NYLS also hosted numerous symposia and faculty colloquia, bringing in scholars from across the nation to contribute to the intellectual vitality of our community.
- In its most recent ranking from 2012, NYLS placed in the top third of U.S. law schools for faculty scholarship in a study conducted by professors at the University of St. Thomas School of Law, using a methodology created by Professor Brian Leiter of the University of Chicago Law School.

### FACULTY RECOGNITION

- Awarded tenure to Tamara C. Belinfanti and Houman Shadab, bringing expertise to the doctrinal faculty from practice and scholarly inquiry in the fields of business and financial law.
- Awarded long-term contracts to Melynda H. Barnhart, Kirk D. Burkhalter, and Daniel A. Warshawsky, bringing expertise to the skills faculty from a diverse set of practice areas.
- Hired two new tenure-track faculty members in the area of intellectual property—Jacob S. Sherkow and Ari Ezra Waldman—to bring leadership to the NYLS Institute for Information Law and Policy and to launch a new Center for Law and Technology Innovation.
- Named two faculty members to chaired professorships: Professor Ann F. Thomas became the inaugural Otto L. Walter Distinguished Professor of Tax Law, and Professor Jethro K. Lieberman became the Martin Professor of Law.
- Recognized Professor David Chang as the recipient of the Class of 2014 Teaching Award, which is annually voted upon by the graduating class and is awarded at Commencement Exercises, this year held at Carnegie Hall. Professor Chang is an expert in various areas of constitutional law, including interpretive theory, discrimination, freedom of speech, and hate crimes.
- Recognized Adjunct Professor Martha Hochberger with the NYLS Adjunct Faculty Leadership Award at the annual Adjunct Faculty Luncheon. Professor Hochberger teaches courses on persuasion, principles of legal analysis, and writing skills for lawyers.

## FACULTY VISIBILITY

- Featured numerous faculty members in the national press, media, and other outlets who were called upon to provide legal opinions and expertise across a wide range of areas, including immigration, the death penalty, broadband communications, diversity, marriage equality, visual perception in litigation, business fraud, bitcoins, and spending on political speech.
- Supported faculty who published opinion pieces on everything from reform of the Environmental Protection Act to same-sex marriage to the Federal Arbitration Act to the U.S. border crisis. Media placements include *The New York Times*, *The Hill*, *The Huffington Post*, NPR, *U.S. News & World Report*, *National Journal*, *The Nation*, the *New York Law Journal*, the *New York Post*, and the *New York Daily News*.
- Produced a compendium of faculty publications during the 2013-14 academic year, showcasing the scholarly work of our full-time and adjunct faculty. The compendium is available on the NYLS website.
- Developed a Faculty Experts video series that enables NYLS to share its intellectual capital and thought leadership to a wider audience. This growing library of videos offers viewers expert insight from NYLS faculty members on a variety of topics, including provocative discourses on capital punishment, international crises, same-sex marriage, and financial regulation. The videos are available on the NYLS YouTube channel and the JD Supra channel.
- Revamped the faculty section of the NYLS website to better promote faculty news, including the publications, speaking engagements, media appearances, affiliations, and recent activities of faculty members in shaping the development and understanding of law, policy, and society.
- Supported academic entrepreneurship by assisting faculty in developing profiles and brands that can be promoted via traditional and new media methods, including blogs, op-eds, Facebook, Twitter, and LinkedIn.
- Improved communications to, and engagement with, our adjunct faculty community, including inviting them to participate in the faculty's Tuesday Scholarship Lunch Series and its Pedagogy Workshop Series. Adjunct faculty now receive a new monthly newsletter providing news and information to keep them connected to, and better informed about, NYLS activities.

## SPOTLIGHT

### FULBRIGHT SCHOLARS AT NYLS

In 2013, NYLS was pleased to honor two of our colleagues, Professors **Richard K. Sherwin** and **Stephen J. Ellmann**, who were both named Fulbright recipients. This prestigious recognition reflects the high caliber of scholarship and intellectual activity occurring at New York Law School.

### WRITING AWARDS

Three full-time faculty members were recognized with the Otto L. Walter Distinguished Writing Awards at the 2014 Commencement Exercises: **Edward A. Purcell Jr.** for "Understanding *Curtiss-Wright*"; **Robert Blecker** for *The Death of Punishment: Searching for Justice among the Worst of the Worst*; and **Michael L. Perlin** for *Mental Disability and the Death Penalty: The Shame of the States*. In addition, **Zvi Rosen** won the award for adjunct faculty for "Discharging Fiduciary Debts."



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

# 5

STRATEGIC PLAN PROGRESS AND OUTCOMES

## STRATEGIC PLAN PROGRESS AND OUTCOMES



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

## PROGRESS

### COMMUNITY ENGAGEMENT

- Established the new Institute for In-House Counsel, sponsored by Bloomberg BNA (founding sponsor) and Pryor Cashman LLP, to address emerging legal, economic, and business issues affecting companies from a variety of industries and sectors; provide practical advice on how to successfully navigate the in-house/outside counsel relationship; and communicate effectively with company leadership.
- Awarded funding from the New York City Department of Investigation to promote and advance ethics for legal and government professionals by using federal forfeiture funds to make ethics training and materials available, at no cost, to the widest possible audience.
- Named by Governor Andrew Cuomo to lead, in partnership with Albany Law School, a consortium of New York's 15 law schools to develop strategies for law schools to better serve the State's veterans.
- Awarded funding from The Fund for the City of New York to develop a Municipal Governance Institute for high-level public officials within New York City government.
- Redesigned and relaunched the Law School's virtual campus, [www.nyls.edu](http://www.nyls.edu). A state-of-the-art tool for the NYLS community, it now includes features such as a searchable class catalog, a faculty and student news page, a campus-wide events calendar, and a "newsroom," which includes a social media directory and toolkit.
- Recognized for groundbreaking legal work to advance the LGBT community and its bar association through the pioneering leadership of Professor Arthur S. Leonard. In 2014, Professor Leonard was honored at the annual dinner of the LGBT Bar Association of Greater New York as its founder on the 30th anniversary of its incorporation.



