

Leading Law

Northwestern Pritzker School of Law
Strategic Plan

Leading Law

Northwestern Pritzker School of Law is educating lawyers for a profession that is undergoing enormous change. The twin impacts of technology and globalization have had significant impact on how clients and lawyers do their work. These developments have been “disruptive” in that they displace or fundamentally alter existing business models and practices and they do this in ways that demand attention and adaptation from key stakeholders in the relevant marketplace. At the same time, all law schools, including Northwestern Law, face the challenge of providing top-quality education without further burdening students who often take on enormous debt to attend law school.

Lying under the surface of these increasingly familiar facts, law schools face a more existential crisis. What are our fundamental educational aspirations? Are we principally about giving students foundational skills and substantive information — the classic idea of training students to “think like a lawyer”? Or do we need to focus on practical skills and experiential learning so that we can produce “practice-ready” graduates? Are we about theory or about practice, book learning or street learning? And is our basic model of a six-semester program taught principally by full-time faculty in traditional classrooms a sound one in our fast-paced, “wired” environment? These are matters calling into question whether we are doing the right thing, pursuing the right approach.

A strategic planning committee of faculty and administrators, with input from students, alumni, and practitioners, has been hard at work developing strategies to meet these challenges. This resulting plan, *Leading Law*, summarizes our response. Here, we lay out our bold ambitions, each aimed at advancing Northwestern Pritzker School of Law as the innovative law school for the changing world.

We are focused resolutely and strategically on tackling the challenges noted above and on

addressing this existential crisis with creative thinking and purposive action. We accept the changing, dynamic profession not with resignation, but with excitement. Northwestern Law is ideally poised to reimagine what legal education is about and what it makes possible for our students and our graduates. We will be at the forefront of this fascinating future.

This is an opportunity for us to separate from the pack, to leverage our competitive advantages, to expand our impact and our reputation.

And what are these competitive advantages?

First, **Northwestern Law is a place of innovation.** We have a history of successfully adapting to changing educational and economic conditions. We have led change. Northwestern Law has established a reputation as THE innovative law school, the school that “gets it,” that understands how adapting to a changing marketplace fosters and fuels educational success for our students and graduates.

Second, **Northwestern Law is student-centered.** What we affectionately label the “Northwestern Law Difference” describes a myriad of programs and

services that emerge from a core philosophy that our students are adults, pre-professionals, who work in partnership with administrators and faculty on their academic objectives. More than at other law schools, students at Northwestern are responsible for principal elements of their educational choices; policies and practices are centered around our students and their well-being. Moreover, our Law School emphasizes teamwork and collaborative learning and nurtures an environment in which ambitious law students can work seriously on their studies and their professional objectives while not taking themselves too seriously.

Third, Northwestern Law is interdisciplinary.

We have the highest percentage of faculty members with doctoral degrees among all law schools in the country, and we have significant curricular initiatives that build on these faculty strengths in a range of fields, including economics, psychology, political science, and sociology. We look at law as a coherent substantive field enriched by insights from many disciplines and we look at legal education as a fundamentally multidisciplinary enterprise. We strike an important balance between theory and practice, between substantive legal instruction and experiential learning.

We face our future with an enthusiastic resolve to meet current challenges and to provide a comprehensive, interdisciplinary education that is second to none. In a world of great law schools, we will be the law school that is engaged uniquely in the process of reinventing legal education and reconfiguring our program and our processes to lead change and create future leaders.

We will do so in five critical respects.

First, we will **enhance our learning infrastructure** in key ways to foster student well-being — to continue to nurture the Northwestern Law Difference — and to further our fundamental objectives of top-quality, innovative legal education in a collaborative

environment. This will entail enhancements in our curriculum, our physical space, our technology, and our faculty.

Second, we will shape our educational core and our internal and external initiatives around the central insight that **legal education in the twenty-first century must educate lawyers who will work at the interface of law, business, and technology.**

We will escape the stranglehold of the idea that law is intrinsically separate from business and from technological innovation and that what lawyers do is a far instance from what managers, entrepreneurs, and regulators do. Lawyers not only assist clients with discrete legal problems, they also invent, manage, work on strategy and performance, and govern. The future of lawyering is one in which silos dissolve and in which governance and economic performance include the good work of multidisciplinary, business, and tech-savvy lawyers. We will take the lead at training this next generation of lawyer-leaders.

