



STRATEGIC PLAN

2016–2023

At NYU School
of Law, we are
charting our course
with intention—
not just to keep
pace but to set it.

We are committed to ensuring a long-term return on our students' investment in their education that benefits not only the students themselves, but also those to whom they offer counsel and leadership throughout their careers. Through the research of our faculty, we are equally committed to providing thought leadership on the most pressing issues of our time. To meet these obligations, we must anticipate what will be asked of law schools and their graduates in the future. To that end, NYU Law has completed a strategic planning process that maps three critically important directions: one that cements our position as a leader of thoughtful, adaptive, and innovative change in legal education; one that rejects a narrow pipeline into the study and practice of law and instead invests our energy and resources in developing a more diverse, inclusive, and equitable legal community; and one that embraces, supports, and partners with students in their education and their professional careers.

Over the course of the 2015–16 academic year, the Law School engaged in the strategic planning process that led us to these goals. A team of trustees, faculty, students, administrators, and recent alumni was formed to lead the effort. With the help of an outside consultant, this committee solicited input in a variety of forms—from small group meetings to online surveys—from all sectors of the Law School. The committee then analyzed the data it had collected and identified top-level strategic priorities, about which the dean sought feedback from a wide range of internal stakeholders. This Strategic Plan is a document of and for the NYU Law community.

We embark on this plan from a place of great strength. NYU School of Law has earned a reputation as an elite but not hidebound institution distinctly of its New York City location. We are well known for our focus on leadership, justice, and service; we are also proud of our long history of innovation and our record of blazing new paths in legal education, including through our unparalleled clinical offerings, first-of-its-kind Lawyering curriculum, and global programs. The Law School is anchored by our distinguished full-time faculty, who are leading scholars and teachers in a broad range of legal and associated fields, and by our ambitious and public-spirited students. Along with our active and engaged alumni, these groups make the Law School the intellectually vibrant and community-oriented place it is widely known to be. Together, we have a tremendous platform from which to launch our ambitious and consequential goals for leadership and innovation in legal education, diversity and inclusion, and student success. This is the road map to the future of NYU Law.

LEADERSHIP AND INNOVATION IN LEGAL EDUCATION

Build upon the Law School's history as an innovator in legal education by anticipating and responding to trends in legal education and the profession—including through interdisciplinarity; leveraging the thought leadership of our faculty; and preparing well-rounded counselors with skills applicable across areas and industries.

By emphasizing adaptability in the training it provides, NYU Law will equip students with a versatile skill set that can adjust to ongoing changes in the legal profession and can retain value for careers beyond the practice of law. The Law School will also emphasize interdisciplinarity both in the degrees it now offers and in new degrees or programs it develops.

The Law School will continue to provide first-rate instruction in legal reasoning and critical thinking—emphasizing the thought leadership of our faculty, who, through their research and other activities, understand and address important issues in law and society. By complementing that education with instruction drawing on insights from related disciplines as well as new skill-based training in areas like financial literacy, leadership, technology, and global practice, NYU Law will respond to the needs of students, employers, the legal profession, and society by ensuring that graduates are equipped with the skills for which there will be a premium as the legal profession continues to evolve.

OBJECTIVES

Ensure that NYU Law students develop sophisticated analytic and reasoning skills;

complementary skills such as leadership, adaptability, and resilience; and key skills from other disciplines including technological acumen, financial literacy, and global fluency.

Add to existing thought leadership at NYU Law by **encouraging and supporting collaboration between faculty, students, and other members of the NYU Law community** around intentionally identified, timely issues of law and/or policy.

Pursue new opportunities for faculty and students to engage in interdisciplinary learning and scholarship with other schools within New York University and expand interdisciplinary teaching by NYU Law faculty for non-lawyers.

Build upon existing connections and seek new relationships between NYU Law and New York City—

including with NYU Law alumni, the legal market, and the worlds of transnational business and technology—so that students have unparalleled access to experiential learning through externships and other networking opportunities; alumni of all degree programs have meaningful lifelong engagement with their “home” at NYU Law; and adjunct instructors continue to feel invested in the education and success of NYU Law students.

Ensure that the Law School's groundbreaking Lawyering and clinical programs maintain their positions as the gold standards in legal education

by engaging in regular reevaluation of the relevance and completeness of skills taught; considering how best to hone students' writing skills in their second and third years; coordinating practical training with the doctrinal first-year curriculum; and considering clinics, externships, and/or other experiential offerings in new fields.

