



**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

July 2011

Dear Alumni and Friends:

Each year, I look forward to the opportunity to reflect on all that our community has accomplished here on campus and around the globe. As I wind down my ninth academic year as dean of NYU School of Law, I am more convinced than ever that I am so privileged to lead this law school—the best place, in my view, to engage in the teaching and study of law. I have spent virtually my entire career teaching environmental and administrative law here, and I have collaborated closely with students, faculty, and alumni through the **Frank J. Guarini Center on Environmental and Land Use Law** and the **Institute for Policy Integrity** to make an impact in my field. It has been rewarding as dean to work with my colleagues to further expand the Law School's broad curriculum and its dozens of important centers and programs. We continue to grow in ways that I had never expected, and I look forward to once again welcoming a talented class of students in the fall, along with an extraordinary group of faculty and fellows who will add to the vibrancy of our engaged and tight-knit community. Here are highlights from the past year and some of what we can expect in the near future:

## **Faculty**

I spend a significant amount of time building our faculty roster with the goal of developing and diversifying our intellectual community. We have a deep bench of talent in almost every important field of law, and our professors are known for their considerable interdisciplinary strength. Throughout my deanship, we have added 41 full-time faculty members—16 of whom are women and 11 of whom are racial or ethnic minorities—an increase of more than 25 percent. As you know from reading our annual magazine, this successful recruitment has allowed us to create the strongest groups among the top schools in many important areas of law. We have recruited exceptional talent from Chicago, Columbia, Harvard, and Yale, among other peer schools, and each new faculty member enriches an important academic area—or, in the case of Richard Epstein, *every* academic area! I am really pleased to let you know about the colleagues we recruited this academic year.

In the fall, **Gráinne de Búrca**, a leading European Union law scholar, will join us from Harvard Law School, where she had a tenured appointment. Gráinne co-authored the most widely used and influential E.U. law casebook, and her scholarship illuminates the ways in which the European project of integration-through-law has changed and tackles discrete questions of doctrine and institutional design.

We will also welcome **Adam Cox**, widely considered to be one of the country's top young academics in public law, from the University of Chicago Law School, where he had been recently tenured. Adam is a sophisticated scholar in the areas of immigration law and voting rights and election law, constitutional law, and federal jurisdiction and procedure; he often deploys an empirical approach to scrutinizing difficult legal and institutional issues.

**Sujit Choudhry**, a leading public law scholar in the field of comparative constitutional law, just announced a few days ago that he will join us from the University of Toronto Law School. He is an expert in Canadian, South African, and Indian political and constitutional law systems, as well as in U.S. constitutional doctrine and history. His most recent work focuses on the institutional settings of political conflict.

In addition, **Alina Das '05**, a former Root-Tilden-Kern Scholar, was recently named assistant professor of clinical law. She has successfully litigated immigration issues before a wide range of courts and administrative bodies, including the U.S. Supreme Court, and has co-taught our highly acclaimed Immigrant Rights Clinic with **Nancy Morawetz '81** since 2008.

Our community and curriculum are also greatly enriched by leading public figures who teach here and convey to our students a sophisticated understanding of the intersection between law and government. In the spring, **Ezekiel Emanuel**, special advisor for health policy to the director of the White House Office of Management and Budget and chair of the Department of Bioethics at the Clinical Center of the National Institutes of Health, offered an in-depth seminar on U.S. health care reform. **Neil Barofsky '95** joined us as a senior fellow with the **Center on the Administration of Criminal Law** and the **Mitchell Jacobson Leadership Program in Law and Business**, and this fall he will teach a course on the government response to the financial crisis. **Robert Bauer**, who just stepped down as White House counsel, will teach a seminar in the fall on law and the electoral process, while he also serves as personal lawyer to President Barack Obama and general counsel to his reelection campaign and to the Democratic National Committee. Bob will join one of his predecessors, Ambassador **C. Boyden Gray**, the White House counsel to President George H.W. Bush, who will return to the Law School to teach a seminar on energy policy. Also staying on as a visiting professor is **Sally Katzen**, former administrator of the White House Office of Information and Regulatory Affairs (OIRA) under President Clinton. She will teach our required first-year Administrative and Regulatory State course as well as a seminar on "How Washington Really Works."