Third, we will address squarely the **predicament of student debt and the high costs of legal education.**

We will steward our resources and manage our business model to keep costs to a reasonable level. More constructively, we will develop and deploy resources to tackle student debt directly, through imaginative uses of financial aid (both need-based and merit-based) and assistance to students during law school and after graduation. Northwestern Law has a covenant with our students and graduates to facilitate their economic objectives and this must and will include addressing their economic circumstances. Novel approaches to financial support will be a key element of our strategic endeavors in the coming years.

Fourth, we will leverage our great existing programs, such as the Bluhm Legal Clinic, and develop new programs to make sure that **Northwestern Law makes an impact in our society.** This impact will

be felt at the local, national, and international level. At Northwestern, we are in the justice business. That entails not only improving the administration of justice in the courts and agencies of our state and country, but also the promotion of justice and of the rule-of-law in our communities and in our civil society. A first-rate legal education must model justice-pursuing behavior in numerous ways; it is our responsibility to do justice and improve society through creative legal strategies and cross-disciplinary endeavors.

Finally, we will **engage our community of alumni in distinct, constructive ways**. We know that we do well when our graduates do well. We thus see as a key responsibility our work on behalf of Northwestern alumni – work that includes lifelong career support, lifelong learning, alumni networking, and integration of alumni into the life of the Law School. We will rethink our basic structure of alumni relations and engagement to enhance our mutually beneficial relationship with our graduates. We will strive to make Northwestern Law truly a law school for life.

I. Learning Infrastructure

Our Law School will continue to enhance our core educational program through creative strategies to strengthen and improve our curriculum, to improve our physical space, and to deploy technology in the service of improved instructional delivery. We will also work to better integrate our students who pursue degrees in our various, and generally unique, programs. Finally, we will develop a new Center, one focused on the dynamics of modern legal practice.

1. A modern, innovative curriculum

We will provide a forward-looking curriculum that prepares our students for success at all stages of their careers, a curriculum that encompasses emerging

areas of law, is responsive to the needs and demands of the market, is rich in interdisciplinary training, and incorporates extensive experiential options along with opportunities for development of essential workplace skills and entrepreneurial thinking.

In addition, we will strengthen our interdisciplinary offerings, building on cross-campus relationships and forging new programs and partnerships that will leverage our unique interdisciplinary strengths and those of Northwestern University at large. We have already made great progress with our renowned JD-MBA program; likewise, we have created unique opportunities for business education in our LLM program for foreign lawyers, working with Kellogg to establish a certificate – the “K” part of our LLM-K program. We hope to burnish these relationships with Kellogg. Moreover, we prize our JD-PhD program, a small, academically rigorous program which has attracted first-rate students interested in academic careers. We hope to expand our multidisciplinary objectives by working with our colleagues in the McCormick School of Engineering, the Feinberg School of Medicine, the Weinberg College of Arts and Sciences, and other top schools and departments at Northwestern.

2. A physical space that is functional, attractive, and enhances student learning

Thanks to the farsighted choices of University and Law School leaders of the past, we are blessed with a great physical space – buildings, old and new, located in the beating heart of an amazing city. Lincoln Hall is perhaps the single most magnificent classroom space in a law school in the United States. And our more modern classrooms provide our faculty and students with functional, technology-enabled space for learning at the highest level. Space is always at a premium but, again, shrewd choices in recent years

have enabled us to furnish our students with good areas to study and to collaborate with one another.

At the same time, space challenges loom close at hand. Our grand old building, Levy-Mayer, is showing the signs of wear that one would expect of a century-old structure; and our newer buildings are no longer new and need to be our focus as we think about configuring space in order to ensure that our students can take maximum advantage of our first-rate academic program.

