

9-2015

# Strategic Plan Progress and Outcomes (2015)

New York Law School

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**NEW YORK** **125** YEARS  
**LAW SCHOOL**

STRATEGIC PLAN PROGRESS AND OUTCOMES

2015



**WE ARE NEW YORK'S LAW SCHOOL**

SINCE 1891



120 BROADWAY (1891-1898)

CELEBRATING  
**125**  
YEARS



185 WEST BROADWAY (2009-PRESENT)

# LETTER FROM THE **DEAN**

September 2015



To the New York Law School Community:

On behalf of the faculty, administration, and Trustees of New York Law School, I am pleased to present you with our second annual report on the Law School's progress and outcomes in relation to the goals set forth in our 2013 Strategic Plan.

As you will see, NYLS continues to distinguish itself in bold and innovative ways, helping to shape a new era in legal education amid sweeping changes in the profession.

Over the past year, New York Law School has continued to work aggressively to reintroduce itself as New York's law school and has taken the necessary steps to maximize the wealth of opportunities available for students, alumni, and faculty by virtue of our location in the world's capital. As a result, NYLS's efforts have earned the institution great visibility and recognition in virtually every area from academic programming and practical training, to student and alumni engagement, diversity, career placement, faculty thought leadership, and fundraising.

We are proud of the groundbreaking work that has been accomplished and recognize the great opportunities that lie ahead of us. As we step forward to seize them, we will continue to be guided by a deep commitment to excellence, transparency, accountability, and inclusiveness in everything we do.

We thank each of you who have made such important contributions to our progress.

A handwritten signature in black ink that reads "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. This year’s report reflects progress made on each priority since the summer of 2014.

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











## ACADEMIC EXCELLENCE AND INNOVATION

	2014	2015
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

	2014	2015
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

2014

2015

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

2014

2015

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

2014

2015

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

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.**

# 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.

# 1

## STRATEGIC PLAN PROGRESS AND OUTCOMES



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.

### 2014-2015 PROGRESS UPDATE

#### NATIONAL RECOGNITION

- **NYLS jumped in the *U.S. News & World Report* rankings for the second straight year, marking the most progress in its ranking of any school in New York State over the past two years.** NYLS jumped more than 23 spots overall in the last two years and remained at #33 nationally for its Part-Time Evening Division Program, as ranked by *U.S. News & World Report*.
- **NYLS was ranked #1 for Practical Training in New York State and #13 among law schools nationally.** NYLS received an “A rating” and top ranking for Law School Clinical and Experiential Learning in *The National Jurist’s* “Best Schools for Practical Training” issue. Practical training will continue to flourish at NYLS with the opening of the new Center for Clinical and Experiential Learning in fall 2015 which will effectively serve as the Law School’s “law firm” and house all of the School’s legal clinics under one roof.
- **NYLS Clinical Year Program Named Among the Most Innovative in the Nation.** The Clinical Year Program was recognized by *The National Jurist* as one of the 15 most innovative law clinics in the nation.
- **NYLS Tax Program Top-ranked in New York State and Nationally.** The NYLS LL.M. in Taxation was ranked #1 for the sixth consecutive year in the 2015 *New York Law Journal* Reader Rankings, and was ranked #2 in New York State, and #15 nationally among Taxation programs, by *The National Jurist* based on rankings made by those hiring corporate tax lawyers.
- **NYLS Diversity Ranked in the Top Third of All Law Schools Nationally by *U.S. News & World Report*.** For the second straight year, NYLS saw significant progress in its efforts to ensure a diverse law school and profession, yielding an incoming class for fall 2015 that was 38 percent racially and ethnically diverse, an increase of three percent over the prior year, and an overall J.D. student population that is 33 percent racially and ethnically diverse.
- **NYLS’s Two-Year J.D. Honors Program Cited as one of the “10 Most Promising Innovations in Legal Education.”** *PreLaw Magazine* highlighted the Two-Year J.D. Honors Program as an example of an innovation with the “greatest potential to change legal education for the good.”
- **NYLS Alumni Among Those Lawyers Promoted Most to Partnerships in 2014 at the 250 Largest Law Firms Nationally.** NYLS was ranked #38 nationally by *The National Law Journal* for the most alumni promoted to law firm partnerships.

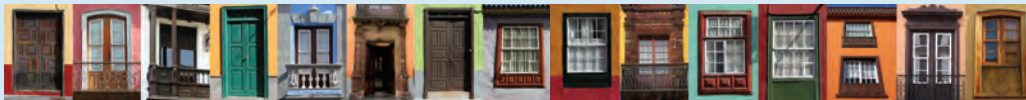
- **Fundraising.** NYLS received a **landmark \$5 million gift** to support its nationally-recognized practical training programs. It is among the largest in the School's history and one of the largest donations ever to a law school to enhance clinical and experiential learning.
- **Scholarly Impact.** NYLS was #26 out of the top 350 law-related organizations for scholarly downloads and #37 out of 750 in the world in the Social Science Research Network (SSRN), a multi-disciplinary online repository of scholarly research and related materials. This ranking puts NYLS ahead of other New York law schools including Brooklyn, Cardozo, CUNY, Hofstra, Pace, and St. John's.

## NOTABLE EVENTS

- At its 123rd Commencement held at Carnegie Hall, NYLS awarded honorary degrees to **Cyrus R. Vance Jr.**, District Attorney of New York County, and **Joe Plumeri**, Vice Chairman of the First Data Board of Directors. Trustee **Dr. Vincent A. Carbonell '00** was awarded the President's Medal, and the **Honorable Faviola A. Soto '78** was awarded the inaugural Kathleen Grimm '80 Medal for Distinguished Public Service.

## SPOTLIGHT

### FOCUS ON DIVERSITY AND INCLUSION



In 2015, NYLS continued to make great strides to ensure a diverse community. Professor **Deborah N. Archer** was named NYLS's inaugural Dean for Diversity and Inclusion and Chief Diversity Officer, and members of the NYLS staff were appointed Deputy Diversity Officers covering key areas of the school including admissions and financial aid, career planning, student engagement, and human resources.

In addition, NYLS issued an **Institutional Diversity Plan**—a bold statement of principles and goals, and an ambitious course of action to guide NYLS's activities, and realize the vision of its Strategic Plan. It provides a framework by which NYLS will work to support students, staff, faculty, trustees, and alumni in addressing all aspects of diversity, with a focus on underrepresented communities and military veterans. That framework includes an approach whereby NYLS will partner with diverse alumni, affinity bar associations, and other advocacy organizations to expand opportunities for students and staff. The development of the plan was a proactive effort and a key component of our Strategic Plan, which is committed to facilitating a diverse school and profession. The process engaged students, faculty, board members and alumni to promote ownership of the plan and to assist with concrete implementation.

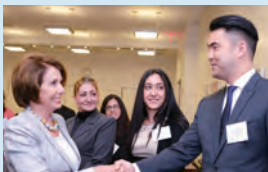
NYLS also established a **Faculty Committee on Diversity and Inclusion** to develop and support institution-wide diversity and inclusion initiatives, including a focus on scholarship and curriculum. The committee will work closely with the **Dean's Council on Diversity and Inclusion** which includes alumni, trustees, and external partners.

NYLS is committed to ensuring that every member of our community understands the role that they play in diversifying the profession by encouraging student achievement and success. For the 2015 incoming class, orientation week included a program that focused on the benefits of being educated in a diverse environment, and provided students the tools to develop cultural competence and engage in the classroom in a respectful and supportive manner.