## ALUMNI ENGAGEMENT

- Provided new and innovative opportunities for alumni to engage with the School: working with faculty and administration in design of new programs; teaching a CLE program or serving as an adjunct faculty member; speaking at a Spotlight luncheon; affiliating with a Center advisory board; mentoring students; serving on the Alumni Association Board; recruiting on campus or otherwise helping with career placement; attending reunions and other events; and supporting the School through the annual fund, scholarships, and other special initiatives.
- Restructured the Office of Development and Alumni Relations to create a strong foundation of support across the entire NYLS community for celebration of the law school's upcoming 125th anniversary. The new Office of Institutional Advancement is poised to lead an aggressive fundraising campaign, including the planned creation of a Blue Ribbon Committee to coordinate activities.
- Conducted a new e-fundraising campaign relying only on e-mail and social media channels to raise funds to support the Bar Exam Lunch Program, through which NYLS provided boxed lunches to students taking the two-day New York State Bar Exam at the Javits Center. With lead support from the Alumni Association, and two alumni members of the Board of Trustees, the 30-day, online-only appeal raised more than \$20,000 from alumni and completely funded the cost of the lunch program, with significant participation from graduates in the classes of 2011, 2012, and 2013.
- Developed new philanthropic investment opportunities that will impact student success and advance innovative legal education, including the Two-Year J.D. Honors Program, the Center for Clinical and Experiential Learning, the Impact Center for Public Interest Law, the Center for Law and Technology Innovation, various bar pass initiatives, and scholarships.

## SPOTLIGHT

### A RENEWED CULTURE OF GIVING

The Office of Institutional Advancement has promoted a new culture of giving at NYLS, which is evidenced by increased alumni engagement and support for a variety of new fundraising opportunities. For example, the inaugural Student Scholarship Benefit was attended by approximately 100 alumni and friends and raised \$400,000 for student scholarships in just one night. And the retooled NYLS Gala, the School's largest annual fundraising initiative, raised nearly \$1 million in 2013. The 2014 Gala is on track to reach a \$1.25 million goal for scholarships and program support in 2014.

In concert with these showcase events, there are numerous other giving opportunities for alumni who may be motivated to support a specific initiative, such as Moot Court, *Law Review*, and other affinity groups.





NYLS fulfills its commitment as “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.

# 6

STRATEGIC PLAN PROGRESS AND OUTCOMES

## STRATEGIC PLAN PROGRESS AND OUTCOMES



NYLS fulfills its commitment as “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.

## PROGRESS

### COMMUNITY SERVICE

- Developed new opportunities for students to engage in *pro bono* activities, in connection with the NYLS Pro Bono Initiative, to gain valuable experiential training while working to comply with New York State’s *pro bono* service requirement as a prerequisite to admission to the bar, as well as to help meet the compelling need for legal services by low-income individuals, not-for-profit organizations, and others.
- Provided more than 21,000 hours of legal services, including representation of underserved clients and government agencies, through the NYLS clinical program. When coupled with our externship program, NYLS students participated in more than 51,000 hours of service.
- Offered 50 CLE courses, including Tax Issues in China, Trial of a Cross Border Debt Equity Case, New York City Procurement Law, and The Social Media Revolution: Current Legal Trends and Ethical Considerations.
- Founded a Charter High School for Law and Social Justice, as a result of a partnership between NYLS Professor Richard D. Marsico and the College of Mount St. Vincent, to provide students from underserved communities in the South Bronx with a high-quality education focused on creating pathways to college, graduate school, and careers in the legal profession.

### CAMPUS LIFE

- Hosted more than 1,300 events and programs made possible by a state-of-the-art facility with large and welcoming event space that is conveniently located near the city’s civic center. The events, which are geared toward thought-provoking and societal topics, often host prominent figures, including renowned scholars; current and former New York City Mayors; New York City’s current five Borough Presidents and Police Commissioner; leaders of major businesses such as Barnes & Noble and the Ford Foundation; and notable personalities from finance, media and law. NYLS has been the site of several significant events, including a program to honor Nelson Mandela, a training session on Voting Rights Litigation, a seminar on Ethics in City Government, and a symposium on the Financial Action Task Force, an intergovernmental body established in response to international money laundering and terrorist financing.

## SPOTLIGHT

New York Law School returned to Carnegie Hall—the site of its first Commencement Exercises in 1892—for its 122nd Commencement Exercises in May 2014. Steven Banks addressed the graduates and received an honorary Doctor of Laws degree in recognition of his long career in legal advocacy, including 33 years with The Legal Aid Society, during the last 10 of which he served as Attorney-in-Chief. In addition, Dean Crowell presented the President's Medal to Trustee Kathleen Grimm '80, Deputy Chancellor of Operations at the New York City Department of Education.