We will continue to plan actively for new space enhancements. A full-fledged building replacement is not part of this plan, but what is essential in our present and in our intermediate-term future is a plan for capital improvements that maintains what is remarkable and impressive about our current space, while also improving our physical infrastructure to meet the demands of a modern law school.

3. The use of appropriate technology in our educational programs

We will use technology to transform the classroom experience, and we will encourage and train our faculty to adopt new teaching methods appropriate for twenty-first century learning.

Taking full account of the available research and technology, we will implement a comprehensive strategy for the development of new instructional delivery methods and materials that will improve law school pedagogy, including such things as developing more interactive and experiential techniques, incorporating flipped classrooms and other forms of blended learning, creating a repository for digital assets, and developing other learning and teaching techniques. In addition, we will focus on increasing resources that will allow us to integrate technology at all levels to improve pedagogy and assessment.

4. A more integrated student experience

Northwestern Law is extremely proud of its myriad programs and the diversity of its student body. We have students from around the United States and around the world, students with a range of pre-law experiences, eclectic backgrounds, and future objectives.

Our challenge is to ensure that students from these different programs are integrated into our special environment so that they can all benefit from the Northwestern Law Difference and enrich our Law School with their distinct backgrounds and experience. With careful thought and purposive action, we will better integrate these programs, capitalizing on the synergies that exist and can be created with our curriculum and faculty, and we will take steps to better integrate these students into our common purpose and structure.

5. The Center for Practice Engagement and Innovation

The Center for Practice Engagement and Innovation's principal mission is to build connections between Northwestern Law and all relevant practice communities, to institutionalize the two-way conversation concerning how our Law School prepares lawyers who are ready to engage with practice. Additionally, the Center will provide a focus for scholarship on the legal profession and legal education.

The common and pervasive response to the changes in the legal marketplace across the academy has been a call to ensure that students, upon completing law school, are "practice ready." We say a little differently that students should be "prepared to engage with practice" for two reasons. First, law as a profession is one in which practitioners are always learning and developing both new substantive knowledge and new skills. Indeed, we know and encourage our

graduates to go on to many careers outside a narrow definition of legal practice. Second, law schools and the legal practice community appropriately divide training tasks, with some types of training most appropriately supplied not in law schools but in the workplace. Our goal is to ensure that Northwestern students are the most prepared to practice, by their combination of substantive knowledge and skills base. But Northwestern students should also have the knowledge, skills, and perspective to engage with practice: to take ownership of their career development, to work constructively in teams, to exploit training opportunities, to be true entrepreneurs in their own career.

What is needed is an institutional approach to ensuring that Northwestern Law builds deeper and sustained links with legal practice communities. And we mean all practice communities – reflecting not only the diversity of our students’ initial jobs but also the diversity of their life-long career paths. In this sense, the Center for Practice Engagement and Innovation has three related missions:

- Developing curriculum and other experiences so that students may engage with legal practice;
- Ensuring that the Law School (faculty, administration, and students) engage with the profession to understand the current professional landscape and the practice communities’ needs;
- Providing an opportunity for Northwestern Law to engage with the profession to promote and explain the value of its approach to legal education.

Northwestern Law is already engaged with the profession on many levels. Institutionally, Northwestern’s Law Board and its Bluhm Legal Clinic Advisory Board include leading representatives of many practice communities. Clinical professors, adjuncts, and many other faculty have past and present experience. And programming such as

the Pope and John Lectures, the Brodsky Lectures, the Dean’s Roundtables, and student/alumni events further bring the school and the practice community together.

The Center for Law Practice Engagement and Innovation will centralize and deepen these efforts, providing a focal point for programming, for ongoing conversation, for research on the profession and legal education, and for innovation in engaged legal education. Particular Center projects may include:

- A managing partner/recruiting partner forum, for the ongoing discussion of the education that would be most useful to law firms;
- A corporate counsel forum, to discuss the ways in which businesses would like to see the next generation of lawyers trained, both for in-house positions and as outside counsel;
- A nonprofit and government forum, to engage with unique practice needs of those important public communities;
- A legal practice and business incubator, directed at students who may wish to start their own practices or law-related businesses;
- Practice area advisory groups, to ensure that Northwestern Law’s curricular and co-curricular offerings are current and appropriate for students wishing to target particular practice areas;
- A curricular innovation incubator, to develop new offerings and to provide faculty resources to develop new offerings that arise from these engagements;
- A body of research, which depicts and analyses the impact of Law-STEM on the practice of law and business.

