

Below are details for each of the initiatives announced at the October 17 Milbank Tweed Forum, as well as a list of members of the strategy committee.

Study Abroad

The strategy committee recommended the continued expansion of NYU Law's focus on international and cross-border legal practice. In 1995 the Hauser Global Law School program began bringing foreign faculty and scholars to New York City to teach and study, helping to internationalize the curriculum. The Law School has now begun what it calls its "Global 2.0" phase, which means it will now also focus on bringing NYU to the world.

Beginning in the spring of 2014, the Law School will offer a third-year study-and-practice-abroad semester that will serve as the culmination of an integrated, multi-year program aimed at preparing J.D. students for global legal practice. The classroom experience will be complemented by internships in the region with firms, NGOs, and other institutions; study tours; and opportunities for language training. The customized curriculum will combine theoretical and practical learning, and clinical and transactional courses. These experiences will enable students to develop linguistic capacity and cultural awareness, as well as a palpable understanding of the major economic and political issues in each location, preparing them for global legal practice.

The new foreign-study program entails more intrinsic institutional involvement than typically found with such programs. The Law School, for example, will facilitate related language training and summer internship opportunities for students prior to their 3L year. And for the semester program in each region, Dean Revesz and designated faculty are designing the curriculum, recruiting the professors, and will closely oversee the courses of study. What's more, law schools typically see only a handful of their students go abroad each year; NYU is preparing to send as many as 25 students to each of its three sites. NYU will work with partner law schools in Buenos Aires (the University of Buenos Aires) and Paris, and will operate the Shanghai program through the University's Shanghai campus. Details for the programs, which are awaiting approval from the American Bar Association, will be presented to students later this fall, but some initial information is as follows:

- **NYU Law in Latin America: Buenos Aires.** (Faculty director: Florencia Margotta-Wurgler '01.) This program will provide exposure to domestic legal structures throughout Latin America, and the human rights and development challenges faced by legal systems in the region. It will provide a platform for addressing the crosscutting economic, social, legal, and institutional challenges that this dynamic and fast-growing region faces. The

program will provide the opportunity to study Spanish, and to work and learn with local law firms and legal institutions. The program will include clinical opportunities in the area of environmental and human rights law. Leading academics and practitioners in Buenos Aires, including several with substantial U.S. experience, will serve as faculty for the program.

- **NYU Law in Europe: Paris.** (Faculty director: Franco Ferrari.) This program, which is still in the planning phases, will expose students broadly to aspects of the European legal system, with a dual focus on international arbitration and European regulatory and administrative law. A Regulatory Policy Clinic will use the proximity to Brussels as an opportunity for students to participate in the European regulatory process. The program will provide the opportunity for students to study French, to interact with and intern at a variety of key EU organizations, such as the International Chamber of Commerce and the Organization for Economic Cooperation and Development, and to receive instruction from hand-picked professors in the region.
- **NYU Law in Asia: Shanghai.** (Faculty director: Frank Upham.) The Shanghai program will take advantage of the facilities of NYU Shanghai, which New York University is scheduled to open in 2013. Its primary focus will be on Asian business law, offering education for students who want to become leaders in international business and gain a foothold in Asia. NYU Law in Asia will provide students with the opportunity to study Mandarin, and to interact with leading law firms, arbitral centers, and legal institutions in Shanghai and other cities in the region, facilitated by NYU Law's U.S.-Asia Law Institute.

Washington, D.C.

Law school curriculums have long emphasized private law-- disputes or transactions between individuals or businesses. NYU Law's introduction of the Administrative and Regulatory State (now renamed Legislation and the Regulatory State) as a required 1L class in 2003 aimed to broaden this focus and convey to students an understanding of the pervasive role that government plays in all spheres of economic activity. The strategy committee advised that graduates who develop an even more robust expertise in this area would be attractive to employers in the public, private, and not-for-profit sectors. The Law School is thus introducing a clinic called "Government Lawyering" that will consist of a full semester for 3L students in Washington, D.C.

