



New York University
A private university in the public service

School of Law

40 WASHINGTON SQUARE SOUTH, NEW YORK, NY 10012-1099
TELEPHONE: (212) 998-6000
E-MAIL: richard.revesz@nyu.edu

Richard L. Revesz
Dean and Lawrence King Professor of Law

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Dear Alumni and Friends:

Having just concluded my 10th year as dean, I've never been more proud of NYU Law School's position—both within the legal academy and society at large—nor more confident of where we are headed. Building on the extraordinary base we have established here on Washington Square, we are poised to forge new paths that will help maintain our position as one of a handful of the world's preeminent law schools for the 21st century.

My pride and optimism, I realize, may seem sharply at odds with the portrait of legal education that has been presented in the media in recent years. I would like to use part of my letter this year to address that criticism, which has been twofold: that for many students, law school is a bad economic proposition, as they run up enormous debt and then enter a job market in which they can't land legal jobs; and that law schools do a poor job of training students to actually practice law. Certainly, many of the issues raised about legal education are important and merit discussion, but I am convinced that a law degree from NYU Law School continues to be one of the most valuable and versatile forms of training, and an extraordinary platform for building a resilient and successful career.

The economics of attending NYU Law School

There are more than 200 law schools nationwide, and they vary widely in their approach to education and in the success of their graduates in securing employment. Obviously, I cannot speak to each of these law schools, but I'm confident that attending NYU Law School remains a very strong value proposition for our graduates. Despite the economic downturn, most graduates still take positions at major law firms with starting salaries that enable them to cover even substantial loan payments without significant difficulty, and many others join such firms after a judicial clerkship. I'm confident that we'll continue to do extremely well in this sector because of several advantages: our location in New York, the heart of the big-firm world; our large size, which allows us to offer a deep and wide-ranging curriculum and hands-on professional experience; our expanding offerings in law and business; and our robust alumni network, which now includes many of the leaders—chairs, managing partners, and hiring partners—of the top firms.

Many of our students, however, do not seek private sector employment and come to the Law School specifically because of our public interest strengths. We have an unrivaled network of graduates who run many of the nation's leading public service organizations. As a result, historically, a much larger proportion of our graduates have pursued public service careers than is the norm at the other top schools. NYU School of Law has long been committed to making it economically viable for graduates to pursue public service employment, and through our **Loan Repayment Assistance Program (LRAP)**, a J.D. graduate working in an eligible public interest position for 10 years could have all of his or her eligible law school loans forgiven. In place since 1984, LRAP has given our graduates the flexibility to pursue a wide range of careers in nearly every corner of the globe, from advocating for homeless youth in New York City to working for death penalty reform in China. This past year, moreover, we took LRAP a significant step forward by integrating it with the federal government's Public Service Loan Forgiveness Program (PSLFP) and the Direct Loan Program's Income-Based Repayment (IBR) option, raising from \$55,000 to \$80,000 a year the threshold below which graduates do not need to make debt service payments. We are now able to extend LRAP benefits to more graduates than ever before, and our improved program is the most generous of its kind.

So, even four years into the economic crisis, I am comfortable telling our admitted students that if they come to NYU the high cost of attending law school will either be manageable (as they pay off their loans with their high private-sector salaries) or will be shouldered by the Law School but not by them (because of LRAP). In this way we address head-on—and, I believe, compellingly—the value proposition question that has come to dominate recent media discussions about law schools.

Moreover, the Law School has, over the years, developed a significant infrastructure to support the career development of students and graduates. For example, at the end of April, when the struggling law firm Dewey & LeBoeuf had to cancel its summer program, each of the seven students who were slated to work there secured summer associate positions in other large firms within weeks, thanks to the resourcefulness of our Assistant Dean for Career Services **Irene Dorzback** and her terrific team. Irene also received tremendous support from our **Law Alumni Association Board** and its new president, **Rocco Andriola '82 (LL.M. '86)**, as well as from other alumni and friends. We have instituted several programmatic initiatives for the growing number of our students who want to pursue business careers, connecting them to lawyers at investment banks, consulting firms, and hedge funds through our **Law and Business Mentoring Network**, **Schorr Family Luncheon Series**, **Dean's Roundtable lunches**, **JD/MBA Alumni Receptions**, and industry receptions of various kinds. We also have a thriving **Judicial Clerkship Office**, directed by **Michelle Cherande '97**, to support students and alumni interested in securing highly coveted judicial clerkships, a professional experience that I believe is enormously valuable to graduates regardless of what career path they then follow. Last year, 13 percent of our graduates started a judicial clerkship after graduation, and a significant number of others did so after one or two years of practice. Through our **Public Interest Law Center**, some 435 students receive summer grants each year to gain valuable professional experience in public service settings in the United States and abroad. We also launched the **Frank J. Guarini Leaders in Government Service Institute** to provide structured support for students interested in leadership roles in all levels of government as well as at think tanks and policy organizations. As a result, since 2008 we have tripled the number of graduates securing positions in the federal