## SPOTLIGHT

In the past year, NYLS welcomed on campus a wide range of influential leaders in the law, reflecting its place in the community to foster thought-provoking dialogue across a diverse population. Some of those notables are listed below. In the coming year, we will continue to make NYLS a destination for discussion and debate about important issues facing New York City and the world.

- Lilliam Barrios-Paoli, Deputy Mayor, City of New York
- Neil Barsky, Founder and Chairman, The Marshall Project
- David Becker, Director, Election Initiatives, Pew Charitable Trusts
- Paulette Brown, President-Elect of the American Bar Association
- Richard Buery, Deputy Mayor for Strategic Policy Initiatives, City of New York
- Michael A. Cardozo, Partner, Proskauer Rose; former Corporation Counsel of the City of New York
- Gladys Carriñon, Commissioner, New York City Administration for Children's Services
- Zachary Carter, Corporation Counsel of the City of New York
- Bill Chong, Commissioner, New York City Youth and Community Development
- Hon. Paul A. Crotty, U.S. District Judge
- Daniel Garodnick, NYC City Council Member
- Michael Goldberg, Executive Director of the NBA Coaches Association
- Hakeem Jeffries, U.S. Congressman
- Meera Joshi, Commissioner, New York City Taxi and Limousine Commission
- Robert Linn, Commissioner, New York City Office of Labor Relations
- Melissa Mark-Viverito, Speaker of NYC City Council
- Mark G. Peters, Commissioner, New York City Department of Investigation
- Steven Shapiro, Legal Director, American Civil Liberties Union
- Bryan Stevenson, Founder and Executive Director, Equal Justice Initiative; Author, *Just Mercy*
- Nicholas Turner, President and Director, Vera Institute for Justice
- Maya Wiley, Counsel to the Mayor, City of New York



In September 2014, NYLS welcomed House Minority Leader **Nancy Pelosi** as keynote speaker at the **Sidney Shainwald Public Interest Lecture**. Leader Pelosi spoke about a wide range of topics, including the financial crisis of 2008, and the deployment of American troops to fight ISIS.



In October 2014, NYLS showcased its **"Titans of Sports"** featuring **Marc Lasry '84**, co-owner of the Milwaukee Bucks; **Vincent Viola '83**, owner of the Florida Panthers, and **Zygi Wilf '74**, owner of the Minnesota Vikings. In 2014, Mr. Lasry and Mr. Viola were both named to *Forbes* magazine's 400 Richest People in America.



In January 2015, **Preet Bharara**, the United States Attorney for the Southern District of New York, addressed a full house as a featured speaker for the Center for New York City Law's **CityLaw Breakfast Series** and spoke about public corruption and the impact it has on government integrity and accountability.

# 2

## STRATEGIC PLAN PROGRESS AND OUTCOMES



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

### 2014-2015 PROGRESS UPDATE

#### ACADEMIC PROGRAMS AND STUDENT ENGAGEMENT

- In January 2015, NYLS launched its inaugural **Two-Year J.D. Honors Program** which enables qualified students to receive a degree in two years instead of the typical three, and pay no more than two-thirds of the cost of a three-year degree program. Members of the inaugural class have unique academic credentials or meaningful professional work experience. NYLS is the first law school in the nation to reduce the cost of tuition for an accelerated program by a third. The new program received numerous accolades from local and national press.
- To improve support for students across key areas of the school, NYLS introduced the new **Student Hub**, offering more convenient access to academic advising, student life and student engagement, and career planning services all in a one-stop location. The Hub provides a central location for career counselors, student advisors, and other student support staff to better engage with students, and to collaborate amongst themselves, to ensure the most effective guidance is provided to each and every student starting on day one through graduation, including bar exam support initiatives and post-graduation career support.
- The **Dean's Leadership Council** - NYLS's upper level students who perform in the top 25 percent of their division - remained active this past year. The Council held its annual retreat in the spring which included an "NYC Critical Issues Workshop" with the President of the Brooklyn Chamber of Commerce. The Council members participated in various leadership development activities, and networked with alumni. Throughout the year, DLC students participated in a number of dialogues with Dean Crowell and top City leaders about law, business, and government. One such event was a discussion with NYLS Trustee, attorney, author, and TV show host **James Zirin** about his book, *The Mother Court*, the story of the United States District Court for the Southern District in New York. Another was a discussion with Professor **Stephen J. Ellmann** who was instrumental in establishing an NYLS veteran's program, including the formation of the new Veterans Justice Clinic, to help guide the implementation of the Law School's programs to assist veterans. The program was shared with law schools statewide through a joint effort with the Governor's Office.

# SPOTLIGHT

## AWARD WINNING STUDENTS



Our competition teams enable students to gain practical experience while representing the law school, testing their skills against students from schools across the country.

In the 2014-15 **National Moot Court Competition**, New York City Region, Moot Court Association members **Khalil Assad 3L** and **Evan Bane 3L**, came in first and won best brief, with Mr. Bane also winning best individual oralist and Mr. Assad as the runner-up. They were coached by 3Ls **Michelle Murray** and **Veronica Przygocki**. Team members **Aruna Chittiappa 3L** and **Christine Maggiore 2L** won First Place in the John J. Gibbons Criminal Procedure Moot Court Competition at Seton Hall Law School. They were coached by **Garret Baldwin 4L** (Evening Division). Ms. Chittiappa also won Best Preliminary Round and Final Round Oralist. In October 2014, Ms. Chittiappa partnered with **Leopoldo Guerra 3L**, and student coach **Brian Noel 3L**, to reach the Octo-Final Round of the 2014 Burton D. Wechsler First Amendment Moot Court Competition at American University Washington College of Law. Ms. Chittiappa also won the Best Oralist award. Students **Naveed Fazal 3L** and **Alisha Sibigroth 3L** reached the Quarterfinal round at the International Moot Court Competition in Information Technology & Privacy Law at the John Marshall Law School.

In spring 2015, **NYLS Dispute Resolution Team** members **Bulent Can 3L** and **Alexander Eaton 2L** won the 2015 Fordham National Basketball Negotiation Competition. Mr. Eaton also was named Best Advocate in the competition. The team was coached by **Amir Amirov 3L** and assistant coach **Trevaughn Luncheon 2L** (Evening Division). As first time participants at the International Chamber of Commerce's 10th Annual International Commercial Mediation Competition in Paris, **Darley Maw 2L** and **Colin McGeough 2L** distinguished themselves among 66 entrants from six continents to end up among the top eight teams. The team's participation was made possible by special support gratefully received from three alumni donors. The Dispute Resolution Team also won prizes at the 2014 Northeastern Invitational Mediation Tournament.

At the 2015 National Student **Trial Advocacy Competition** sponsored by the American Association for Justice, **Sean Campbell 3L**, **Andray Cleghorn 2L**, **Ashley Horn 3L**, and **Stanley Rothman 3L** competed, conducting three mock trials in Kings County State Supreme Court. The team was coached by Professor **David Epstein**, and **Robert Galantucci '70**, and **Michael Cirigliano '11**. In spring 2015, the group held an intramural competition in which Mr. Cirigliano, **Richard Cohen '85**, **David Fish '96**, and **Fernando Maldonado '13** served as judges.