II. Modern Legal Education at the Interface of Law, Business, and Technology

The future of lawyering is one in which clients will expect their lawyers to be fully conversant with modern business practices and also with the essentials of technology and its connection to business performance and strategy. Our Law School will help students understand the tools and techniques that those in the corporate boardroom and in policymaking settings use every day to develop and analyze data, and use information to plan and strategize. Lawyers will need to know basic accounting; they will need to be able to read and understand a spreadsheet; they will need to know enough about the scientific method to understand arguments in which science is implicated. And they will also need to understand, at least at a general level, what the “big data” revolution means for the practice of law and the performance of business in our twenty-first century wired world.

Yes, we are making a wager on what the future of legal practice will look like. Modern developments augur changes along two related dimensions. First, lawyers of all types need to have foundational business skills. This goes beyond a rich education in business law (though this, too, is important). It includes the complement of skills that enables lawyers to better understand and service clients; it also enables lawyers to work together with their colleagues in team settings. Second, lawyers need to have a more sophisticated understanding of technology, both how technology assists in the performance of basic and advanced legal strategies and also how law facilitates, and often manages, technological innovation and administration. We believe that the information readily at hand — information about the particular shifts already taking place in the legal profession and, as well, the substantial changes underway in the private and

public sector — point to a world in which those who have meaningful skills in science and technology will thrive. We are living increasingly in a STEM-centered world, one in which professionals who either have a background in one or more of these related areas or, at the very least, are committed to learning enough about technology and the scientific method to converse knowledgeably about these issues with clients and colleagues, will have a comparative advantage.

Armed with this informed prediction about the future of legal practice, Northwestern Law will commit itself to tangible projects and, where appropriate, curricular and programmatic reforms, in order to train our law students for this exciting future. We will develop in our students a set of skills that are tied directly to these new modalities of practice, to this world in which law, business, and technology is deeply and inextricably linked. Moreover, we will look at ways of building a unique cohort of professionals who are not preparing themselves to be attorneys, but who need to learn foundational and applied legal skills to enable them to thrive in their careers as managers, regulators, and entrepreneurs.

There will be six basic elements to our efforts.

1. Admissions

In assembling a highly credentialed, diverse, and interesting class in our core JD program, we will look actively at students with business and STEM backgrounds and experience. Building on our longstanding commitment to admitting students with post-collegiate work experience, we will redouble our efforts to recruit students who have specific, salient experience in the business world, especially in environments at the intersection of law, business, and technology. Moreover, we will broaden our applicant pool through targeted outreach to individuals with undergraduate and graduate degrees

in these fields; and we will look to the colleges and universities who produce exceptional graduates with an interdisciplinary, and particularly a STEM focus, graduates who can be persuaded that legal education and a legal career is exciting and fruitful. Like every other law school, we want the best and the brightest. At Northwestern Law in particular, however, we also want the scientists, the inventors, the entrepreneurs. Our student recruitment strategies will reflect these aspirations.

In short, our goal is to develop a curriculum that is tied in meaningful ways to the law, business, and technology interface and, next, to persuade high-quality applicants that Northwestern Pritzker School of Law will best prepare them for this multidisciplinary world.

2. Curriculum

We will continue to enrich our curricular offerings in the business area. A key theme of our curricular philosophy is that law is deeply related to business and vice versa. Law students must be exposed to critical business skills and, further, they ought to learn techniques that are central to business performance and managerial strategy. Northwestern Law has long been on the cutting edge of this skill building, with our renowned JD-MBA program, our cross-listed courses with Kellogg, and a business-focused curriculum in the second and third year. And in our emphasis on teamwork and collaborative learning, we have further strengthened the bonds between law and business, and thus between the central work of lawyers and clients. We will continue to augment this curriculum to expose our students to modern business skills.