government, including competitive positions in the Honors Programs at the Departments of Justice, State, Housing and Urban Development, Energy, and Transportation, among numerous other agencies. Much of this success is thanks to **Deborah Ellis '82**, who after nine years of dedicated service stepped down as Assistant Dean for Public Interest at the end of the academic year. We are currently conducting a search for a replacement to build on Deb's extraordinary legacy.

Training graduates to succeed in today's changing legal market

A *New York Times* editorial in November stated that most law schools are “stuck in an outdated business and instructional model,” and pointed to a 2007 Carnegie Foundation report that examined the gap between theory and practice in law schools across the country. That report, however, cited NYU Law School as one institution that succeeds in making crucial connections between theory and practice through doctrinal, lawyering, and clinical courses. In fact, we've focused on this issue for a long time, leading the expansion of experiential learning in the 20th century, developing a unique clinical program, and pioneering the design of simulation courses in which students can study legal theory and methods that arise in connection with the affairs of hypothetical clients.

Our first-year Lawyering Program, which was developed by Professor **Anthony G. Amsterdam**, has been repeatedly recognized for its innovativeness and effectiveness. The program broadens our students' understanding of legal concepts, sharpens research and writing skills, and develops the thoughtful inquiry and self-evaluation critical to the theory and practice of law. Lawyering was added in 1986 as a requirement to the first-year curriculum to complement our doctrinal courses, which increasingly expose students to a wide array of theoretical and methodological approaches beyond the traditional case method. Over the last few decades, as the field of Lawyering Theory has evolved, the program has taken a more structured and intellectually versatile approach under the leadership of former and current directors **Peggy Cooper Davis** and **Andrew Williams '02**, respectively. The sequence of exercises reinforces the skills of research, interpretation of law and facts, counseling, and written and oral advocacy as students encounter increasingly complex scenarios that involve issues ranging from money-laundering to anti-discrimination to housing finance. We recently added a deal-making scenario to introduce students to problem-solving, strategic planning, and advocacy in a transactional context. Lawyering provides a crucial foundation for later practice, and employers often tell me that they value this added dimension of learning.

Two of the distinguishing features of the Law School are our pioneering clinical programs and our signature centers and institutes. These resources provide students with the opportunity to do meaningful professional work during law school, often on the most salient legal and public policy issues of our time, and to connect the important research and scholarly projects of our faculty with the academic experiences of our students. Our clinical program has greatly expanded, and today, about two-thirds of our students take a clinic before graduating. Many of our clinics are led by members of our full-time faculty who are deeply engaged in work that influences the real worlds of law, policy, and business. In these clinics, students develop litigation experience as well as mediation, legislative, regulatory, and advocacy skills, and with a

faculty to student ratio of 8:1, they receive the kind of guidance that helps them produce important—even groundbreaking—work, even while they are still in law school. For example, the **Immigrant Rights Clinic (IRC)**, taught by Professors **Alina Das '05** and **Nancy Morawetz '81**, scored a significant victory in April when, as the result of successful litigation by the clinic under the Freedom of Information Act (FOIA), the Office of the Solicitor General of the United States filed a letter with the Supreme Court making a rare admission. It acknowledged that it had incorrectly told the Court in 2009 that the government had procedures in place to ensure that erroneously deported immigrants could return to the U.S. This assertion was cited by Chief Justice John Roberts in an opinion finding that deportation while an appeal was still pending did not necessarily impose irreparable harm on immigrants. The government will now fashion a policy consistent with the 2009 representation, and this important victory for the clinic could positively affect hundreds of deportees awaiting return to the United States. And in March, in a ruling against the retroactive deportation of an immigrant with lawful status in the United States, the Supreme Court cited an amicus brief prepared by IRC students **Natasha Rivera-Silber '13** and **Jordan Wells '13** that gave voice to immigrants and their experiences. Students in Professor **Bryan Stevenson's** Equal Justice and Capital Defender Clinic provide representation to death row prisoners in Alabama, and many more work with his organization, the **Equal Justice Initiative**, advocating on behalf of juveniles who face life imprisonment without the possibility of parole. In fact, on June 25, the Supreme Court's much-anticipated combined opinion in the cases of *Miller v. Alabama* and *Jackson v. Hobbs* vindicated this work when it rendered unconstitutional mandatory life-without-parole sentences for juveniles found guilty in homicide cases. **Krystal Quinlan, Claudia Flores, Ben Schaefer, Ryan Becker, and Noam Biale**, all in the class of 2011, worked on this important litigation.