## ACADEMIC INITIATIVES

- In 2014-2015, the **Initiative for Excellence in Law Teaching (IELT)**, under the co-direction of Professors **Kris Franklin, Doni Gewirtzman, and Kim Hawkins**, hosted nine sessions of the Pedagogy Discussion Group, a monthly group for NYLS faculty featuring speakers on topics related to legal education. In addition, IELT launched its Design Lab, which will develop new pedagogical approaches and teaching tools through an innovation process that values collaboration, human-centered design, and experimentation.
- Appointed the first ever **Evening Division Coordinator** who will provide additional support and resources tailored to part-time and evening division students. The Coordinator is a one-stop initial contact for accessing campus resources including academic advising, career planning, and financial aid counseling, as well as the Registrar and Business Operations.
- Became one of only a handful of schools in the country participating in the **United States Patent and Trademark Office's (PTO) Clinic Program** which allows current law students, under the supervision of an experienced attorney, to represent patent and trademark applicants before the PTO in an accelerated application procedure. In spring 2015, NYLS began representing its first clients, under the direction of **Michael Marcin**, named partner of Fay Kaplun & Marcin, LLP.
- Expanded support and resources for NYLS graduates sitting for the **Bar Exam** including the Jump Start 5- Day Intensive Course, matching graduates with a faculty mentor to provide individual feedback sessions, and the development of a multi-department task force to assist and coordinate all NYLS-based resources. This past year, NYLS sponsored each bar taker for a 3-day review course of the national multi-state bar exam (MBE). The course included a full-day test simulation, followed by a review of each student's performance, and a 2-day, intensive review of test-taking strategies. In the coming year, we will continue to evaluate our programming and resources, and adapt where necessary to provide the best opportunity for our students to successfully pass the Bar.
- Revamped the content of the **course evaluation tool** to help students better understand their roles and responsibilities in the classroom while giving them the guidance and vocabulary needed to describe what they are learning within the framework of the student competencies adopted in May 2013. The new approach is an important step to helping students see the contextual connections between the theory and the practice of law, in helping faculty measure student learning outcomes, and in providing critical information needed to help make better-informed decisions regarding teaching methods and student support.

## SPOTLIGHT

### NYLS AND THE UNIVERSITY OF ROCHESTER'S SIMON BUSINESS SCHOOL JOIN FORCES: THE ONLY CO-LOCATED LAW SCHOOL AND BUSINESS SCHOOL IN NYC



During the spring of 2015, NYLS partnered with the **University of Rochester's Simon Business School**, enabling the upstate school to establish a home base at NYLS close to New York City's financial district, technology corridor, and civic center. By uniting institutions dedicated to business and legal education

under one roof, NYLS is breaking the mold: this is the only co-located law school and business school in New York City. Never before has there been a stronger need for law students to learn the fundamentals of business and finance, and NYLS is working with the Simon Business School to explore and develop opportunities for NYLS students to receive business education as part of their legal studies. The two institutions have the unique opportunity to harness the synergies that exist between them, especially given NYLS's prime location, with direct access to Wall Street, the City's government offices, and its tech corridor.



# SPOTLIGHT

## ACADEMIC CENTERS

### NEW YORK LAW SCHOOL

Center for Business  
and Financial Law

The **Center for Business and Financial Law** engaged in a number of activities, including the launch of the Unshared Bounty Project which focuses in part on the role of business in food access, and a conference on BitCoin Law featuring a number of legal, financial, and technical experts who spoke about the regulatory challenges of cryptocurrencies. In conjunction with this conference, the Center and its affiliated students released a comprehensive report on the companies and industries engaged in the cryptocurrency economy. The Center's Co-Directors and affiliated faculty were in high demand, speaking at both academic and industry symposiums and conferences nationally and around the world, covering a range of high profile subjects. They published articles in a number of journals and leading news outlets, were extensively quoted in news articles, and testified in front of various government bodies. Students also enhanced their expertise outside of the classroom by publishing reports on corporate loan agreements and startup financing, as well participating in the National LawMeet transactional law competition.

### NEW YORK LAW SCHOOL

Impact Center for  
Public Interest Law

The **Impact Center for Public Interest Law** is committed to using the formidable power of law and legal education to advance social justice and to have a positive impact on the public interest, promote the practice of public interest law, and expand the role of public interest law in the professional development of NYLS students. In its inaugural year, Impact Center projects included the **Center for Justice and Democracy**, the **Criminal Justice Project**, the **Diane Abbey Law Institute for Children and Families**, the **Law School Pipeline Project**, the **Racial Justice Project**, the **Right to Counsel Project**, the **Safe Passage Project**, **South Africa and the Rule of Law**, and the **Voting Rights and Civic Participation Project**. The Center sponsored more than a dozen public events in 2014-15, including a day-long symposium on economic inequality, and published *Impact: Collected Essays on the Threat of Economic Inequality*. Among other things, students worked on a U.S. Supreme Court amicus brief in *Texas Department of Housing and Community Affairs v. The Inclusive Communities Project, Inc.*; represented unaccompanied immigrant children in immigration court; engaged in law-related education for New York City school children; and successfully represented low-income individuals who had been denied marriage licenses.

### NEW YORK LAW SCHOOL

Innovation Center for  
Law and Technology

Expanding upon the leadership of the Institute for Information Law and Policy, the **Innovation Center for Law and Technology** is a forum for law students, legal practitioners, entrepreneurs, academics, and tech users to learn about, influence, and benefit from the innovation economy. The Center focuses on intellectual property, privacy, cybersecurity, fashion law, sports law, and entrepreneurship. During its start-up year, the Center connected leading practitioners, academics and policy makers in key sectors to students seeking similar career paths. Through the IP and Patent Law Lunch series, the Tech Talks series, and a range of Master Classes, students and alumni received practical knowledge on a wide range of topics while building networks to help advance their careers. In the coming year, the Center will launch the **Intellectual Property Institute** to train future lawyers to protect intangible assets in a range of fields, and the **Fashion Law Initiative** to educate the next generation of lawyers in the growth field of fashion law. The Center will host its first annual **Internet Safety Conference** in October.

**NEW YORK  
LAW SCHOOL**Center for  
International Law

The **Center for International Law** supports teaching and research in a broad range of areas and works closely with New York City's business, financial, and legal communities as well as its advisory board. This past year, the Center hosted several CLE events including a three-part series on the practice essentials of international litigation, and an event on how to launch and grow an international law practice. At the 2015 Otto L. Walter Lecture, Sharon Cohen Levin of the United States Attorney's Office for the Southern District of New York spoke about challenges in seeking the return of stolen cultural heritage property and some recent successes. Professor Federico Fabbrini of Tilburg Law School in the Netherlands presented a C.V. Starr Lecture on fundamental rights in Europe. Other programs involved presentations on immigration policy in early modern England, developments in world trade law presented by two judges from the U.S. Court of International Trade, and an international law career panel organized in connection with the New York County Lawyers' Association.

**NEW YORK  
LAW SCHOOL**Center for  
New York City Law

The **Center for New York City Law** marked its 20th anniversary with an extraordinary event honoring the past 125 CityLaw breakfasts. The celebration featured a panel of Corporation Counsels and the presentation of the Center's new **Civic Fame Award**. More than 270 guests attended. The 20th year was possibly its highest profile year yet, with its CityLaw breakfast series featuring a number of prominent public officials, including U.S. Attorney for the Southern District Preet Bharara speaking to an overflow crowd the day after the arrest of New York State Assembly Speaker Sheldon Silver. Other speakers included City Council Speaker Melissa Mark-Viverito, Taxi and Limousine Chair Meera Joshi, MTA Chairman Tom Prendergast, City Labor Commissioner Robert Linn, and City Planning Chair Carl Weisbrod. The Center also organized several highly attended CLE events, including its annual Citywide Seminar on Ethics, published the widely-subscribed CityLaw journal and online CityLand newsletter, and maintained CityAdmin, a free online research library comprised of 120,000 New York City administrative decisions from 28 City agencies.