Next spring, **Arthur J. Gonzalez (LL.M. '90)**, chief judge of the United States Bankruptcy Court for the Southern District of New York, who presided over the Enron, WorldCom, and Chrysler bankruptcies, will become a senior fellow with the Leadership Program, teaching courses in bankruptcy law, while serving as faculty co-director of NYU Law's renowned **Bankruptcy Workshop**. And former attorney general of New Jersey **Anne Milgram '96**, who was deeply engaged with students as a senior fellow with our **Center on the Administration of Criminal Law** this past year, will again teach her seminar focused on the crime of human trafficking this fall. This distinguished group adds to the unique experience that our permanent faculty brings to the classroom.

Likewise, members of our full-time faculty are not only doctrinal experts and academic leaders; they are also deeply engaged in work that influences the real worlds of law, policy, and business. For example, **Jeremy Waldron**, who recently won the highly prestigious Henry M. Phillips Prize in jurisprudence from the American Philosophical Society, testified before the U.K. Parliament's Joint Committee on Human Rights regarding judicial review and felony disenfranchisement, and **Cynthia Estlund** testified before the U.S. House Education and the Workforce Committee's Subcommittee on Health, Employment, Labor, and Pensions on how recent actions by the National Labor Relations Board are affecting job creation. Drawing on his experiences as an assistant attorney general in the U.S. Department of Justice, where he prosecuted Exxon for the *Exxon Valdez* oil spill, **Richard Stewart** testified before the National Commission on the BP *Deepwater Horizon* Oil Spill and Offshore Drilling. Two professors currently on leave in advisement positions are **Lily Batchelder**, who is serving as chief tax counsel to the U.S. Senate Committee on Finance, and **Cristina Rodríguez**, who is serving as deputy assistant attorney general in the Office of Legal Counsel at the Department of Justice.

Teaching and scholarship, however, remain at the heart of what our faculty does, and there are always countless examples of how their work is shaping the evolving role of law in our world. Recently published notable books include **Ronald Dworkin's** *Justice for Hedgehogs*, a synthesis of his views as a legal philosopher that was highly praised by the *New York Review of Books*, and **David Garland's** *Peculiar Institution: America's Death Penalty in an Age of Abolition*, which won the 2010 PROSE Award for Excellence in the category of law and legal studies, and received an extensive favorable review by Justice John Paul Stevens in the *New York Review of Books*. **Marcel Kahan** published two articles chosen among the "Top 10 Corporate and Securities Articles of 2010"—one of which he co-authored with **Stephen Choi**, entitled "The Power of Proxy Advisors: Myth or Reality?" **Oren Bar-Gill** was one of two professors to win the new Young Scholars Medal from the American Law Institute for his scholarship, which offers specific legal solutions to problems in the markets for cell phones, subprime mortgages, and credit cards.

**Daryl Levinson's** recent *Harvard Law Review* article "Parchment and Politics: The Positive Puzzle of Constitutional Commitment" was the basis for his sweeping lecture inaugurating the **David Boies Professorship of Law**, established by Trustee **David Boies II (LL.M. '67)**. **Richard Epstein**, one of four 2011 winners of the prestigious Bradley Prize, delivered the inaugural lecture for the **Laurence A. Tisch Professorship of Law**, established by **Alice M. and Thomas J. Tisch '79**. Without a glance at his notes, Richard gave an erudite and passionate defense of the Supreme Court's campaign-finance ruling in *Citizens United v. Federal Election Commission*. And **Helen Hershkoff** delivered the inaugural lecture of the **Herbert M. and Svetlana Wachtell Professorship of Constitutional Law and Civil Liberties**, emphasizing how state constitutions differ sharply from the federal Constitution—and from one another. Life Trustee **Herbert M. Wachtell '54** and his wife, **Svetlana**, established the chair.

We celebrated many achievements this year, but we also suffered two very significant losses. **Dean Emeritus Norman Redlich (LL.M. '55)**, who passed away on June 10, served as dean from 1975 to 1988, and much of the Law School's current success can be traced to his visionary leadership. He made many transformative appointments to our faculty; institutionalized the Law School's commitment to interdisciplinary work; introduced our Lawyering Program and greatly expanded our clinical programs; and laid the foundation for much of the Law School campus's

current footprint. Norman was passionately committed to civil liberties and civil rights, and he was a dedicated public servant. Early in his career, he served as assistant counsel to the Warren Commission; later, he was appointed corporation counsel, New York City's highest legal office. Norman's powerful leadership inspired not only generations of students and faculty, but also a much broader community of lawyers and public servants.