During the last decade, we have established 11 new centers and institutes that shape the public discourse surrounding issues such as security in the post-9/11 environment; land use, real estate, housing, and urban affairs; and civil liberties and human rights. Through these enterprises, housed in our newest building, **Wilf Hall**, which recently received a LEED Platinum rating by the U.S. Green Building Council (USGBC), students gain significant legal and policy experience. For example, students co-authored an amicus brief filed by the **Center on the Administration of Criminal Law (CACL)** that was cited extensively in a landmark ruling on March 21, in which the U.S. Supreme Court held that defendants have a constitutional right to effective counsel during the plea-bargaining process, even when a plea has already lapsed or been rejected. Working with faculty director **Rachel Barkow**, the students' brief made clear to the Court the importance of plea bargaining in the world of criminal justice. Each year, students engage in empirical research for the **Furman Center for Real Estate and Urban Policy**, a joint venture between the Law School and the Wagner School for Public Service that recently received the **MacArthur Award for Creative and Effective Institutions**—the institutional analogue to the Foundation's individual "genius" awards. Under the direction of NYU Law Professor **Vicki Been '83** and Wagner Professor **Ingrid Ellen**, students provide policymakers with objective, relevant research on pressing urban issues in New York City and nationwide. For example, **Graham Lake '12** conducted research on the foreclosure processes in different states to help the Furman Center and the Institute for Educational and Social Policy study the effects of housing instability on student educational outcomes, and **Alex Kondo '13** researched how appraisal practices might have contributed to the foreclosure crisis and might be impeding the recovery of the housing market.

NYU Law School was also an early innovator in global legal education. In the mid-1990s, the Law School made an ambitious investment in the **Hauser Global Law School Program**, recognizing that global norms and forces permeate all aspects of legal practice. In its initial phase, which we now refer to as version 1.0, the Law School brought stellar faculty, research fellows, and students from around the world to New York to add a global perspective to our classrooms and enrich our intellectual community. In May 2007, we launched **NYU@NUS**, our LL.M. program in Singapore, in partnership with the National University of Singapore, establishing a footprint in Asia. Since then, under the leadership of faculty directors **Joseph Weiler**, **Richard Stewart**, and **Gráinne de Búrca**, we have extended the Hauser Program to bring NYU Law to the world—a strategy that we’ve come to identify as version 2.0—through programs and partnerships with law schools and research institutes abroad, as well as through international conferences and workshops involving our faculty and students. As part of this effort, **Genevieve Murray ’13** and **Zachary Kolodin ’14** have done research on the fragmented global regime of institutions that are setting policy for climate finance. **Christopher Bradley ’07 (LL.M. ’08)**, **Emma Dunlop (LL.M. ’11)**, **Nikhil Dutta ’10**, and **Florencia Delia Lebensohn (LL.M. ’11)** studied the role of indicators in global governance as part of the **Global Administrative Law Project (GAL)**, run by Professors **Benedict Kingsbury** and **Richard Stewart** under the auspices of the **International Institute for Law and Justice**. We created the **U.S.-Asia Law Institute**, directed by Professors **Jerome Cohen**—widely considered to be the foremost expert on Chinese law studies in the United States—and **Frank Upham** to organize conferences, research, and advocacy work in the U.S., China, and Taiwan on a range of comparative law topics. The Institute recently played a vital role in bringing **Chen Guangcheng**, a lawyer and rights activist, to the United States to study at NYU and participate in the intellectual life of our community. This summer, I appointed a new Vice Dean, **Kevin Davis**, a leading scholar of contract theory and law and development who joined us from the University of Toronto Faculty of Law in 2004, to oversee our expanding global footprint and further enhance the opportunities available to our students to work and study outside of the U.S.