"Four years ago, I never thought that as students, we'd appear in court, work with lawmakers and judges, or even have the opportunity to work directly with clients. But that's what happens when you go to New York Law School."

**From the commencement speech at Carnegie Hall by Evening Division student William Manubu Lemon '14, now a first-year associate attorney at Cleary Gottlieb Steen & Hamilton LLP.**

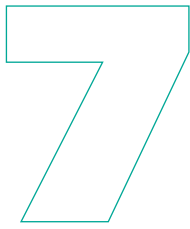






NYLS operates efficiently to increase affordability for students and to provide the entire NYLS community a lifetime of rewarding programs and services.





## STRATEGIC PLAN PROGRESS AND OUTCOMES



NYLS operates efficiently to increase affordability for students and to provide the NYLS community a lifetime of rewarding programs and services.

### PROGRESS

#### TUITION AND FINANCIAL AID

- Stabilized tuition, with no increase, for academic years 2013-14 and 2014-15, the third straight year with the same rate of tuition.
- Doubled the rate of student scholarships as a percentage of tuition over the past two years.
- Established more than a dozen new donor-funded scholarships to increase the amount of financial aid available for second-career students, particularly those with government and public interest experience.
- Revamped financial aid counseling and support to each student in a manner tailored to their needs.
- Guaranteed a room to admitted students in the NYLS Residence Hall, an affordable, safe, and convenient housing option for those who need it.

#### FISCAL RESPONSIBILITY

- Established a four-year financial plan with specific targets and contingencies for changing enrollment conditions.
- Realized cost savings throughout the operational and administrative departments by reducing expenses by 28 percent over the past two years while maintaining the highest quality academic and administrative services. In 2014, 75 percent of NYLS LSSSE survey respondents reported that they were satisfied or very satisfied with the school's support services, an increase of 10 percentage points compared to 2012.

#### OPERATIONAL EFFICIENCY AND TRANSPARENCY

- Implemented numerous *NYLS Operational Review* recommendations geared toward improving administrative efficiencies, largely through converting manual processes to electronic methods, with an eye toward improving service to students, faculty, alumni, and others. The *Operational Review*, conducted in fall 2012, was a comprehensive examination of the Law School's operations—top to bottom and end to end—to ensure that the highest quality service was being delivered in the most efficient and cost-effective manner. The effort resulted in more than 300 recommendations, 94 of which were identified as priority initiatives. Many of these are under way, some are already implemented, and all are part of a comprehensive work plan for continuous operational improvements. The *Operational Review Report and Recommendations* is available on the NYLS website.



- Implemented a virtual bookstore to provide faster, easier, and more convenient access for faculty and students to order, exchange, or return books. In fall 2014, we will also provide a virtual marketplace to obtain NYLS-branded merchandise.
- Implemented a reporting process that allows the School to track, in real time, critical measures in the offices of Admissions, Career Planning, and Institutional Advancement.
- Implemented a tracking process to monitor cost savings realized throughout the operational and administrative operations.
- Introduced a variety of new weekly newsletters to students, trustees, faculty, and staff providing important information and updates in a curated, electronic format.
- Launched an interactive staff training tool for individual e-learning and group training to enable staff to acquire new skills; the tool includes leadership and professionalism training and dozens of computer-based training modules.

## LOOKING AHEAD

As New York Law School prepares to celebrate its 125th anniversary, we are pleased to have been able to report a record of exciting progress and measurable achievement since issuing our Strategic Plan last summer. Although the progress made and benefits realized by our community are encouraging, we recognize that our journey is just beginning and that we have much work to do to reach our goals and fulfill our vision as “New York’s law school.”

As this report demonstrates, NYLS, more than ever, is committed to a superior level of student, faculty, and community engagement, as well as excellence and accountability, in everything we do. To that end, we will continue to take every necessary step to be innovative and influential as a provider of legal education, and in shaping the development of law and policy in the world around us, for the next 125 years.

We look forward to reporting to you on our progress and outcomes annually, as well as sharing with you significant milestones in our work all along the way.

We appreciate the contributions of so many who have helped guide us to this point, and who remain ready to continue the progress. Dean Crowell thanks the Board of Trustees, faculty, administration, and staff, as well as our students and alumni, and many other partners and collaborators, for their leadership and support of our institution-building efforts. In particular, he thanks Carole Post, Executive Vice President and Chief Strategy and Operations Officer, for her extraordinary leadership in the development of this report and in our planning and operational processes. He also extends thanks to Nancy Guida, Vice President for Marketing and Communications; Regina Chung, Senior Director of Creative Services; and Ruth Singleton, Chief Editor/Writer, for their exceptional efforts and vision.

# NEW YORK LAW SCHOOL MILESTONES

New York Law School has undertaken many substantial efforts and initiatives in the past year in furtherance of the goals of the Strategic Plan. We are pleased to include this timeline, which provides some highlights of the key milestones since August 2013.

**September 2013**

## **NYLS Announces Two-Year Honors Program**

New York Law School announces that, beginning in January 2015, it will offer a two-year J.D. honors program. Candidates for admission will be expected to have completed at least two to three years of meaningful professional work experience and/or possess unique academic credentials. Because it is an honors program, admission will automatically come with at least a \$50,000 merit scholarship for the 24-month program, for all enrolled students. New York Law School is the first in the nation to introduce a two-year J.D. honors program. The Law School will guarantee postgraduate fellowships to all two-year honor students through partnerships with firms, companies, nonprofit organizations, and government agencies. Dean Crowell is interviewed about the program on New York Public Radio and Bloomberg Law.