Gerald L. Wallace Professor of Taxation Emeritus **James Eustice (LL.M. '58)** passed away on April 26. Jim was a legendary figure in the field of tax law and has been a beloved member of the Law School community since he joined our faculty in 1960. A distinguished scholar, Jim wrote a treatise on corporate tax law that has long been viewed as the authoritative work on the subject, widely cited by the Supreme Court. He was deeply committed to the Law School during his more than five decades here, teaching thousands of students in almost every tax course we offer and inspiring countless to pursue tax law. We will deeply miss Jim and Norman.

### **Training Tomorrow's Leaders**

The Law School is committed to training students to be leaders, whether they choose to enter private practice, work for the government, focus on business and deal-making, teach and publish in academia, or pursue public interest work. We seek to prepare them to successfully transition among various sectors throughout their careers—or, as many of our faculty and alumni do, create a career that runs along multiple tracks. Recently, the Law School's Board of Trustees formed a strategic committee comprising leading partners at top law firms and general counsels from major corporations to examine the elements of leadership one needs to be a successful lawyer in the 21st century. Chaired by **Evan Chesler '75**, the presiding partner at Cravath, Swaine & Moore, the committee will work to identify the skills that would set our students apart in a variety of contexts and, in particular, prepare them to work in an increasingly globalized world where multidimensional problem-solving is critical to success. Along similar lines, we have already introduced many curricular innovations and programs outside the classroom to help our students become sophisticated players in the worlds of government, business, and practice in the United States and around the globe.

### **Government**

The Law School is deeply committed to helping students build successful careers in government and understand the significant impact of government action, regardless of where they choose to work. This summer, the Law School has close to 100 students working for the federal government, including two at the White House. And recently, we celebrated the launch of the **Frank J. Guarini Government Scholars Institute**, founded by former U.S. Representative **Frank J. Guarini '50 (LL.M. '55)**. The institute provides scholars with a specialized academic program, individualized counseling, and access to thought leaders and government practitioners.

We also introduced another curricular innovation: the **Administrative and Regulatory State Clinic**, which I co-teach with **Michael Livermore '06**, with whom I co-authored a book on regulatory reform. The clinic, sponsored by the **Institute for Policy Integrity**, which Michael leads, is designed to teach students how to advocate effectively before administrative agencies on a wide range of issues and to improve the quality of government decision-making in the fields of administrative law, economics, and public policy.

In addition to the courses offered by leading public officials mentioned earlier, another way that we expose our students to government service is through talks and events at the Law School. Among many others, students heard from **Christina Sanford '00**, an attorney-adviser in the Office of the Legal Adviser at the U.S. Department of State, when she came to receive this year's **Law Women** Alumna of the Year award for her work in Eastern Africa, most notably on the recent referendum on the secession of Southern Sudan. Deputy secretary of the U.S. Department of Labor **Seth Harris '90** spoke about economic insecurity in our country at the **Center for Labor and Employment Law's** annual conference. **Cass Sunstein**, the OIRA administrator and a leading public law scholar, addressed our students on regulatory reform when the *Annual Survey of American Law* dedicated its 68th volume to him.

Students interested in this line of work need not look far to find inspiration for their careers. Just this year, a number of our alumni have been named to prominent government positions, including Trustee **Paul Francis '80**, who was named by New York Governor Andrew Cuomo to serve in the new position of director of agency redesign and efficiency, and **Mitra Hormozi '95**, who was appointed chairperson of Governor Cuomo's Commission on Public Integrity. The state's new Attorney General Eric Schneiderman appointed **Maria Vullo '87** to serve as New York State executive deputy attorney general for economic justice and **Janet Sabel '84** as executive deputy attorney general for social justice.

Our alumni are also at the forefront of the battle toward economic recovery: **Chris Meade '96**, principal deputy general counsel at the Department of the Treasury; **David Kamin '09**, special assistant to the President for economic policy; **Meredith Fuchs '93**, principal deputy counsel for the Consumer Financial Protection Bureau; **Peggy Twohig '83**, leader of the Non-Bank Supervision Team at the Consumer Financial Protection Bureau; **Sima Gandhi '07 (LL.M. '09)**, special assistant to the deputy treasury secretary; **Ilana Golant '07**, attorney-adviser in the Treasury's Office of Financial Stability; and **Allyson Baker '00** and **Chris D'Angelo '04** in the Consumer Financial Protection Bureau's Enforcement Bureau.