We have also made important changes to the foundational first-year curriculum, adding a required **Administrative and Regulatory State (ARS)** course and introducing a 1L elective so students can specialize in key areas of law earlier. ARS was one prong of the Law School’s strategy to expose students to the critical role that government plays in the private, public, and not-for-profit sectors; another was the development of an **Administrative and Regulatory State Clinic**, which I co-teach with **Michael Livermore ’06**. The clinic teaches students how to advocate effectively before administrative agencies on a wide range of issues and improve the quality of government decision-making in the fields of administrative law, economics, and public policy. A third prong is the rich variety of leading public figures who teach our students and convey a sophisticated understanding of the intersection between law and government across a range of areas, including **Neil Barofsky ’95**, former Special Inspector General of the Troubled Asset Relief Program (TARP), on the government response to the financial crisis; former White House Counsels **Robert Bauer** on law and the electoral process and on presidential power, and **C. Boyden Gray** on energy policy; and former New Jersey Attorney General **Anne Milgram ’96** on human trafficking. Both **Sally Katzen**, former administrator of the White House Office of Information and Regulatory Affairs (OIRA), and Judge **Douglas Ginsburg** of the U.S. Court of Appeals for the D.C. Circuit (and a former OIRA administrator) teach ARS. **Arthur J. Gonzalez**

(LL.M. '90), who presided over the Enron, WorldCom, and Chrysler bankruptcies as chief judge of the United States Bankruptcy Court for the Southern District of New York, teaches courses in bankruptcy law, and **Dorit Beinisch**, who in February retired as president of the Supreme Court of Israel, will co-teach a seminar on national security judging with **Center on Law and Security** faculty director Professor **Samuel Rascoff**.

Also in the upper years, we developed a Business Law Transactions Clinic and a series of transaction courses through our **Mitchell Jacobson Leadership Program in Law and Business** that teach students how deals are structured in a range of industries. The clinic provides students with hands-on experience working on significant business problems of not-for-profit clients, including the Law School, which has benefitted from the students' expertise on board governance issues. Five or more "Law and Business of..." courses in Bankruptcy, Microfinance, Corporate Transactions, and Financial Institutions, among other topics, are co-taught each year by faculty from the Law School and the Stern School of Business to students in both schools, who work collaboratively. The courses draw on the expertise of dozens of the renowned dealmakers of our day, leveraging the Law School's great locational advantage. Designed by faculty co-directors **Gerald Rosenfeld**, vice chairman of investment banking at Lazard Ltd., and **Helen Scott**, the courses have law and business students work together in teams to learn how business transactions add value and how to design, negotiate, finance, and implement the deals. These intense, in-depth experiences give students a valuable understanding of how legal and business skills intersect in the real world, preparing students for careers not only as transactional lawyers, but also as corporate leaders and entrepreneurs. And just as **Evan Chesler '75**, presiding partner of Cravath Swaine & Moore, teaches a team-based simulation course to provide students with practical trial experience, **Matthew Mallow '67 (LL.M. '68)**, senior managing director and general counsel of BlackRock, Inc. and former head of Skadden's Corporate Finance Group, teaches a course on the "Anatomy of a Securities Offering," in which students play the roles of lawyer, CEO, CFO, banker, and regulator as they follow a market transaction from start to finish. These types of courses are crucial to deepening our students' understanding of abstract legal principles, teaching collaborative skills, and introducing the wide range of roles open to lawyers in the business world.

All of this would not be possible without a strong and diverse full-time faculty. Since 2002, NYU Law School has significantly increased the size of its full-time faculty, appointing 44 new professors who are either leaders in their fields or among the most promising young academics in the country. During this period, the size of our full-time faculty has increased from 83 to 109. More than merely increasing the faculty's size by 31 percent and its diversity, these additions have expanded the deep bench of talent in almost every important area of law, as well as adding expertise in interdisciplinary fields, an increasingly important element of legal education. As a result, in each of the last 10 years, our alumni magazine has focused on one important area of law—from International Law in 2002 to Torts in 2011—in which I'm confident that a peer review would find that NYU Law School has the leading group among the top schools. While critics contend that law schools are overly focused on abstract theory distant from practice, we pride ourselves on the applicability of the faculty's work to the real world. Moreover, I strongly believe that scholarly work not only enhances the quality of teaching, deepening the grasp of subject expertise that informs classroom discussion, but also helps faculty and students anticipate

new developments in the law. And I know from many conversations with students how meaningful it is for them to learn from the leaders in their fields.