**August 2013**

## **Two NYLS Professors Win Fulbrights**

Dean Crowell announces that Professor Richard K. Sherwin and Professor Stephen J. Ellmann have been named Fulbright recipients. Professor Sherwin, who has received the honor to work on a new project called "The Moving Images of Law," is serving as the Fulbright Visiting Research Chair in Law and Literature at the Institute for the Public Life of Arts and Ideas at McGill University in Montreal, Quebec, Canada, in the 2013-14 academic year. Professor Ellmann has received a Fulbright Specialist Award to work on comparative constitutional law and clinical legal education planning this past summer at the University of Capetown Faculty of Law in South Africa.



**Professor  
Richard K.  
Sherwin**



**Professor  
Stephen J.  
Ellmann**

**September 2013**

## **NYLS Launches New Web Site**

New York Law School launches its new website and receives great feedback on the website's look, ease of use, and mobile-friendly design. Some of the new features include a searchable class catalog, an institutional events calendar, a redesigned newsroom (including a social media directory and toolkit), and a faculty news page.



**September 2013**

**NYLS Symposium  
Commemorates Dr. King's  
'I Have a Dream' Speech**

NYLS hosts a symposium commemorating the 50th Anniversary of Dr. Martin Luther King, Jr.'s "I Have a Dream" speech and the March on Washington. Sponsored by the Racial Justice Project, the Justice Action Center, and the *Law Review*, the event features leaders of the civil rights movement—including Clarence Jones, Dr. King's advisor and speechwriter—as well as prominent civil and human rights attorneys and legal scholars. Associate Dean Deborah N. Archer presents the opening remarks, and panelists reflect on the impact Dr. King's speech and the March had on the civil rights movement; examine civil rights enforcement in the federal courts; and discuss the legacy of these events today and for the future.



**October 2013**

**Dean Crowell Named to  
'People to Watch in Higher  
Education' by Crain's**

Dean Crowell is selected by *Crain's New York Business* as one of its "People to Watch in Higher Education." He is the only law school dean to be named to the list. *Crain's* says, "Anthony Crowell was appointed New York Law School president and dean a little more than a year ago, and he's already making waves. Amid the growing debate about whether a law school should be cut to two years from three,....Mr. Crowell began allowing some third-year students to earn credits working in the field this fall. Some of that work will be in city government, an area familiar to Mr. Crowell, who previously served as counselor to Mayor Michael Bloomberg."



**October 2013**

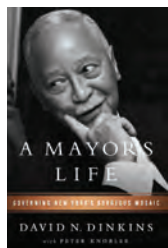
**Credit Suisse to Hire NYLS  
Students for Its General  
Counsel Academy**

Financial services company Credit Suisse announces that it is in the process of hiring NYLS 2L and 3L Evening students to join the Credit Suisse General Counsel Academy, an internship program where students work part-time (paid), rotating throughout various divisions of the bank's General Counsel and Compliance Office. The announcement is made at the *New York Law School Law Review* Alumni Network's second annual fall reception, in the Credit Suisse building at 11 Madison Avenue. Nearly 100 alumni, current Law Review students, and Credit Suisse employees attend the event, at which Dean Crowell and alumna (and Credit Suisse attorney) Erin (Efland) Miner '08 give remarks.

**September 2013**

**Former Mayor Dinkins  
Interviewed by Dean Crowell  
and Ross Sandler**

The Center for New York City Law hosts former New York City Mayor David Dinkins at a City Law Breakfast. Following an introduction by Leonard Riggio, Executive Chairman of Barnes and Noble, Dean Crowell and Ross Sandler, Founding Director of the Center, jointly interview Mayor Dinkins about his recently published book, *A Mayor's Life: Governing New York's Gorgeous Mosaic*. Among several topics discussed is the "Safe Streets, Safe City" crime reduction program he implemented when he served as mayor in 1990-93.



**October 2013**

**'From Law School to Practice'  
Event Focuses on Legal Hiring  
Trends**

NYLS hosts "From Law School to Practice: Finding Your Way in a Changing Landscape," a conversation with leading practitioners on changing dynamics within the business of law, sector trends up and down, who's getting hired today, and why. Lee Pacchia '06 of Bloomberg Law moderates a panel consisting of Aurora Cassirer, Partner and Executive Committee Member, Troutman Sanders; Jay Grushkin, Senior Finance Partner, Milbank, Tweed, Hadley & McCloy; William Rochelle, Editor at Large, Bloomberg News; and Peter Sacripanti, Co-Chair, McDermott Will & Emery.



**October 2013**

**Appointment of Ann F. Thomas  
as Otto L. Walter Distinguished  
Professor of Tax Law**

At the 2013 Otto L. Walter Tax Policy Lecture, Dean Crowell officially appoints Professor Ann F. Thomas as the inaugural Otto L. Walter Distinguished Professor of Tax Law. The endowed chair was funded by a generous donation from the Otto and Fran Walter Foundation Inc. Otto L. Walter '54 was a renowned international jurist, specializing in U.S.-German tax treaties. Professor Thomas has been a tenured professor since 2001 and the Director of the Graduate Tax Program since 2003. Dean Crowell speaks about the life and work of Dr. Walter and Professor Thomas; Frank G. Helman, the Foundation's President, offers remarks about Dr. Walter; and Professor Thomas gives a talk on "Tax Reform and Shared Prosperity."