Yet, what will be truly innovative in our curricular planning is our emphasis on knowledge and skills that integrate law, business, and technology. We will develop the finest multidisciplinary law school curriculum in the United States with a focus on

skill-building in the law-business-technology interface. We are likewise committed to developing the most comprehensive, integrated, and innovative curriculum in what we call the Law-STEM space.

Here we mean courses and extracurricular opportunities that draw upon science and technology foundations to enrich legal thinking and advocacy; and, to look at this the other way around, law-centered courses that assist lawyers in serving clients who work directly, or at least peripherally, in the technology space. By Law-STEM, we do not mean simply developing fluency in science and technology (although this is an important objective in its own right). We mean developing coherent, multidisciplinary skills to enable our graduates to use what they have learned in their law training to develop strategies for improving the well-being of the business and technology sector – that, too, being a means for advancing society’s essential goal of mobilizing technology for social and economic improvement.

Rapid technological innovation, and the disruptions it yields, requires the focus and competencies of lawyers in managing difficult situations. Lawyers are needed to construct rational strategies for managing risk (certainly included in what we mean by the hoary idea of “thinking like a lawyer”); and they are needed to ensure that civil rights and liberties, and the underlying edifice of the rule of law, is maintained in the face of these myriad uses and abuses of new technologies and big data science.

At Northwestern Law, we will be at the forefront of a curriculum that enables students to think strategically and creatively about how best to use law as a constructive tool and, likewise, how best to use modern technology and science to improve the legal system and the social, political, and economic environment in which this legal system operates.

3. Multidisciplinary faculty

In our curriculum, in our faculty, in our student experience, and in the ways in which we project ourselves in the world, we are purposively multidisciplinary. Our lawyers are men and women who draw upon a wide body of knowledge and skills from a variety of disciplines. Our faculty is made up of highly trained, experienced lawyers, but also teacher-scholars who are trained in a myriad of other disciplines, including economics, history, psychology, sociology, philosophy, and engineering. Indeed, Northwestern Law has been on the cutting edge of the multidisciplinary turn in legal education, with the highest percentage of JD-PhD holders of any law school in the country. We will continue to leverage this emphasis and this strategy by recruiting exceptional faculty members who have training in fields outside law – this while we also attend to the need to hire and develop faculty who are deeply grounded in the legal profession, through their practice experience, teaching focus, and research agenda. We are confident in striking the right balance between deeply practical teaching approaches within our diverse faculty and a commitment to looking at law – and, again, at the intersection among law, business and technology – through the lens of cognate disciplines.

We expect, in the future, to augment this interdisciplinary faculty with individuals trained in STEM fields, to enrich the opportunities for our students to pursue meaningful careers where such skills will be important and perhaps even essential. We are confident in our ability to do this because of our resolute experience in, and reputation for, multidisciplinary legal education. Quite simply, it is part of our DNA.

4. Donald Pritzker Entrepreneurship Law Center and related initiatives

A key pillar of our law-business-technology strategies is the work of our renowned Donald Pritzker Entrepreneurship Law Center (DPELC). Through its work, law students assist small business owners and entrepreneurs with their legal needs and problems. We expect to broaden the work of the DPELC to include several cross-functional areas in which entrepreneurship is central to legal practice and business strategy. We will look to develop a concentrated focus on entrepreneurship for our law students; and we will likewise look at building more bridges with the entrepreneurship community in the Chicagoland area and beyond. The core objective of our strategies is not limited to shaping the skills of would-be entrepreneurs as they graduate from Northwestern Law, but includes a curricular and extracurricular focus on how the skills that entrepreneurs need and learn can enrich the skills of lawyers more generally – and, related squarely to the theme of this part of the strategic plan, how these entrepreneurial skills can model the dynamic developments of law, business, and technology.