DIVERSITY AND INCLUSION

Enhance the diversity and inclusiveness of NYU School of Law and the profession by leading thought and action on issues of diversity, including but not limited to race, as they apply within the Law School and in the law and society more broadly.

By increasing the diversity of the student body, faculty, and administration, as well as ensuring the inclusiveness of the Law School community, NYU Law will enrich learning and scholarship, best prepare students for success in their chosen careers, and contribute to the diversification of the legal profession. By establishing itself as a center of thought leadership in this area, the Law School will create an organizing place for scholarship, discourse, and action on relevant legal and policy issues. And by exploring the creation of new programs to engage historically underrepresented communities (whether understood in terms of race, socioeconomic status, or other salient factors), the Law School will seek to improve the diversity of potential applicants in the pipeline to law school and the profession.

OBJECTIVES

Expand efforts to recruit faculty and students of color and from historically underrepresented groups to the Law School. Emphasize transparency regarding diversity-related recruitment at the Law School, including by making statistics about diversity in faculty hiring available to students and faculty.

Become a leader in the improvement of the pipeline to the legal profession more generally by building on existing programs and exploring new partnerships with organizations working with middle-school, high-school, and college students.

Establish two centers at the Law School—one to focus on issues of race and ethnicity and one to focus more broadly on diversity, inclusion, and belonging—to build on NYU Law's longstanding leadership in these areas.

Enlarge the Law School's need- and merit-based scholarship programs to **better attract and support students of color and from historically underrepresented groups**.

Continue efforts by the Diversity Working Group, the Office of Student Affairs, the Office of Graduate Affairs, the faculty, and administrative departments to **improve the climate both in and out of the classroom**, including by providing training on issues of implicit bias and exploring pedagogical methods to better support the learning of all students.

Ensure that adequate administrative, faculty, and peer-to-peer support systems exist to **help all students feel welcome and supported once they enroll at the Law School**.

Become a leader in improving diversity and inclusion beyond the legal academy, including by providing relevant executive education programs to companies, institutions, and firms.

STUDENT SUCCESS

Ensure that all students, regardless of background, have access to the academic, professional, and personal support they need to thrive as law students and to achieve their potential after law school and throughout their careers.

By providing the highest-quality preparation and support for careers in and across the law, business, public-interest and public-sector fields—both domestically and internationally—the Law School will provide students with the tools they need to succeed in chosen career trajectories. By removing barriers to student success across a variety of spheres—including mental health and well-being, finances, and academic and career planning—the Law School will ensure that students have a firm foundation for academic and career attainment.

OBJECTIVES

Explore options for increasing affordability for students, including by reducing the size of the JD class and increasing non-tuition revenue from sources including philanthropy, executive education, and other degree and non-degree programs.

Provide sufficient financial aid and loan repayment assistance so that students' career choices are not unduly constrained by law school debt or by concerns about possible shifts in federal policies affecting debt repayment.

Develop a team of academic advisers to **provide individualized academic counseling to students** and to liaise between the Academic Services and Career Services offices, the Public Interest Law Center, and the Office of Student Affairs to ensure that students receive integrated and fully aligned academic, career, and personal counseling tailored to their needs and goals. Explore ways to provide focused assistance in connection with certain critical decision points for students.

Expand opportunities for students of all backgrounds to engage easily and meaningfully with faculty in smaller settings. Increase opportunities for students to work with faculty outside the classroom, including as research and teaching assistants.

Ensure that the school provides sufficient academic, career, and other institutional support for all career paths—including those in private practice, government, nonprofits, business, academia, and various nontraditional careers.

Redouble efforts by faculty and administrators to **maximize the number of interested students and alumni able to secure judicial clerkships,** including through expanding personal outreach to judges.

Improve communication with students regarding available resources at the Law School by, among other things, redesigning student-facing digital communications to make information more central, accessible, and dynamic.

Develop programs that **provide more opportunities for students to connect with alumni, adjunct instructors, and practitioners** in the New York City area and elsewhere, whether for networking, mentoring, experiential learning, or extracurricular opportunities.

Ensure that the Law School provides sufficient information about and access to University mental health and wellness services; work with the University to ensure that services can be tailored to meet the particular needs and experiences of law students.



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