**Professor Ann F. Thomas**

**October 2013**

**Jethro K. Lieberman Named Martin Professor of Law**

Dean Crowell appoints Professor Jethro K. Lieberman as the Martin Professor of Law. The professorship was created in memory of Lester Martin, a noted philanthropist. Now in his 29th year on the faculty, Professor Lieberman has served in many of the Law School's central academic and administrative roles, including associate dean for academic affairs, director of the Writing Program, and vice president and now director of academic publishing. He has published more than 25 books; his *Liberalism Undressed* (2012) was praised in the *New York Law Journal* as a "masterwork, a brilliant, provocative and mature product of decades of thought about some of the most fundamental issues of our time or any time."



**November 2013**

**NYLS Announces ADR Skills Program**

Dean Crowell announces a new Alternative Dispute Resolution (ADR) Skills Program distinguished by its emphasis on practical experience. Students who complete the program will receive a Certificate in Dispute Resolution Skills. Developed with the realities of modern American lawyering in mind, the curriculum will emphasize skills and actual experience in negotiating, drafting, mediating, and arbitrating deals and conflicts ethically. Students will be exposed to theories of interest-based negotiation and its alternatives, and given opportunities to practice their skills. The program will also offer services to the legal and business community of the New York City region, through CLE and other training programs at the Law School as well as customized programs delivered onsite for companies, firms, and agencies. NYLS will serve as a resource center and a convening facility for lectures and special events for deal negotiators and conflict managers.

**December 2013**

**NYLS Creates New Office of Diversity and Inclusion**

The creation of the Office of Diversity and Inclusion is announced along with the appointment of the Law School's first Chief Diversity Officer. NYLS begins developing a comprehensive diversity plan, which includes recruitment, retention, and support programs, as well as strategies to aid student professional development and intercultural competence. NYLS also begins developing new outreach programs and enhancing existing initiatives for groups who have been historically underrepresented in the profession, and others.

**November 2013**

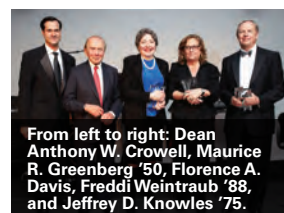
**NYLS Bar Pass Rate Rebounds**

Several measures introduced in spring 2013 to ensure that New York Law School graduates improve their first-time bar pass rate have met with great success. In just one year, the NYLS first-time bar pass rate has increased by 13.6 points to 83.4 percent for the July 2013 exam. These measures include the New York Law in National Perspective course and the Jump Start and Boot Camp programs. Quoted in the *New York Law Journal*, Dean Crowell says that NYLS graduates "went in to the bar prep period feeling more confident and having less of a learning curve. We're very pleased, and it's a terrific step in the right direction." In this highly competitive job market, passing the bar on the first try is extremely important, and NYLS will continue to offer these resources; they will put NYLS graduates on track toward meeting and exceeding the first-time bar pass rate of 94 percent, which NYLS achieved just a few years ago, in 2008.

**November 2013**

**NYLS Honors Three Groundbreakers at Gala 2013**

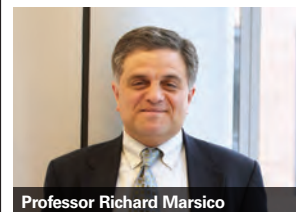
The Law School honors three distinguished alumni with the Groundbreaker Award at its Annual Gala. Dean Crowell presents the award to The Starr Foundation, led by Maurice R. Greenberg '50 and guided by its president, Florence A. Davis; Freddi Weintraub '88, a partner at Fragomen, Del Rey, Bernsen and Loewy, LLP; and Jeffrey D. Knowles '75, a partner at Venable. He observes, "Our honorees have had very different career paths, yet all of them have distinguished themselves by using the education they received at New York Law School as a foundation on which to build a great career." The event, held at Three Sixty in TriBeCa, raises roughly \$1 million.



**December 2013**

**Charter Approved for Charter High School for Law and Social Justice**

The New York State Board of Regents approves the charter school application for the Charter High School for Law and Social Justice. The School is the result of a unique partnership Professor Richard Marsico developed with the College of Mount St. Vincent to operate in the southern Bronx. Its mission is to provide students from underserved communities with a high-quality education focused on creating pathways to college, graduate school, and careers in the legal profession. Students will be exposed to a rigorous curriculum that uses law and social justice issues to help them develop the crucial skills of critical thinking and analysis, literacy, and effective communication.





**December 2013**

**Safe Passage Project  
Recognized by American  
Immigration Lawyers'  
Association**

The American Immigration Lawyers' Association (AILA) selects Professor Lenni Benson and the Safe Passage Project as the Fall 2013 Pro Bono Heroes of the Northeast region, which includes nominations from Connecticut, Maine, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, and Vermont. Each quarter, AILA recognizes individuals and organizations from across the country that embody the ethical responsibility to provide *pro bono* service through promoting and contributing to *pro bono* work, taking on complex *pro bono* cases, or handling a significant number of *pro bono* cases or *pro bono* hours.