Related to the work of the DPELC and its evolving programs is the remarkable cross-campus initiative, NUvention. This is essentially a platform for a series of courses in which law students work alongside students from the medical, management, and engineering schools to create new inventions and undertake the complex work of scientific and technology development and business and legal strategy. Thus far, the most comprehensive part of this NUvention project has been the year-long course on medical devices. Law students have already benefited greatly from the work of this course and, in particular, for the experience of working collaboratively with colleagues in business, science, and engineering. While the NUvention project continues unabated, we will look at ways of leveraging this project to develop new curricular

initiatives that foster interdisciplinary collaboration and these fundamentally entrepreneurial ways of thinking and doing.

5. Outreach

Northwestern Law will leverage these Law-STEM commitments to connect with organizations in the business and technology sectors. We will get the message out that Northwestern Law is the law school that understands the essential interface among law, business, and technology, and that we are committed to working with individuals and institutions in both the public and private sectors to configure innovative strategies to improve the practice of law and the performance of business. Some of our specific objectives will include:

- Developing new employment opportunities for our students, including opportunities in business settings, not limited to in-house counsel, but also including managerial positions where Law-STEM skills will be especially valuable to business strategy and performance;
- Programs, including conferences and continuing legal education, focused on the projects and priorities of businesses in the high technology sector;
- Working with high tech incubators, such as Chicago's 1871 and MATTER, to leverage the resources and expertise of the Law School for the well-being of an ambitious group of entrepreneurs.

6. Programs

Northwestern Law will leverage its strengths in the law, business, and technology space to develop new and innovative programs. We will look at certificate and post-graduate programs; and we will look at fashioning requirements, where appropriate, to ensure that essential courses are shaped and implemented into our core curriculum. Moreover, and

as we describe elsewhere in this plan, we will create programs for Northwestern Law graduates that help our graduates develop new skills – or even retool in a more fundamental way – at the interface of law, business, and technology. And, consistent with our aspirations to be an incubator of leading research in the burgeoning fields in which law, business, and technology as an integrated phenomenon is pertinent, we will look for opportunities to develop programs, including conferences, symposia, and even mini “think thanks” to foster creative, novel thinking and scholarship in this important area.

In addition to the focus on lawyers and law students, we will initiate programs, big and small, to help educate non-lawyers who work (or at least aspire to work) at the interface of law, business, and technology. One example of such a program is our new Master of Science in Law program for scientists, engineers, and medical professionals. This program, the first and only one of its kind in an American law school, aims to teach practice, business-focused legal skills to STEM-trained individuals who, while not aspiring to become lawyers, benefit from these skills in their performance as business leaders, as public officials, as assistants to lawyers, and as entrepreneurs. We will build upon the successes of the MSL program to help train individuals in a myriad of business areas in fundamental, interdisciplinary law. Individuals in the health care and compliance areas, and scientists working in government and in non-governmental organizations will benefit from the focused, carefully designed programs we will develop at Northwestern Law.

It is important to see this part of the plan as a collaborative objective, one which we hope and expect to undertake in partnership with colleagues throughout the Northwestern University campus. While we have the capacity and resolve to develop innovative programs within the Law School, the best versions of these kinds of programs will be those that draw in faculty from the Kellogg School of

Management, the McCormick School of Engineering, the Feinberg School of Medicine, and the Weinberg College of Arts and Sciences.

III. Strengthening Financial Support

Given the seismic, structural shifts in the employment market for law graduates, along with the high levels of student debt, there is an urgent need to address the gap between earnings and debt for an increasing number of our graduates. Despite the additional investments in financial aid and restrained tuition increases in recent years, students with incomes at the lower end of the graduating student income scale are finding it difficult to service their debt upon graduation.

Over the next several years, we will invest substantially in financial aid for our entering and continuing law students. Some of these investments will continue to help us recruit the most highly qualified students. Such recruitment has become an increasingly competitive process, as our peer law schools have also invested in financial aid and have, in the cases of the wealthiest law schools, leveraged their resources to recruit applicants through substantial financial aid. Our continuing excellence and reputation depends upon our ability to recruit these extraordinary students. Relatedly, our objectives of recruiting a diverse student body — diverse upon several dimensions — requires augmented financial investment.