**NEW YORK  
LAW SCHOOL**Center for  
Real Estate Studies

The **Center for Real Estate Studies** provides students an opportunity to study both the private practice and public regulation of real estate. Its programs and curriculum reflect current concerns about ensuring environmental sustainability, creating affordable housing, preserving historical landmarks, safeguarding the financial stability of the residential and commercial mortgage markets, and assessing public costs and social justice issues arising from development. In the past year, the Center convened a number of events, including one in concert with the Manhattan Chamber of Commerce concerning "The State of Development in Manhattan: East Side Looming" featuring a keynote speech by New York City Council Member Daniel Garodnick, and a panel of prominent real estate and business leaders. The Center also held networking sessions and workshops to connect students to career opportunities in the real estate sector. In addition, the **Rooftops Project** held its annual symposium geared toward executives, staff, and volunteers of not-for-profit organizations on issues related to real estate.

# SPOTLIGHT

## NYLS RECEIVES \$5 MILLION GIFT FROM JOE AND SUSAN PLUMERI

Among the Largest in the School's 125 Year History, the Gift Will Support the Law School's Nationally Recognized Practical Training Programs



Since the time that I studied at NYLS, I am pleased to see the American dream is alive and well there. NYLS is truly New York's law school, with a student body as diverse as New York City itself, filled with real people pursuing their dreams and who can help others pursue theirs. In the melting pot that is New York City, the Center will be a unique place where people looking for opportunity will find an open door to a wide breadth of free, high-quality, legal services.

**Joe Plumeri**  
Vice Chairman of the Board of  
Directors, First Data Corporation

Joe Plumeri is a man of generosity, vision, and action - someone who firmly believes that you learn best by doing. Joe's advice to our students at Commencement was to 'go play in traffic and find out what is possible,' and his donation will ensure that they have cutting-edge experiential learning and are ready for today's legal job market.

**Anthony W. Crowell**  
Dean and President  
Professor of Law

As we celebrate NYLS's 125th anniversary, we are proud to be the recipient of a \$5 million gift from **Joe and Susan Plumeri** through **The Joe Plumeri Foundation**. The gift will support NYLS's nationally recognized practical training programs by establishing **The Joe Plumeri Center for Social Justice and Economic Opportunity**. Under development for the past year, and opened in September, the Center is home to the School's law firm and provides free high-quality legal services through more than 20 legal clinics to New York City's diverse, low income, and veteran populations who would otherwise be unable to afford quality legal representation. The donation is among the largest in the School's history, and one of the largest donations ever to a law school to enhance clinical and experiential learning.

Building on Mr. Plumeri's commitment to providing resources and advocacy for New York's diverse and underrepresented populations, the Plumeri Center offers clinics designed both to provide legal services to those who cannot afford representation as well as to give students crucial experience in the kinds of work they may later undertake. Unlike any other legal services provider, the Center will provide services across more than 20 fields of law including those that focus on small businesses and entrepreneurs such as business development, patent protection, and tax planning, and also clinics that serve the needs of individuals in matters such as immigration, domestic violence, and child welfare. As the needs of the community evolve, the Center will be responsive, as with the introduction this fall of the Veterans Justice Clinic which provides students an opportunity to offer legal assistance to low-income veterans in NYC on matters such as housing, access to benefits, and civil rights.

The Center aims to be the premier place where New York City's diverse population can turn to for an array of legal services ensuring fairness and equal opportunity. The Center's innovative mission, sophisticated design, and ground floor location provide an unparalleled access point for the School's community legal services—steps away from the courts, government agencies, legal service organizations, law firms, and the City's business and technology corridors. The facility includes a reception area for clients and guests, study space for students, private work areas for the clinical programs, a state-of-the-art moot courtroom, and seven "lawyer simulation" rooms equipped with direct-to-digital recording technology for student training in matters such as client interviewing and counseling. The generous support from Joe and Susan Plumeri enabled NYLS to transform existing campus space into the home of a learning experience outstanding among U.S. law schools.

Ultimately, the gift allows NYLS to fully realize the experiential learning model of a modern legal education, ensuring that students have the practical training and knowledge to effectively represent a wide range of client needs. A formal dedication of the Center is planned for November 2015.

The Center is named for Joe Plumeri, a widely renowned leader in the financial services industry. Mr. Plumeri is Vice Chairman of First Data, a leading technology company that sits at the center of global electronic commerce. He is also a Senior Advisor to Kohlberg Kravis Roberts, a leading global private equity firm. Mr. Plumeri previously served as Chairman and CEO of Willis Group Holdings, a global insurance broker. Prior to joining Willis, he served as CEO of Citibank North America, Chairman and CEO of Primerica Financial Services, Vice Chairman of Travelers Group, and President and Managing Partner of Shearson Lehman Brothers. Mr. Plumeri is the author of "The Power of Being Yourself: A Game Plan for Success—by Putting Passion into Your Life and Work."

# 3

## STRATEGIC PLAN PROGRESS AND OUTCOMES



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.

### 2014-2015 PROGRESS UPDATE

#### CAREER OPPORTUNITIES

- Of the 353 graduates in the Class of 2014, 85 percent obtained jobs within 10 months of graduation, a five percentage point increase over the Class of 2013.
- There was a six percentage point increase in the number of jobs where the J.D. degree is required or where it is an advantage, and NYLS graduates secured the 4th largest number of these jobs (266) among law schools in New York State.
- The Offices of Career Planning and Diversity and Inclusion worked together to participate in various national and regional job fairs that offer recruitment opportunities for students, including the Patent Law Interview Program (PLIP), the LGBT Bar Association's Lavender Law Conference and Career Fair, and the Northeast Area Black Law Student Association (NEBLSA) Career Fair – which was hosted at NYLS for the third year in a row.

## SPOTLIGHT

THINK  
BIG

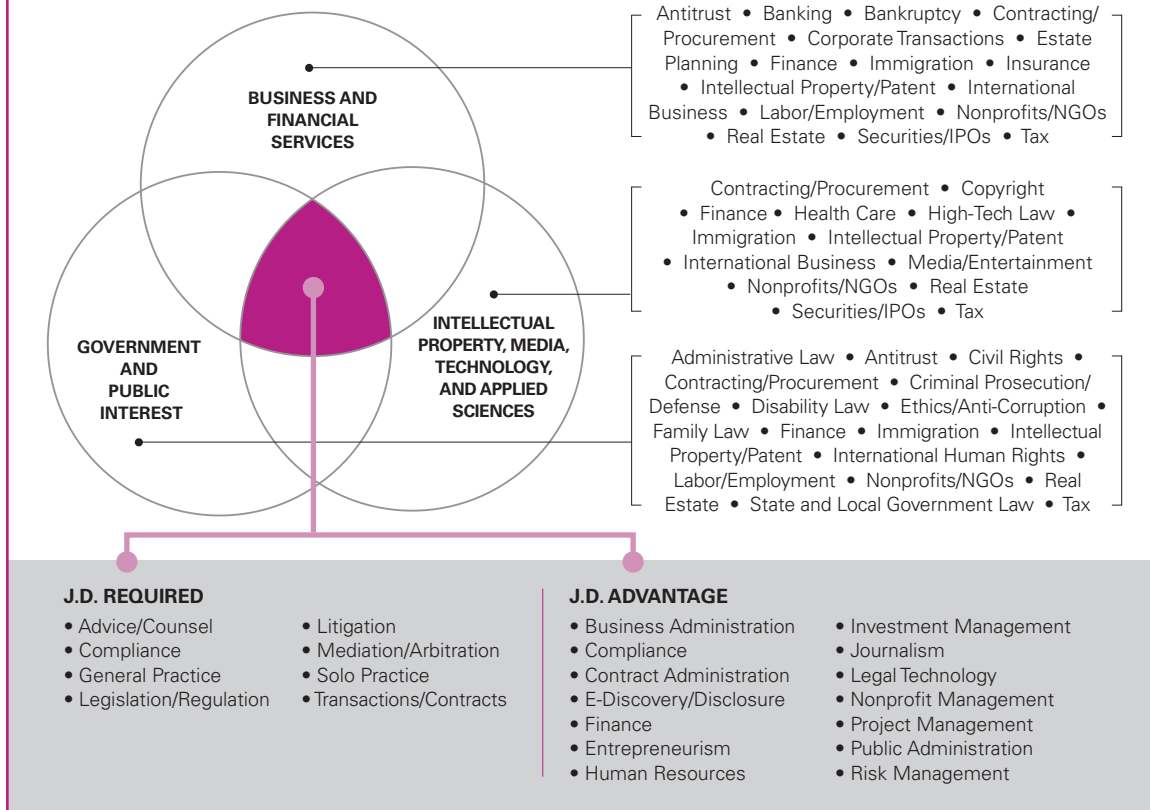
**B**USINESS AND FINANCIAL SERVICES  
**I**NTELLECTUAL PROPERTY AND TECHNOLOGY  
**G**OVERNMENT AND PUBLIC INTEREST