I'm delighted to report that our new faculty colleagues this year are **Adam Samaha**, a constitutional law professor, joining us from the University of Chicago Law School; **Alan Sykes**, a leading figure in law and economics and a scholar of international trade law, joining us from Stanford Law School; and **David Kamin '09**, who has been one of the leading budget and tax experts in D.C., having recently left the National Economic Council, where he served as special assistant to the President of the United States for Economic Policy. I have now recruited faculty members for a decade, and find that professors come to NYU Law because it is such an engaged community, where faculty collaborate not only with each other but also with students. I know that I have very much enjoyed co-authoring books and articles with students of mine, and of course, the students gain yet another opportunity to develop their own legal research abilities as well as analytical and writing skills.

A look ahead

As I hope this letter has made clear, we are constantly reviewing the state of our curriculum, and how we can best serve the needs of the legal marketplace. As that market has contracted somewhat, we have been vigilant to ensure that our students are trained as effectively and creatively as possible so that they are well positioned to succeed in a more competitive world, and prepared to transition and grow into new jobs and sectors throughout their careers. Recently, a strategy committee of the Law School Board of Trustees, chaired by **Evan Chesler '75**, concluded a study of ways NYU Law School might better prepare lawyers for leading careers in the 21st century. I presented key recommendations of the committee—composed of law firm leaders and general counsels of leading corporations—to the faculty in May, and soon we will announce a series of initiatives that will significantly enrich our curriculum and distinguish our graduates in the eyes of employers. Stay tuned for further word of these developments.

Throughout my deanship, I have engaged numerous alumni and friends in planning for the Law School's future, and have focused our energy on the priorities that emerged from those discussions: building our faculty and developing a broad curriculum; enlarging our campus; creating specialized programs for students interested in clerkships and careers in law and business, government, and the legal academy; expanding our global presence; nurturing research centers that can have an impact on significant policy issues; and providing financial support for public interest work, particularly through LRAP and summer grants. These endeavors have required a significant investment of resources, which we made while keeping tuition competitive with our peer schools and increasing financial aid. We are an ambitious institution, and although we have been able to compete effectively against schools with far larger endowments, delivering a peerless education on a much tighter budget, we continue to operate from a resource base that is far smaller than that of our peers. We need your help more than ever to ensure the Law School's continued impressive success.

Of course, so many of the initiatives I have described here have been made possible through the incredible generosity of our alumni and friends. During our recently concluded campaign, we not

only exceeded our stated overall goal, but we also doubled our Annual Fund. This pool of money is essential to sustaining so many of the programs that distinguish the Law School and to ensuring the superior quality of the education we provide. If you have not done so yet, please consider becoming a member of the **Weinfeld Program** during this fiscal year, which ends on August 31. To make sure all gifts are properly accounted for, we would be particularly grateful if you could send yours by July 31. I hope you can join either as a Weinfeld Benefactor, with a gift of \$20,000 or more annually; a Weinfeld Patron, at \$10,000 or more a year; or a Weinfeld Associate, at \$5,000 or more a year. If your financial circumstances do not permit you to be part of the Weinfeld Program, please make some kind of contribution during the next few weeks—your participation at any level matters a great deal. The Law School has over 38,000 alumni around the world, yet we currently have a participation rate below that of our peer schools, and we need to address this issue. Any donation would make a difference. You can easily contribute online by visiting law.nyu.edu/giving.

As I traveled this year to San Francisco, Los Angeles, Washington, D.C., London, and Tel Aviv to meet with our graduates, I was energized by the talent and enthusiasm of our alumni community, and its interest in the developments at Washington Square. I encourage you to visit our website, or to come to one of our many events on campus, and see for yourself the vibrancy that permeates NYU Law School.

As I look to the future, I am excited about all we can continue to accomplish, and look forward to working together to meet the needs of our students, the profession, and society.

Warm regards,

A handwritten signature in blue ink, appearing to read 'Richard Revesz', written over the printed name.

Richard Revesz