Professor Lenni Benson

**January 2014**

**NYLS Honors Nelson Mandela**

The Law School hosts an event celebrating the remarkable life of Nelson Mandela, who died on December 5, 2013. Paying tribute to Mandela as lawyer, revolutionary, and statesman are Professor Stephen Ellmann, Co-Chair of the South Africa Reading Group; Penelope Andrews, Dean and President of Albany Law School; Hlonipha Mokoena, Associate Professor of Anthropology at Columbia University; George Monyemangene, South African Consul General; and Franklin Thomas, President of the Ford Foundation from 1979 to 1996.



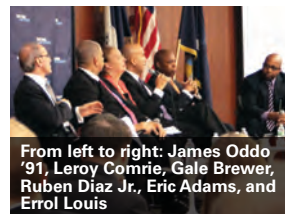
Nelson Mandela

Photo Credit: South Africa - The Good News / [www.sagoodnews.co.za](http://www.sagoodnews.co.za)

**February 2014**

**NYLS Hosts New York City  
Borough Presidents**

The Center for New York City Law, Dean Anthony W. Crowell, and Professor Ross Sandler honor New York City's five Borough Presidents (four of whom are newly elected) in a panel discussion on borough priorities. Borough Presidents Eric Adams (Brooklyn), Gale Brewer (Manhattan), Ruben Diaz Jr. (Bronx), James Oddo '91 (Staten Island), and Deputy Borough President Leroy Comrie (Queens) participate at the panel, moderated by Errol Louis of NY1. They discuss the Borough President Offices' relationship with community boards and other levels of government, the Uniform Land Use Review Procedure, the importance of civic engagement, and many other issues facing the five boroughs of New York City.

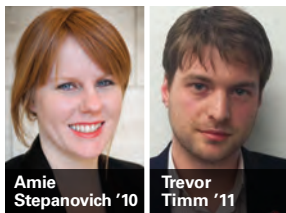


From left to right: James Oddo '91, Leroy Comrie, Gale Brewer, Ruben Diaz Jr., Eric Adams, and Errol Louis

**January 2014**

**Two Recent Grads in Forbes  
30 Under 30 for Law**

*Forbes*, a prominent business magazine, names Amie Stepanovich '10 and Trevor Timm '11 to this year's 30 Under 30 list. Stepanovich is senior policy counsel at Access, an international human rights organization. *Forbes* features her as an "expert on drone surveillance, cybersecurity and national security who has testified before Congress on the need for privacy protections for domestic drone use." Timm is executive director of the Freedom of the Press Foundation. *Forbes* describes him as "ubiquitous in battle against NSA spying and Obama administration's war on whistleblowers."



Amie Stepanovich '10

Trevor Timm '11

**January 2014**

**NYLS Hosts Voting Rights  
Litigation Training Session**

The NYLS Racial Justice Project hosts the American Constitution Society and the Campaign Legal Center as they present a half-day training session for Voting Rights lawyers in the wake of the Supreme Court's highly controversial *Shelby County* decision, which struck down key provisions of the Voting Rights Act. The session is taught by some of the most respected voting rights practitioners in the country: Juan Cartagena, President and General Counsel of LatinoJustice PRLDEF; Ryan Haygood, Director, Political Participation Group, NAACP Legal Defense & Educational Fund, Inc.; J. Gerald Hebert, Executive Director, Campaign Legal Center; Myrna Perez, Deputy Director, Democracy Program, Brennan Center for Justice; Ezra Rosenberg, Partner, Dechert LLP; and Paul M. Smith, Partner, Jenner & Block LLP.

**February 2014**

**NYLS Recognized for Diversity**

*Hispanic Outlook Magazine* names New York Law School to its list of Top 25 Law Schools with Majority/Minority Hispanic Enrollment and its list of Top 25 Law Schools Granting Most Degrees to Hispanics.



**February 2014**

**Launch of 'NYLS Faculty Insights' Video Series**

The Law School launches a video series offering expert insights by faculty members. The first two videos feature Robert Blecker on the topic "Is Punishment Dead in America?" and David Schoenbrod arguing that "The Clean Air Act Needs a Reboot." The videos are produced by alumnus Lee Pacchia '06—formerly a WebTV host, producer, and legal analyst for Bloomberg Law—and his production company, Mimesis Productions. More videos will be posted to the Faculty News page of the NYLS website, as they become available.



**March 2014**

**'National Jurist' Ranks NYLS as a Top School for Practical Training**

New York Law School is recognized by *The National Jurist* as one of the best schools in the nation for practical training in the March 2014 issue. The Law School is one of 15 that receive an A- and is in the top half of the 84 law schools that are honored.



**March 2014**

**National Law Journal Readers Rank NYLS Tax LL.M. Program Second in the Nation**

*The Best of the National Law Journal*, a supplement reporting on reader rankings, lists New York Law School's Tax LL.M. program as No. 2 in the nation. Nearly 6,500 readers cast votes in 94 categories, including education. Last fall, readers of the *New York Law Journal* ranked the Tax LL.M. program No. 1 in New York in the Best Banking/ Bankruptcy/Tax LL.M. category for the fourth year in a row.



**March 2014**

**Launch of the NYLS Women's Network**

The NYLS Women's Network is launched at a breakfast event, with noted television anchor, legal analyst, and trial attorney Rikki Klieman as the keynote speaker. Her topic is "A Lawyer's Journey." Also in attendance is her husband, New York City Police Commissioner William J. Bratton. The goal of the NYLS Women's Network is to foster professional development and leadership among our women alumni, students, faculty, and staff. In support of this goal, the Network offers programming designed to foster personal and professional growth and to provide opportunities for NYLS women to meet, learn, share their experiences, and network.