As the legal profession adapts to a structurally changed marketplace, NYLS is staying ahead of the curve by continuing to align its courses and adapt its programs and services to meet the needs of the new marketplace. We are focusing on key areas of employment and growth in the local and global economies including: **business and financial services; intellectual property, media, technology, and applied sciences; and government and public interest.**

These efforts are yielding results. For the class of 2014, 40 percent of the class secured legal jobs in law firms, another 40 percent found them within business and industry, and 20 percent entered the public sector including government, non-profits, and judicial clerkships. Nearly nine percent of the Class of 2014 secured jobs as compliance officers in this fast growing sector of the financial services industry.

## NYLS ALIGNS WITH THE EVOLVING LEGAL MARKETPLACE

A key component of our Strategic Plan is to adapt our course offerings and educational delivery models to meet a structurally changed legal marketplace. The chart below reflects how NYLS aligns its courses and services to meet evolving needs.



## PRACTICAL LEGAL TRAINING

- NYLS students contributed approximately 14,000 clinic hours and 20,000 externship hours to partner organizations and clients citywide. Most of these programs involve public interest work and enable students to help improve the quality of life for underserved New Yorkers, while gaining hands-on experience in immigration law, family law, environmental law, employment law, housing law, and civil rights.
- More than 100 students participated in the **Alternative Dispute Resolution Skills Program** which focuses on the essential skills of managing and resolving disputes outside of court. NYLS students also interned at the **American Arbitration Association** and the **Conflict Prevention & Resolution (CPR) Institute**, gaining valuable insight into cutting edge developments in alternative dispute resolution as a more rational, less time-consuming, and less costly alternative to litigation.
- In spring 2015, two NYLS students were awarded prestigious **New York City Bar Diversity Fellowships** which provide law students from underrepresented populations summer internships with some of New York's most prominent employers. **Shabana Baksh 1L** worked at **Haynes & Boone LLP** and **Tavonia Davis 2L** (Evening Division) worked at **Paul, Weiss, Rifkind & Garrison LLP**. The program is building on past success, including most recently, three NYLS students who received the Fellowship in 2014. **Togtokh Ganzorig 2L** worked at **Davis & Gilbert LLP**, **Joseph Chung 2L** worked at **Morgan Lewis and Bockius LLP**, and **Gilmar Colonia 2L** worked at **Fried, Frank, Harris, Shriver & Jacobson LLP**. In many cases, this Fellowship leads to an offer to return for another summer, and upon graduation, an offer for employment as a first-year associate.

# SPOTLIGHT

## AN UPDATE ON “THE CITY IS OUR CLASSROOM” PROGRAM



In 2013-14, NYLS launched the “**The City is Our Classroom**” initiative to leverage its location in the heart of New York City’s legal, government, financial and tech centers and the relationships that location makes possible. NYLS recognizes that the legal profession demands more practice-ready graduates, therefore, students’ classroom education must be complemented by ample opportunities for practical training in both traditional legal settings and high-growth fields.

NYLS has been actively aligning its curriculum, academic centers, and practical training programs with the legal needs of these key economic drivers. We have also worked with organizations across the City to create unique practice opportunities for students

In 2014-15, NYLS marked its second year partnering with global financial services company **Credit Suisse** to offer **General Counsel Academy**, an initiative to meet the financial industry’s need for skilled talent with hands-on field training in compliance jobs. The inaugural class of NYLS students completed its commitment last year and many of them secured a post-graduate opportunity with Credit Suisse or with another employer in the financial services industry, including **Michael Soumas ’15** (Credit Suisse), **Richard Pearsall ’15** (Alston & Bird), and **Kathleen Scully ’15** (CitiBank). Credit Suisse recruited its second class in spring 2015.

Other programs that capitalize on “The City is our Classroom” initiative include:

- The **Neighborhood Legal Fellows Program**, run by the New York City Department of Small Business Services, provides to select Business Improvement Districts (BID’s) in New York City access to outstanding NYLS students to help build capacity and strengthen these neighborhood-serving organizations.
- NYLS students are defending tort claims as part of the **Municipal Litigation Defense Clinic** in New York City’s Law Department.
- NYLS students have represented the **NYC Administration for Children’s Services** in matters affecting children’s welfare.
- Students also regularly offer their services to **district attorney offices** through prosecution clinics, and to the **Legal Aid Society** through criminal defense clinics.
- NYLS offered opportunities to NYLS students to work in other agencies such as the **Health Department** and the **Taxi and Limousine Commission**.

# 4

## STRATEGIC PLAN PROGRESS AND OUTCOMES



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

### 2014-2015 PROGRESS UPDATE

#### FACULTY SCHOLARSHIP

- The NYLS faculty joins academic and professional accomplishment with a commitment to educational excellence. In the past year, our faculty authored more than 50 scholarly publications, including books, chapters, and law review articles as well as dozens of contributions to newspapers, professional journals, and social media. A detailed compendium of individual faculty publications during the 2014-15 academic year is available online at [www.nyls.edu](http://www.nyls.edu). NYLS is committed to assisting new faculty to develop as scholars and teachers and to maintaining the highest levels of achievement and leadership for all faculty in their respective fields of expertise.
- In addition to scholarly contributions, NYLS faculty members, a dynamic group of teachers with extensive professional and public policy accomplishments, were frequently called upon to participate in public and policy dialogue on a wide range of topics. Collectively, NYLS faculty sat on 74 panels, and delivered 90 presentations, 46 speeches, 13 keynote speeches, and 15 guest lectures. Faculty members also participated in workshops and debates, provided expert testimony, submitted amicus briefs, were cited in official rulings and publications, and were quoted in news articles and interviews.
- The NYLS “**Faculty Insights**” video series was expanded to provide content and expertise on new topics such as a post-Ferguson examination of the Grand Jury System; the United States Supreme Court’s recent same-sex marriage opinion; BitCoin regulation; and career development for 1L students. The videos are available on the NYLS website and YouTube.
- To improve access to the research, scholarship and intellectual product of the entire NYLS community, the Law School introduced a new digital archive and online repository called **Digital Commons**. Along with preserving that material, the repository will provide a permanent home to a growing collection of material documenting the school’s institutional history, and robust access to publications including faculty scholarship, the *New York Law School Law Review*, student newsletters, yearbooks, alumni magazines, and photos. Visit the site at [digitalcommons.nyls.edu](http://digitalcommons.nyls.edu).