## **Global Education**

The Law School prides itself on providing a truly global legal education, and part of this commitment is exposing all students to the interactions among different legal systems. This is why, beginning in 2006, we offer our first-year students the opportunity to take **International Law** as an elective. In addition, our **Institute for International Law and Justice**, in cooperation with the **Center for Human Rights and Global Justice (CHRGJ)**, administers a fellowship program for students, which combines academic and practical experience in international law and human rights. CHRGJ also offers a popular **International Human Rights Clinic** through which several students traveled this year to Haiti with the center's co-director **Margaret Satterthwaite '99** to document gender-based violence and access to food and water in camps for displaced persons; another group of students worked with co-director **Smita Narula** on a groundbreaking report on India's farmer suicide crisis.

We regularly welcome international leaders to address our community. A few highlights from this year: President **Giorgio Napolitano** of Italy delivered the Emile Noël Lecture on the State of the (European) Union, and secretary general of the International Criminal Police Organization, **Ronald K. Noble**, on leave from NYU Law, spoke to the Black, Latino, Asian Pacific American

Law Alumni Association community about the quest for social justice in the 21st century. The **Hauser Global Law School Program** welcomed U.N. Legal Counsel and Under-Secretary-General for Legal Affairs **Patricia O'Brien**; former British Prime Minister **Gordon Brown**, in a joint University event, spoke and answered audience questions about his book on the recent financial meltdown; and President **Leonel Fernández** of the Dominican Republic addressed our LL.M. graduates at Convocation.

Our alumni are working in almost every country in the world, often assuming significant leadership roles. Take Egypt, where two alumni are leading the transition after the dramatic fall of the Mubarak regime. **Mohamed ElBaradei (LL.M. '71, J.S.D. '74, LL.D. '04)**, former director general of the International Atomic Energy Agency, Nobel Peace Prize winner, and a former member of our adjunct faculty, emerged as an early opposition leader and was called on to help draft his nation's new permanent constitution. In addition, **Nabil Elaraby (LL.M. '69, J.S.D. '71)**, a former judge on the International Court of Justice, was recently named secretary-general of the Arab League after a short stint as foreign minister of Egypt.

Many recent graduates also do important work overseas, including **Nathalie Laureano (LL.M. '10)**, who is working as a legal adviser in the Legal Division of the Presidential Chief of Staff Office in Brasília, and **Arthur Helton Global Human Rights Fellow David Deng '10**, who is working on a project on community participation in large-scale land acquisition with the South Sudan Law Society in Rumbek, Sudan. On a more sorrowful note, **Joakim Dungal (LL.M. '07)**, who joined the U.N. as a human rights officer, was killed in April when his compound in Mazar-e Sharif was attacked after protests erupted in response to the burning of the Koran by a Florida pastor. Our community will remember this dedicated public servant for his courage and determination to change the world for the better.

## **Law and Business**

Our location in the heart of New York City gives our students a unique professional advantage, especially for those seeking positions at the intersection of law and business. They frequently hear from entrepreneurs, hedge fund managers, and CEOs as part of our **Mitchell Jacobson Leadership Program in Law and Business**, which also benefits greatly from the Law School's expanding global presence. International opportunities let students examine the interplay among law, business, and public policy throughout the world.

In alignment with our mission to expose our students to real-world situations, they can also enroll in several "Law and Business of..." courses in partnership with the Stern School of Business: investment banking, bankruptcy and reorganization, and microfinance, among others. Students are introduced to leading practitioners through these and other courses. For example, **Helen Scott** and **Gerald Rosenfeld**, co-directors of the Leadership Program, welcomed several alumni to their classes, including **Richard Ketchum '75**, chairman and CEO of the Financial Industry Regulatory Authority; Trustee **Brian Schorr '82**, chief legal officer and partner of Triam Fund Management; **Christopher Austin '83**, a partner at Cleary Gottlieb Steen & Hamilton, who focuses on M&A transactions; and **Joel Kellman (LL.M. '68)**, co-founder of venture capital firm GGVCapital. **Dennis Hersch '70**, president of N.A. Property, and Trustee **Laurie Ferber '80**, general counsel of MF Global Holdings, gave talks as part of the **Amy and Brian Schorr Family Luncheon Speaker Series**. And our new **Business Law Transactions**