From left to right: Dean Anthony W. Crowell, Rikki Klieman, and NYC Police Commissioner William J. Bratton

**March 2014**

**'U.S. News' Recognizes NYLS in Three Categories**

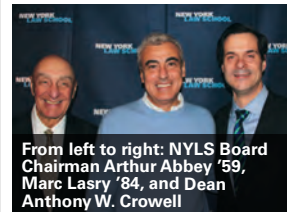
New York Law School is among the top 30 schools (No. 30) nationally to be ranked for Clinical Training by *U.S. News & World Report*. The magazine also ranks NYLS among the top law schools for Part-time Law Programs and gives the Law School high marks on the Law School Diversity Index.



**April 2014**

**NYLS Holds First Annual Scholarship Benefit Dinner**

The Law School hosts "Give the Gift of Education," its first annual scholarship benefit dinner, at The Odeon. The event raises approximately \$400,000. Proceeds support general scholarships at New York Law School. Marc Lasry '84, Chairman, Chief Executive Officer, and Co-Founder of Avenue Capital Group, is the host of the event. Also presenting remarks are Dean Crowell, Board Chairman Arthur Abbey '59, and Erik Lane 2L, Editor in Chief of the *Law Review* for 2014-15.



From left to right: NYLS Board Chairman Arthur Abbey '59, Marc Lasry '84, and Dean Anthony W. Crowell

**April 2014**

**Institute for In-House Counsel Holds Inaugural Event**

The Law School launches its Institute for In-House Counsel with a half-day conference. The new Institute, directed by Professor Andrew R. Berman and sponsored by Bloomberg BNA, is devoted exclusively to in-house and corporate counsel, addressing the emerging legal, economic, and business issues affecting companies from a variety of industries and sectors. Dean Crowell introduces a keynote presentation given by Richard K. DeScherer, Chief Legal and Compliance Officer at Bloomberg, L.P. Panel topics include: The Outside Counsel Relationship: Strategies for Success. Professor Rebecca Roiphe presents a briefing on Ethical Issues, which is followed by a networking reception.

**Bloomberg LAW BNA**

**April 2014**

**NYLS Hosts Symposium on Financial Action Task Force**

The Center for Business and Financial Law and the *New York Law School Law Review*, along with the American College of Trusts and Estates Counsel, present a symposium on the Financial Action Task Force. The Task Force is an intergovernmental policymaking body established in 1989, in response to rampant international money laundering and terrorist financing. The symposium examines policy recommendations promulgated by FATF, their implementation at both state and federal levels, and their direct impact on legal professionals in the corporate, financial, and trusts and estates legal fields. The symposium chairs are Professors William LaPiana and Houman Shadab.



**Professor William LaPiana**

**May 2014**

**Mayor de Blasio Speaks at Seminar on Ethics in City Government**

Mayor Bill de Blasio presents the keynote address at the 20th Annual Citywide Seminar on Ethics in City Government, co-sponsored by the Center for New York City Law and the Conflicts of Interest Board (COIB). Professor Ross Sandler, Director of the Center, opens the seminar by introducing the COIB Commissioner Richard Briffault, who then welcomes Mayor de Blasio. The Mayor speaks about how those in public service need to be always mindful of ethical requirements and obligations. He says they have a dual job not only to do everyday work effectively and ethically, but also to dig deep to restore the public's trust in government. Following his address, Dean Crowell welcomes the guests.

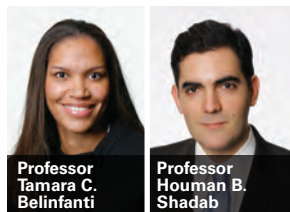


**NYC Mayor Bill de Blasio**

**April 2014**

**Tamara C. Belinfanti and Houman B. Shadab Are Granted Tenure**

Professor Tamara Belinfanti and Houman Shadab, Co-Directors of the Center for Business and Financial Law, are awarded tenure. Professor Belinfanti's scholarly interests include general corporate governance matters, executive compensation, the proxy advisory industry, shareholder activism, and law, culture and identity. Professor Shadab is an internationally recognized expert in financial law and regulation whose research focuses on hedge funds, derivatives, and securitization. Both joined the faculty in 2009.



**Professor Tamara C. Belinfanti**

**Professor Houman B. Shadab**

**April 2014**

**NYLS "We are New York's law school" Branding Campaign Wins Communicator Award**

The Law School wins two 2014 Communicator Awards: the Award of Distinction for Marketing Effectiveness – Integrated Campaign for the "We are New York's law school" branding campaign and the Award of Excellence for Print for the 2013 NYLS Viewbook. The Communicator Awards program is the leading international awards program recognizing big ideas in marketing and communications. Founded two decades ago, the competition receives more than 6,000 entries from companies and agencies of all sizes. It is sanctioned and judged by the International Academy of Visual Arts, an invitation-only group consisting of top-tier professionals from acclaimed media, communications, advertising, creative, and marketing firms.