## FACULTY APPOINTMENTS AND PROMOTIONS

- Named **William P. LaPiana** the new Associate Dean for Academic Affairs and Student Engagement.
- Named **Deborah N. Archer** the inaugural Dean for Diversity and Inclusion and Chief Diversity Officer.
- Named **Richard K. Sherwin** the inaugural Dean for Faculty Scholarship.
- Named **Kris Franklin** as full Professor of Law with tenure. Professor Franklin teaches Contracts; Negotiation; Counseling and Interviewing; Principles of Legal Analysis; and Family Law. She is an expert in legal pedagogy and experiential learning in law school, and is a national leader in the field of academic preparedness. Her scholarship focuses on these areas and on the analysis of judicial interpretation, especially in the context of LGBT law. She supervises the NYLS Dispute Resolution Team and is also Co-Director of the Initiative for Excellence in Law Teaching (IELT).
- Promoted **Kim Hawkins** to full Professor of Law with a long-term contract. Professor Hawkins teaches Legal Practice I and II. She also taught Juvenile Delinquency and is Co-Director of the Institute for Excellence in Law Teaching (IELT).
- Promoted **Lynn Boepple Su** to full Professor of Law with a long-term contract. Professor Su teaches Legal Practice I and II. She also co-teaches the Prosecution Clinic Seminar with the Manhattan D.A.'s office and is the faculty advisor to the NYLS Trial Competition Team.
- Promoted **Erika L. Wood** to full Professor of Law with a long-term contract. Professor Wood teaches Legal Practice I and II. She also has taught Employment Discrimination Law and is the Director of the Voting Rights and Civic Participation Project at NYLS.

## FACULTY RECOGNITION

- Nine professors were named Emeritus members of the faculty: **Michael Botein, James Brook, Aleta G. Estreicher, Lawrence M. Grosberg, Randolph N. Jonakait, Jethro K. Lieberman, Carlin Meyer, Stephen A. Newman, and Michael L. Perlin.**
- Professors **Jeffrey J. Haas** and **Gerald Korngold** received the NYLS Class of 2015 teaching award.
- Two full-time faculty members were recognized with the Otto L. Walter Distinguished Writing Awards: **Houman B. Shadab** for his article, "Performance-Sensitive Debt: From Asset-Based Loans to Startup Financing"; and **Ruti G. Teitel** for her book, *Globalizing Transitional Justice: Contemporary Essays*.
- Three adjunct faculty members were recognized with Otto L. Walter Distinguished Writing Awards: **David L. Ferstendig** for his article, "Should Counsel for a Non-Party Deponent be a 'Potted Plant'?"; **Claire R. Thomas** for her article, "Bridging the Gap for Immigrant Children: Understanding Immigration Relief for Child Migrants"; and **Gerald Lebovits** for his book, *New York Residential Landlord-Tenant Law and Procedure*.



## NEW PROFESSORSHIPS



**David Chang** was named the inaugural *Theodore Dwight 125th Anniversary Professor of Law*, a newly-created professorship which honors the memory of Theodore Dwight, the central figure in the founding of NYLS in 1891. A member of the faculty since 1983, Professor Chang emulates Dwight in his spirited devotion to teaching, and is an award-winning expert in various areas of constitutional law, including interpretive theory, discrimination, freedom of speech, and hate crimes. His Investiture will take place April 28, 2016.



**Stephen J. Ellmann** was named the *Martin Professor of Law*, in memory of Lester Martin, an industrialist, financier, and noted philanthropist. A member of the faculty since 1992, Professor Ellmann is an award-winning author on legal ethics and an expert in clinical legal education, constitutional law, and South African law. He also serves as Director of the Office of Clinical and Experiential Learning, was instrumental in driving the recent expansion of clinical and experiential course offerings, and developed the nationally-recognized Clinical Year program which builds on the medical school model of learning. His Investiture will take place November 23, 2015.



**Richard K. Sherwin** was named the *Wallace Stevens Professor of Law* in recognition of his work on creative lawyering which integrates legal theory and practice into his courses. Professor Sherwin's commitment to a pedagogy that strives to integrate legal theory and practice has been a touchstone of his career at NYLS, and his creative scholarship provides a brilliant example of bridging the gap between theory and practice. The professorship honors the memory of a great American poet and 1903 NYLS graduate, and acknowledges the arts and humanities as a force in the lives of so many NYLS lawyers. The Investiture occurred in spring 2015.



**Nadine Strossen** was named the *John Marshall Harlan II Professor of Law* honoring her leadership of the ACLU, constitutional law acumen, and her scholarship in free speech and privacy rights. Professor Strossen was the first woman to head the American Civil Liberties Union and was twice named one of "The 100 Most Influential Lawyers in America" by the *National Law Journal*. The professorship honors the memory of NYLS alumnus John Marshall Harlan II (Class of 1924), who served as an associate justice on the U.S. Supreme Court for 16 years. Her Investiture will take place October 5, 2015.

# 5

## 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.

### 2014-2015 PROGRESS UPDATE

#### ALUMNI ENGAGEMENT AND INSTITUTIONAL ADVANCEMENT

- In spring 2015, NYLS elected three new members to its Board of Trustees, **Emerson S. Moore II '99**, **Paul L. Porretta '95**, and **Hon. Marc J. Whiten '84**. Mr. Porretta had previously served on the Board in his capacity as President of the Alumni Association. Judge Whiten was elected as the new President of the Alumni Association to succeed Mr. Porretta.
- Under the leadership of **Paul Porretta '95**, the **NYLS Alumni Association** provided valuable support for a number of initiatives, including those focused on student and alumni career success, and helping to build a stronger alumni community through participation in the NYLS Gala and other fundraising activities. In addition, the Alumni Association helped coordinate events on campus in connection with specific alumni, including a National Women Judges Association event arranged by **Hon. Marc Whiten '84**; CLE events co-sponsored with the French American Bar Association through the efforts of **Pierre Ciric '09**; a real estate-related event organized by **Rory Clark '08** and **Adrian Zuckerman '83**; an event tailored to small law firms arranged by **Evan White '05** and **Somya Kaushik '13**; a student networking event made possible by the efforts of **Sara Nassof 2L**; and alumni support for a student event mobilized by **Shana Pettinato '15**.

Following on Mr. Porretta's successful turn as head of the Alumni Association, NYLS now welcomes Judge Marc Whiten as the 2015-16 President. Judge Whiten will build on the established framework to continue to increase alumni engagement, particularly as NYLS celebrates its 125th anniversary.

- In November 2014, NYLS held its annual Gala and presented Groundbreaker Awards to **Stephen R. Harber '92**, honored for his legal entrepreneurship and innovations; **Meryl Fielder Lieberman '81**, honored for her integrity and professionalism; and the **Held - Fleishner - Koncelik - Quigley - Whelan Family**, honored as a true NYLS family legacy as represented by **Deborah Koncelik Held '76** and **Michael R. Held '76**, **Jean Koncelik Fleischner '78** and **Benjamin A. Fleischner '78**, **Lawrence J. Koncelik Jr. '79**, **Theresa Koncelik Quigley '82**, **Adam J. Fleischner '08**, **Helen T. Quigley '14**, and **Rodger T. Quigley 2L**. The Gala raised more than \$800,000.
- In 2014-15, NYLS introduced a new **Alumni OneCard** and is now distributing it to each of our 17,000 alumni. The new card provides lifetime benefits to NYLS alumni to visit the campus, use the Mendik Library services and resources, and participate in events, CLE programs and other campus activities. The card is integrated with the NYLS FlexFund account to easily purchase campus supplies. Alumni can take advantage of other benefits such as free transcripts, career planning services, and discounts at selected merchants.