In addition, we will invest in the well-being of our students by providing increased financial support for those in financial need. While we provide scholarship support for needy students, our ability to provide support adequate to ameliorate student need and thereby keep debt manageable has been limited — not as a result of

a wavering commitment, but because of a lack of suitable funds. We need to do better. A key element of this strategic plan is to raise external funds to make a significant dent in aggregate student debt. After all, Northwestern Law must be a place which welcomes and educates top quality students regardless of financial condition and circumstance. Student debt impacts student learning, career choice, and post-graduate well-being. We are committed to assuaging these serious impacts with constructive financial aid efforts.

If we are successful, the aggregate debt of our graduates will diminish substantially over time and our position on this particular statistic will move to the bottom quartile of the cohort of top law schools. Moreover, we are committed to taking measures that will influence other top law schools, as well as law schools generally, to take similar steps to reduce the cost of legal education writ-large.

IV. Extending Our Impact

Northwestern Law has a measurable impact on the well-being of our communities, be they at the local, regional, national, or even international level. Our students and faculty work on a variety of projects that make meaningful differences in individual's lives. Going forward, we will continue to leverage our resources and initiatives, including those growing out of our first-rate Bluhm Legal Clinic, in order to extend our impact.

1. Global efforts

As globalization continues to increasingly infuse legal practice and education, this strategic plan must attend to the importance of international, comparative, and global undertakings. Northwestern

Law will elevate its international profile and undertake new international initiatives. To respond to the continued and accelerating globalization of the legal profession and of legal education, we will build on a number of our current strengths to create new opportunities for international students and lawyers to learn at and from Northwestern Law, new opportunities for Northwestern Law faculty to pursue international research projects, new opportunities for Northwestern Law's U.S. students to learn and experience international legal settings, and new opportunities to bring about positive and transformative social change.

(a) Law School Partnerships

In 2012, Northwestern Law was one of 17 founding members of the Law Schools Global League, a diverse group of law schools world-wide, each of whom is committed to globalized legal education and scholarship. Northwestern Law continues to be the only U.S. law school member of the Global League, which now includes 25 member schools from almost every region of the world. We will continue to work with the Global League on its programmatic ambitions, which include collaborations on research and education.

Over the next three years, Northwestern Law will additionally enter into collaboration agreements with at least four foreign law schools, one each in Europe, Asia, Latin America, and Africa. These collaboration agreements will be targeted at exchange of faculty and joint education projects, both for the schools' students and for legal professionals in Chicago and abroad. This initial wave of collaboration will form the basis for expanding the scope and scale of partnerships in the future.

(b) Overseas Education

Northwestern Law has been uniquely innovative in opening overseas Executive LLM programs —

currently in Seoul, Tel Aviv, and Madrid — which offer LLM degrees to local lawyers and business people who desire that education but who cannot leave their jobs for a full year to pursue an LLM in the United States or elsewhere. The degree-based format, however, is only one way in which Northwestern Law can bring education overseas (as well as promote its brand in key markets). Over the next three years, as part of rigorously evaluating its ELLM degrees, We will also diversify our overseas offerings to include short-courses and specializations in areas of curricular strength, including business, finance, human rights, and management.

(c) International Leadership Program

While international law firms continue to dominate the global corporate market, in many countries with growing economies, locally owned law firms are also growing and beginning to mature their legal practices within the local legal market. There is an increasing view on the part of these domestic law firms that they have both the talent and the knowledge to compete with the international firms that have traditionally been the go-to firms for business. In addition, many of the name-partners at these local firms are beginning to look to the next generation for leadership (particularly in Brazil). Northwestern Law has the opportunity to position itself as a front-runner in training and developing law firm leadership in these countries and possibly around the globe. We will create a program to train law firm leaders (and emerging leaders) that is focused on providing the unique management and leadership skills necessary to run a professional service firm today.

2. Center for Public Interest Law

Northwestern Law has the key elements of a top-flight public interest program, including curricular,

co-curricular, and career components. There are a variety of public interest curricular offerings, including traditional doctrinal classes, clinical classes, externship classes, and a Law and Social Policy Concentration. Co-curricular opportunities include student public interest groups and a growing pro bono program. Career assistance includes a part-time specialized public interest counselor, a generous Loan Repayment Assistance Program (LRAP), and a new post-graduate fellowship program.