This clinic, which will first be offered in the 2013-2014 academic year, will be run by Sally Katzen, former administrator of the White House Office of Information and Regulatory Affairs

(OIRA), who has been teaching the required first-year Legislation and the Regulatory State course, as well as specialized seminars. Although the focus will be on the federal government, both the processes studied and the skills learned will be readily transferable to state and local government decision making, and relevant to a broad range of practice.

Professional Pathways

A J.D. has long been viewed as a generalist degree, and graduates have typically specialized during their initial years of practice. But the changing economics of law practice is making it harder for law firms to devote time to training entry-level attorneys. Government and non-profit employers also have limited resources for training. While there is a tension between the market demand for specialization and the professional flexibility enjoyed by generalists, the two do not have to be mutually exclusive. The strategy committee emphasized the importance of the Law School continuing to teach thought leadership and generalist skills so graduates can provide counsel on a wide range of problems. But the committee also suggested that more be done to offer students a platform on which to build a specialty.

The eight initial pathways will be Law and Business; Global Legal Practice; Litigation and Dispute Resolution; Tax; Intellectual Property; Criminal Practice; Government Lawyering; and Academic Careers. Each pathway will be overseen by a faculty advisor, who will guide students in acquiring the mix of knowledge and skills needed to advance in their chosen area. Students will take either a clinic or transactional class to get a practical understanding of the law in their chosen area, and complete a capstone project that includes an internship and a research paper.

The pathways will also create communities of law students, each with specialized programming and advising. Students will be paired with an alumnus-mentor, an accomplished lawyer active in the field, so that they have both a role model and a direct line to a professional working in the area.

Business and Financial Literacy

A large proportion of lawyers in a broad range of practice settings encounter business and financial issues, yet, the strategy committee noted, law schools have long lagged in assuring that their graduates have a basic grounding in these areas.

To ensure that all students get some exposure to basic quantitative skills, the Law School plans to introduce a module on business and financial literacy in the Lawyering Program, which is taken by all 1L students. The module, taught by Jacobson Law and Business faculty, will set out essential business and finance concepts that all students should know and connect those skills

to an exercise that allows them to apply what they have learned. The Law School will also introduce a course in the upper years that will provide an introduction to basic concepts in business, statistics, accounting, and quantitative analysis. This would be in addition to the multiple sections of Accounting for Lawyers and Corporate Finance courses that the School has long offered and has tailored for law school students.

Leadership and Collaboration

Lawyers in our society routinely become managers and leaders of organizations, yet law schools offer little training in leadership and collaboration. The strategy committee recommended that the Law School add instruction in the personal and professional skills needed to lead, in order to better equip graduates to assume top positions and to perform well in them.

To ensure that students have the skills identified as essential to leadership, the Law School plans to take five steps:

- Participate in the creation of a new advanced certificate program in leadership for select students in the professional schools. The program, currently being designed by Melody Barnes, the new Vice Provost for Global Student Leadership Initiatives at NYU and former Assistant to President Barack Obama and Director of the White House Domestic Policy Council, will involve select students from the Law School, the Wagner School of Public Service, the Stern School of Business, and the Medical School;
- Introduce a Leadership Speakers series, similar to the Leaders in Public Interest Series that has long been the centerpiece of the Law School's renowned Public Interest Law Center;
- Develop subject-area seminars that focus on the exercise of leadership, similar to the Guarini seminar that was recently created to explore themes of leadership in public service;
- Pilot "emotional intelligence" training with a subset of students who are members of existing scholarship programs that emphasize leadership, including the AnBryce Scholarship Program and the Mitchell Jacobson Leadership in Law and Business Scholarship Program.
- Institutionalize a Peer Leadership Program based on the existing student mentoring now offered through the Lawyering Program. Students in the program will receive formal training in self-assessment, coaching, and emotional intelligence in order to develop their own leadership style.

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