- In spring 2015, NYLS held its second annual **Scholarship Benefit Dinner** which was generously hosted by **Gerald C. Crotty '76**, Vice Chair of the NYLS Board of Trustees, and honored the memory of Trustee **Kathleen Grimm '80**. Through more than a decade at the New York City Department of Education, Ms. Grimm helped advance the needs of millions of school children across the City. As a devoted member of the NYLS community, she gave of herself and her time immeasurably. The Benefit raised more than \$612,000 toward general scholarship. NYLS students **Christine Maggiore 2L** and **Adrianna Finger 1L** participated in the program, speaking about their respective experiences at NYLS and how the generosity of donors and friends of the law school helped make law school possible for them.
- In fiscal year 2015, NYLS raised more than \$3 million, representing a 26 percent increase over the prior year. Recent NYLS fundraising efforts have yielded substantial increases in the number of donations and amount of donations received.
- NYLS alumni have demonstrated enormous generosity in helping students to offset the cost of legal education. Through this generosity, NYLS annually provides more than \$500,000 worth of scholarships. Last year, NYLS introduced the Kathleen Grimm '80 Government Service Scholarship valued at more than \$150,000. In the coming year, we will continue this critical support, including the introduction of the **Victor Rampertab '94 and Yvette Chang '95 First Generation Professionals Fund** which will provide financial support for NYLS students who are first in their families to attend law school. Donated by **Victor Rampertab '94** and **Yvette Chang '95**, the funds will provide financial assistance for law school-related expenses not otherwise covered by financial aid awards.
- Support for NYLS students comes in many forms, including one of our most popular fundraising campaigns – the **Bar Pass Lunch Program**. The program helps provide lunch to NYLS graduates who are sitting for the New York State Bar Exam at the Jacob J. Javits Center in Manhattan. By providing a boxed lunch on site, we eliminate a potential source of stress and let students focus on the task at hand. The lunches are made possible by alumni donations, 48 percent of which come from alumni who graduated in the last 5 years. We are especially grateful to the challenge grant provided by Trustee **Anthony Capetola '70**. Leadership gifts were also made by **Leo KoGuan '85**, and Trustees **Dr. Vincent Carbonell '00** and **Norman Radow '81**.

## SPOTLIGHT

### NEW YORK **125** YEARS LAW SCHOOL

In spring 2015, NYLS launched its **125th Anniversary** campaign, a year-long celebration to honor an historic milestone. The celebration will focus on a wide range of areas where members of the NYLS community have been influential. In connection with the celebration, NYLS launched a 125th Anniversary website (**125.nyls.edu**) which includes an Events Calendar and access to Digital Commons – a digital archive and online repository of a growing collection of images and materials dating back to the School's origins in 1891. The site also includes a **"Share Your Story"** feature for users to record memories of their experiences at NYLS.

Throughout the 2015-16 academic year, we will feature highlights of NYLS activity in key legal and law-related areas, as we build toward our 125th year in 2016.

#### **NYLS is New York's Law School**

Celebrating NYLS's local campus and its global community, its evolution from origins to present, and its innovative spirit and commitment to excellence in legal education.

#### **NYLS in the Courtroom**

Celebrating members of the judiciary; prosecutors and defense counsel; litigators, mediators, and arbitrators; and landmark and noteworthy trials across the country featuring NYLS alumni.

#### **NYLS in the Boardroom**

Celebrating NYLS in the business world: its media moguls; tech innovators and entrepreneurs; financial services and real estate leaders; and inventors.

#### **NYLS Around the World: 125 Years of Progress**

Celebrating NYLS practitioners across the country and the globe; advancements in diversity and for women in the law; international law programs and practices; and authors, artists and sports notables.

#### **NYLS Public Interest and Government Service**

Celebrating NYLS's contributions to public service, its notable government and philanthropic leaders, and those who have served in the military.

#### **NYLS Shaping New York City and Beyond**

Celebrating New York's law school and connecting our pioneering past to our innovative future.

# 6

## 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.

### 2014-2015 PROGRESS UPDATE

#### COMMUNITY ENGAGEMENT

- In 2015, the **Charter High School for Law and Social Justice** was launched, the result of a partnership with the **College of Mount St. Vincent** developed by Professor **Richard D. Marsico**. The School’s mission is to provide students in underserved communities with a high-quality education focused on creating pathways to college, graduate school, and careers in the legal profession.
- In November 2014, NYLS marked 20 years of **South African Constitutionalism** with a groundbreaking symposium attracting a global audience of more than 200 to explore questions about law’s impact on contributing to a free society in South Africa, and elsewhere. Organized by Professor **Stephen J. Ellmann**, the event included the Honorable **Patrick Gaspard**, US Ambassador to South Africa and was funded by the **Ford Foundation**, the **National Science Foundation**, **Atlantic Philanthropies**, and individual donors.
- The **Impact Center for Public Interest Law** and the **Center for New York City Law** presented a public forum titled **Tackling Economic Inequality**, which brought together top policymakers, advocates, and academics. The forum featured former Vermont Governor **Howard Dean** as its keynote speaker, and panelists from the NYC Mayor’s Office, NYC agencies, nonprofit and advocacy organizations, the judiciary, and academic institutions. Several members of the NYLS faculty moderated the panels. Topics considered included income and wealth, home and community, children and families, and administration of justice.
- In spring 2015, NYLS formed the **Patient Safety Project**, an initiative that will make important contributions to medical safety initiatives by collecting anonymous fact patterns from closed medical liability cases and organizing them in a searchable database that can be used to promote discussion among health care providers leading to better, safer medical treatment.
- In January 2015, NYLS brought together three prominent voices to speak about election reform in a panel discussion sponsored by **Davidoff Hutcher & Citron LLP**. Moderated by Dean **Anthony W. Crowell**, the panel, entitled “**Election Reform in the Digital Age**” included **Robert Bauer**, Partner at **Perkins Coie, LLP**, former co-chair of the Presidential Commission on Election Administration, and former White House Counsel to President Barak Obama; **David Becker**, Director of Election Initiatives at the **Pew Charitable Trusts**; and **Michael Ryan ’95**, Executive Director of the NYC Board of Elections.

- Under the direction of Professor **Lenni B. Benson**, the **Safe Passage Project** continued its vital work representing immigrant children, including being a leading partner in the NYC City Council Speaker's initiative to provide legal representation to the high numbers of undocumented children coming into the United States. The project has received recognition from the **Corporation for National Service** in the form of a **Justice Americorps Grant**, as well as a grant from the **New York State Office of Court Administration**. This support furthers the Safe Passage mission of providing representation in immigration proceedings for unaccompanied children and is aided by the efforts of more than 500 volunteer attorneys and dozens of NYLS students.
- In spring 2015, Dean **Anthony W. Crowell** and Associate Dean for Academic Affairs and Student Engagement **William P. LaPiana** were appointed to the **New York State Ethics Review Commission**, tasked with reviewing and evaluating the activities and performance of the state's two ethics commissions, and identifying opportunities to strengthen the administration and enforcement of ethics laws in New York State.
- Many NYLS-sponsored events welcomed distinguished members of the judiciary, including **Chief Judge Jonathan Lippman**, N.Y. Court of Appeals, participating in a forum on the right to counsel in eviction proceedings; **Associate Judge Jenny Rivera**, N.Y. Court of Appeals, participating in a symposium on economic inequality; **Hon. Loretta Preska**, Chief Judge, U.S. District Court, SDNY, participating in a Federalist Society event; and **Hon. Pamela Chen**, U.S. District Judge, EDNY, participating in a symposium on Human Trafficking. U.S. Immigration Judge **Virna Wright** and Housing Court Judge **Sabrina Kraus** also participated in NYLS events.
- In 2014, NYLS participated in various community-support efforts including a **Street Law Initiative** which involved teaming up with Middle School 22 in the Bronx, the **Children's Aid Society** in Harlem (through the **Hope Leadership Academy**), and major law firms to offer law students the opportunity to introduce middle and high school students to their constitutional rights. As a result of this effort, and others like it, NYLS was named to the **President's Higher Education Community Service Honor Roll for General Community Service**, the highest honor a college or university can receive for its commitment to volunteering, service-learning, and civic engagement. It was the second consecutive year that NYLS received the award.