The addition of a public interest law center at Northwestern Law will raise the Law School's profile as an institution that supports public interest law and the advancement of social justice. It will increase the staff resources dedicated to public interest efforts. It will also allow the Law School to house existing public interest functions in one place. A public interest law center will strengthen opportunities and support for students interested in public interest law and encourage all students to develop a public service ethic.

The proposed components of a public interest law center at Northwestern Pritzker School of Law will include the following:

- Pro bono and community service opportunities;
- Public interest career advising;
- Public interest alumni engagement and assistance;
- Public interest programming;
- Summer and post-graduate public interest;
- fellowships administration;
- LRAP administration;
- Support for public interest student groups;
- Monitoring public interest issues and course offerings;
- Launching the Global Public Interest Fellows Program;
- Sponsoring an annual alumni public interest conference.

We are committed to creating and nurturing a distinct public interest culture at Northwestern Law. We will do so through the development of programs, working with our student groups and public interest law alumni. And we will do so through the specific initiatives that make a tangible impact in our community, including pro bono student work, projects at the intersection of law and public health, and widening access to justice through the great efforts of the Bluhm Legal Clinic. Public interest will be at the forefront of what we do and what we are about at Northwestern Law.

V. Engaging Our Alumni Community

We will create an unparalleled alumni program and support network that connects the success of Northwestern Pritzker School of Law students with alumni, an alumni program built on the premise that a Northwestern Law education and the Northwestern Law Difference continues long after graduation. We seek to develop an alumni program based on a philosophy of providing lifelong engagement, lifelong learning, and lifelong support – in other words to make Northwestern the law school for life.

We seek to fundamentally enrich and augment what it means to be a Northwestern Law alumnus so that all alumni, current and prospective students, professionals in the legal and business sector, members of the judiciary and civic leaders inherently know that being a Northwestern Law alumnus infers a unique prestige, stature, and dependability.

It will be commonly recognized that Northwestern Law graduates receive an exceptional legal education, have access to a network of highly successful alumni that help each other achieve professional and personal goals, are part of a tradition of like-minded people who believe that they have a responsibility to use their legal education and skills to champion

justice, peace, and equality in their own communities and throughout the world, and are deeply committed to their alma mater.

We aspire to create a culture where the success of Northwestern Law students and alumni are organically and inextricably connected. When this happens we will see that:

- Students will be able to count on alumni to help secure jobs in the legal, business, and nonprofit sectors because our alumni are so invested in our community and impressed with the caliber of our students and graduates, they will desire to assist students and graduates with job searches;
- Alumni interviewers will continue to imbue future graduates with the tradition of pride, loyalty, success, and commitment that is part of being a Northwestern Law alumnus;
- Alumni will be able to count on their Law School to provide ongoing career support, a menu of frequent career-enhancing programs, and continuing education opportunities;
- Students and alumni will strengthen their networks by engaging with each other through a network of alumni clubs and alumni programming throughout the world;
- Students and alumni will direct their philanthropy to their alma mater because they know that supporting annual giving and investing in the long-term needs of the school

makes the law school stronger for current students and ultimately increases the value of their degree;

- Alumni will continue to engage with the Northwestern Law Community after graduating because doing so is a dynamic, relevant, and interactive experience, and because it continues to bring educational and professional value to their life and career;
- Employers will know that Northwestern Law graduates, of any vintage, are a worthy investment and they will come to expect that these alumni continually bring more to the table right off the bat and over the long haul than alumni of other, even more highly ranked, elite law schools.

We will develop a tradition of alumni and student involvement that reflects the shared experience of a Northwestern Law education. It will be about giving back and giving forward to the people who are a part of this prestigious, tightknit community. Developing such a student/alumni culture will take time, but the eventual payoff will yield benefits for past, present, and future Northwestern Law alumni. It will be yet another way the Northwestern Law Difference clearly distinguishes our alumni from those of any other law school.