**May 2014**

**NYLS Holds Its 122nd Commencement Exercises at Carnegie Hall**

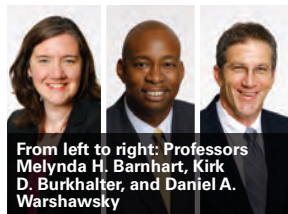
Steven Banks, a renowned public interest lawyer, and recently-appointed New York City Commissioner, addresses the graduates at the Law School's 122nd Commencement at Carnegie Hall. Banks also receives an honorary Doctor of Laws degree in recognition of his long career in legal advocacy, including 33 years with The Legal Aid Society. In addition, the President's Medal goes to Trustee Kathleen Grimm '80, Deputy Chancellor of Operations at the New York City Department of Education. With this ceremony, NYLS returns to the site of its first commencement in 1892. The School graduates 433 candidates for the Juris Doctor (J.D.) and 74 candidates for the Master of Laws (LL.M.).



**June 2014**

**Three Faculty Members Are Appointed Full Professors of Law**

Melynda H. Barnhart, Kirk D. Burkhalter, and Daniel A. Warshawsky are each appointed a full Professor of Law with a long-term contract. Professor Barnhart teaches Legal Practice I & II, Immigration Law, Refugee and Asylum Law, and Crimes and Immigration. Professor Burkhalter, a NYLS alumnus and formerly a detective in the New York City Police Department, teaches Legal Practice, New York Law in National Perspective, and Consolidated Legal Analysis. Professor Warshawsky, a 15-year veteran of the Office of the Appellate Defender (OAD), teaches Criminal Procedure: Investigation, Legal Practice I & II, and Evidence.

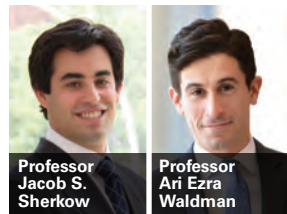


From left to right: Professors Melynda H. Barnhart, Kirk D. Burkhalter, and Daniel A. Warshawsky

**July 2014**

**Two Noted IP Professors Join the Full-Time Faculty**

New York Law School welcomes Jacob S. Sherkow and Ari Ezra Waldman as Associate Professors and members of the Intellectual Property faculty. Both professors will enable New York Law School to take full advantage of its proximity to the City's high-tech corridors. Professor Sherkow concentrates on biotechnology and the law with an emphasis on patent law and agency regulation. Professor Waldman serves as Director of NYLS's Institute for Information Law and Policy, pursuing the work he began there while an adjunct. He focuses on the law and sociology of Internet life, with particular emphasis on the inequalities and injustices that arise in unregulated digital spaces.



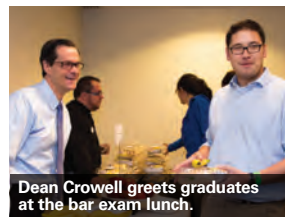
Professor Jacob S. Sherkow

Professor Ari Ezra Waldman

**July 2014**

**Lunches for Graduates Taking the New York Bar Exam**

For the second year in a row, Dean Crowell, Dean Archer, and other members of the NYLS administration, faculty, and staff offer free lunches to all recent graduates taking the New York bar exam at the Javits Center, where obtaining lunch is difficult and distracting, along with sides of encouragement, inspiration, and motivation. The popular bar lunch program is fully funded with the generous support of the Law School's alumni community.



Dean Crowell greets graduates at the bar exam lunch.

**June 2014**

**NYLS Is Major Participant at Oxford Seminar on Good Governance in International Development**

New York Law School is well-represented at the Third Annual Seminar on Advancing Good Governance in International Development, held at Oxford University and sponsored by Camfed (Campaign for Female Education), Oxford, and Linklaters. Dean Crowell attends the event, titled "The Changing Paradigm: Is it Leading to a More Empowered Citizenry?" Professors Tamara Belinfanti and Stacy-Ann Elvy present a Master Class, "Rwanda and New Governance: A Case Study," focusing on Rwanda's successful anti-corruption measures. Professor Hourman Shadab participates in a panel discussion, "Fraud-Free Aid 2014—Closing the Loop on Citizens' Expectations," focusing on the feasibility of creating a feedback network for clients of the development sector.

**July 2014**

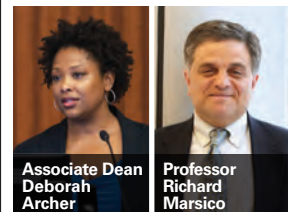
**USPTO Selects New York Law School to Participate in Patent Pilot Program**

The U.S. Patent and Trademark Office (USPTO) selects New York Law School to join the Patent portion of its Law School Clinic Certification Pilot Program this fall. The Program enables law students to practice patent law before the USPTO under the guidance of an approved faculty clinic supervisor. The selection committees choose law schools to participate in the program based on their solid IP curricula, pro bono services to the public, and community networking and outreach. Nineteen law schools will join the Program this fall. They join the 28 law schools currently participating in the Program.

**August 2014**

**Launch of the Impact Center for Public Interest Law**

The formation of the Impact Center for Public Interest Law at New York Law School is announced. Co-directed by Associate Dean Deborah Archer and Professor Richard Marsico, the new Center will aggregate the many extraordinary NYLS initiatives, spearheading public interest work, under one umbrella. Distinguished Adjunct Professor Andrew Scherer will serve as Policy Director. The Impact Center will create robust opportunities to connect students to public interest practice and engage students and faculty in the work of the wide-ranging public interest community. It will also be involved in larger policy discussion and analysis by hosting conferences and publishing white papers and reports.



Associate Dean Deborah Archer

Professor Richard Marsico

We continue to update our milestones on the web with new efforts, events, and initiatives every month. Please visit the timeline at [www.nyls.edu/milestones](http://www.nyls.edu/milestones).





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SINCE 1891

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