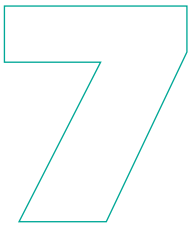
## SPOTLIGHT

### PRO BONO AND PUBLIC INTEREST

In support of the recently enacted requirement that applicants to the NY State Bar complete at least 50 hours of *pro bono* work, NYLS has developed a comprehensive program to assist students in meeting the requirement, including a dedicated career counselor, detailed student guidance presented during 1L orientation to emphasize the importance of getting started early, introducing the students to leaders of organizations seeking *pro bono* participation, and continuous guidance and training, including an 'Opportunities Guide' listing organizations who are qualified to accept *pro bono* volunteers.

As part of the **Pro Bono Scholars (PBS) program**, members of NYLS's inaugural class sat for the February Bar, and thereafter devoted their last semester of study to include more than 500 hours of *pro bono* service with a variety of legal services providers.

Three of the NYLS *Pro Bono* Scholars, along with another NYLS 2015 graduate, were selected to be **Poverty Justice Solutions Fellows**, an effort initiated by New York State **Chief Judge Jonathan Lippman** to help low-income New Yorkers preserve their housing and prevent homelessness. The Fellows and their respective placements are: **Catherine Barreda** (PBS), Legal Services NYC (Queens); **Katherine Davies** (PBS), Lenox Hill Neighborhood House; **Khushbu Patel** (PBS), NY Legal Assistance Group; and **Devi Patel**, Sanctuary for Families. NYLS graduates represent four of the 20 Fellows overall.



## 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.

### 2014-2015 PROGRESS UPDATE

#### TUITION AND FINANCIAL SUPPORT

- Continued efforts to stabilize tuition, with no increase for the 2014-15 academic year. In furtherance of this critical goal, NYLS will maintain the tuition rate for the incoming 2015-16 year, which will represent the fourth year at the same tuition.
- Significantly expanded the pool of available funds for need and merit-based scholarships. Two new need-based scholarships were recently introduced, the Innovation and Law Technology Scholarship and the Business Leaders Scholarship.

#### FISCAL RESPONSIBILITY

- Continued to operate pursuant to an established financial plan with specific targets and contingencies for changing enrollment and other conditions.
- Reduced operating expenses by more than 30 percent since 2013, while maintaining the highest quality academic and administrative services.
- Completed a **campus consolidation** effort resulting in all NYLS faculty, staff, and administrative departments being located under a single roof. The consolidation makes it easier for students to access key departments, such as admissions and financial aid, to confer with faculty for one-on-one guidance and instruction, and to engage with academic centers and co-curricular activities such as Law Review. It also creates greater opportunity for collaboration amongst students, faculty and staff, while reducing operating costs substantially with no reduction in services. As part of this effort, NYLS co-located the Marketing and Communications team and the Institutional Advancement team to provide for a more streamlined approach to planning and coordinating alumni and development outreach and events.

## STUDENT SERVICE IMPROVEMENTS

- Announced a new residence hall arrangement with Educational Housing Services, a nationally-recognized leader in student housing, to provide a modern, safe, secure, and convenient housing option for students. The historic St. George, located in downtown Brooklyn, is just three subway stops from NYLS and offers our students single, private, furnished rooms at competitive rates. Each room includes features such as a flat screen television, cable, microwave, and air-conditioning. Our student residents are part of a larger student community which offers 24-hour security, plus other amenities such as a large kitchen and dining area, individual and shared study spaces, a recreational lounge, a film screening room, and membership in a full service fitness club located adjacent to the residence hall.
- Upgraded our on-line bookstore to provide students a more convenient way to purchase and return text books. The store now provides discounted shipping costs, and enables students to arrange for pick-up and buy-back on campus.
- Replaced all student photocopy machines with faster and more energy efficient equipment which is easier to integrate with modern mobile devices for remote printing, and installed two new high-speed book scanners for student and alumni use.
- Introduced an on-line marketplace featuring NYLS-branded merchandise such as shirts, sweats and hats, plus convenient supplies, and conducted user surveys to gauge interest in new products to offer. Visit the site at [nyls.logoshop.com](http://nyls.logoshop.com).
- Introduced new dining options with an emphasis on healthy fare, made available at times when students - including evening students – most need access to convenient, nutritious, cost-effective meals. The lobby coffee bar was converted into Café Lexpress to offer expanded options for both hot breakfast and dinner entrees. Also upgraded vending options which now include more health-wise snacks and beverages, as well as hot and cold entrees.
- Enhanced our campus, inside and out, including refurbishing the Worth Street façade by upgrading the planters and trees along the streetscape adjacent to the entrance of our historic buildings.

## STAFF PROFESSIONAL DEVELOPMENT

- Established the **Dean's Roundtable for Staff Advancement** creating a new forum for staff to provide ideas and feedback so NYLS can maintain a climate where every team member can participate in the life of the institution. The Roundtable provides staff with the opportunity to help shape new programs and policies that support staff development, including our efforts to recognize staff service and achievement.
- Continued to convene regular **StaffTown Hall Meetings** with Dean Anthony W. Crowell to receive in-depth briefings on institutional issues including budget and finance, student outcomes, admissions, fundraising, and operations. The Town Halls also provide staff at all levels an opportunity to offer and receive feedback directly from the Dean.
- Celebrated staff accomplishments including recognition of milestone years of service at the annual **Staff Recognition Luncheon**. This past year we celebrated 62 staff members who had more than five years of service, and recognized the extraordinary contributions of **Harold Dramer** (50 years of service), **Joseph Molinaro** (40 years of service), **George Hayes** (30 years of service), **Valrie Plummer** (30 years of service), and **Leslie Shannon** (30 years of service).
- Introduced a new e-learning professional development training tool called **Comprehensive Learning** to provide additional resources for NYLS staff to foster personal development and career growth. The tool provides access to a variety of training courses and curricula including legal compliance courses and courses in diversity and inclusion.
- Continued to foster and support a **healthy and well community** through various initiatives including the introduction of a monthly 'Health and Wellness Newsletter,' the launch of a walking lunch group, an annual flu shot event for more than 100 participants, and a variety of wellness seminars on an array of health-related topics throughout the year. There was also a program to offer individual financial retirement account counseling sessions to faculty and members of the administration.

## ACKNOWLEDGEMENTS

As New York Law School celebrates its 125th anniversary, we continue in our commitment to advance the institution and the people who make it special. Each day presents a new opportunity for us to continue being an innovative and influential provider of legal education, and to fulfill our vision to be “New York’s law school” for the next 125 years.

We appreciate the support of so many who have contributed to help guide us to this point. Dean Crowell thanks the Board of Trustees, faculty, administration, and staff, as well as our students and alumni, for their involvement in the progress and achievements of the past year. 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 and Regina Chung, Senior Director of Creative Services for their exceptional commitment and vision to produce this report.





**NEW YORK** **125** YEARS  
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