**Clinic** offers students the opportunity to provide legal services to senior leaders of nonprofit organizations.

There are many forums throughout the year in which students are exposed to leaders from a vast array of industries. One is the Dean's Roundtable, in which I host discussions with prominent guests who have used their law degrees in nontraditional ways. This year, speakers included Trustee **Randal Milch '85**, executive vice president and general counsel of Verizon Communications; **Alan Kava '90**, a partner at the Goldman Sachs Group; **Gary Claar '91**, general partner and a founding member of JANA Partners, a private investment management firm; **Andrew Siegel '90**, senior vice president of strategy and corporate development for Advance Publications, a diversified media company; **David Tisch '06**, managing director of TechStars, a mentorship-driven seed-stage investment program; Trustee **Robert Kindler '80**, global head of mergers and acquisitions and vice chairman of Morgan Stanley; and **John Gaffney '86**, senior vice president for corporate development and general counsel at Solyndra, a company that designs and manufactures photovoltaic systems.

Still more programs and speakers have enriched the ongoing discussions on law and business: This year's Global Economic Policy Forum speaker, then-Senator **Christopher Dodd**, spoke about new consumer protection measures, an issue close to the work of many scholars here at NYU, and the **Pollack Center for Law and Business** hosted the International Symposium on Cross-Border Investment and M&A that fostered a cross-disciplinary dialogue among global leaders. One of the symposium speakers, Trustee **Martin Lipton '55**, founding partner of law firm Wachtell, Lipton, Rosen & Katz and an acclaimed expert in corporate governance, also delivered our J.D. Convocation address.

## **Public Service**

We value a sense of civic duty, community involvement, and a commitment to public service. Although many alumni make public service their life's work, others make time for this important responsibility as an additional yet essential element of their professional lives. The chair of our Board of Trustees, **Anthony Welters '77**, executive vice president of UnitedHealth Group, often encourages students to "do more than your day job."

Our students get started on this path here, incorporating service into their routines. Members of the **Suspension Representation Project**, who represent public school students in the New York Board of Education superintendent's suspension hearings, received the 2010 President's Pro Bono Service Award from the New York State Bar Association and the Exemplary Public Service Award from Equal Justice Works, and students in the **Immigrant Rights Clinic** were honored with the Domestic Workers United's Advocate of the Decade Award.

Our alumni demonstrate how graduates can keep a foot firmly planted in practice while offering a profound public service contribution. New York Lawyers for the Public Interest honored our Trustee and Cravath, Swaine & Moore Presiding Partner **Evan R. Chesler '75**, for his exemplary commitment to public service. **Kenneth Feinberg '70**, founder and managing partner of Feinberg Rozen, served as special master for TARP Executive Compensation and has helped resolve a string of other high-profile matters. Recently, his fellow alum, Trustee **Sheila**

**Birnbaum '65**, a widely renowned torts practitioner at Skadden Arps, took on a similar role to Feinberg's, as special master of the 9/11 Health and Compensation Act.

## **Our Appeal**

Many of the things that add depth to the lives and learning of our students have been established or expanded thanks to the incredibly generous support of our alumni and friends. These include our scholarship programs for students from economically disadvantaged backgrounds; our unparalleled support for public service careers; our new programs in law and business; and our centers, institutes, and other faculty research initiatives.

Last year we closed our ambitious \$400 million campaign to help secure the Law School's future. We exceeded our fund-raising goal and, perhaps more importantly, we doubled the size of the Annual Fund during the course of the campaign. Maintaining this level of support is critical to so many of the programs that make the Law School special and to ensure our students have the skills they need to succeed in an increasingly competitive marketplace.

As many of you know, we continue to be more thinly resourced than our peer schools. We still face challenges because of the current state of the economy, and the support of alumni and friends is more imperative than ever. We need your help to ensure that the incredible advances we have made during the Law School's long and distinguished history do not falter. Support of our **Loan Repayment Assistance Program**, for example, benefits students and graduates who have dedicated their careers to public service (plus the people they work so hard to represent every day). Programs such as these will increase in significance with each passing year. We will only succeed if we continue to look forward, to the needs of the profession and our society far into the future.

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 nonetheless during the next few weeks; your participation matters a great deal. You can easily contribute online by visiting [law.nyu.edu/giving](http://law.nyu.edu/giving). Your generosity will make a tremendous difference!

I am so fortunate to be a member of this community and to serve as dean. I am very optimistic about the Law School's future and look forward to working together as we continue to build this remarkable institution.

Warm regards,

A handwritten signature in blue ink, appearing to read 'Richard Revesz', with a large, stylized initial 'R'.

Richard Revesz