



The Strategic Plan

for Northwestern University

School of Law



Building the great law school
for the changing world

M I S S I O N

**The mission of Northwestern University School of Law is to lead in
advancing the understanding of law and legal institutions, in furthering
justice under the rule of law, and in preparing students for productive
leadership, professional success, and personal fulfillment in a complex
and changing world.**

G O A L S

TO BUILD AND MAINTAIN AN INTERNATIONALLY RENOWNED FACULTY WHOSE SCHOLARSHIP NOT ONLY INFORMS AND CHALLENGES STUDENTS, ACADEMIA, AND THE PROFESSION BUT ALSO CONTRIBUTES TO RESOLVING THE LEADING ISSUES OF THE DAY.

TO GO BEYOND THE INDISPENSABLE BASIC INSTRUCTION IN LEGAL REASONING TO ENABLE STUDENTS TO MAKE SOUND AND ETHICAL JUDGMENTS, UNDERSTAND AND IMPROVE THE DELIVERY OF JUSTICE, AND RESPOND TO THE CHANGING CONTEXTS IN WHICH LAW AND LEGAL INSTITUTIONS OPERATE.

TO MAINTAIN AN INTELLECTUALLY CHALLENGING, INTIMATE, AND SUPPORTIVE COMMUNITY IN WHICH EACH STUDENT DEVELOPS THE ANALYTICAL, INTERPERSONAL, AND TEAMWORK SKILLS ESSENTIAL TO PROFESSIONAL AND PERSONAL SUCCESS.

Background

Northwestern University School of Law has a glorious past and strong traditions and is now one of the best law schools in the nation. Building on our strengths and with the implementation of this Strategic Plan, Northwestern is poised for even greater accomplishments that will move us to the pinnacle of legal education.



Northwestern's future is full of new challenges. In recent years legal education and the legal profession have been undergoing the same rapid change that affects all segments of society. The practice of law has become increasingly competitive, and the demands placed on lawyers have grown. Law schools must compete for the most desirable students and faculty. They must advance the understanding of law and legal institutions, promote justice and fairness, and produce graduates fully equipped to succeed in an increasingly complex and changing world. No longer is a law degree merely an admission ticket to a particular profession; rather, it is a passport to a virtually unlimited set of opportunities.

The challenge of recognizing and addressing these changes is the same for all major American law schools, but our response will be superior. Running in place will not be enough. Accordingly, the overarching goal of this plan is to empower our graduates to adapt to and master the challenges of the changing world better than those of any other law school; as a result, Northwestern will advance to the very top tier of law schools in the nation and the world.

Northwestern meets this challenge from a position of strength. Since our founding in 1859, the Law School has produced graduates who have served on the Supreme Court and in government, presided over the boards of directors of major corporations, fought for justice, and been leaders of the bench and bar in every part of the country. Our faculty members have been leading scholars who have played crucial roles in shaping public policy. Few if any other law schools offer as superb facilities for their students and faculty, as favorable a student-faculty ratio, or as much contact with the legal profession in an important metropolitan center. Perhaps most important, to a much greater extent than most of our peers, Northwestern has always provided a supportive and collegial community for teaching, learning, and scholarship.

This Strategic Plan articulates a vision for Northwestern's future and outlines the course we will follow to meet current challenges. The plan is the product of a process that involved Northwestern law students and graduates as well as every member of our administration and faculty. We have assessed our strengths and weaknesses and the opportunities that our history, location, and prior successes have opened. We have examined our performance against other leading law schools. Based on this analysis, we have made choices about the course we will now take. We cannot be all things to all people; rather, we will strategically invest our resources—effort, time, and capital—to develop and secure our comparative advantages.

This is a plan of ideas. Its aim is to maximize our strengths and to move Northwestern to the very pinnacle of legal education. Famed turn-of-the-century architect Daniel Burnham, a contemporary of Law School Dean John Henry Wigmore, challenged Chicago to “make no little plans.” While big, bold, and visionary, this plan is attainable. Making the vision a reality will require the combined will, effort, and imagination of the faculty, students, administration, and alumni. Those who came before us and those who will come after deserve nothing less.

The opportunities offered by change

Law schools are not ivory towers. Because the law increasingly permeates everyday personal and business decisions and public policy choices, we must participate in the wider social, economic, and political world. We are relied on to provide guidance and illumination about law and legal institutions. We are expected to produce graduates who can compete successfully in and contribute to a world that is increasingly complex, rapidly changing, and heavily dependent on the skills of lawyers.

The changing world

The dramatic changes in business, government, society, and nations over the last generation have significantly impacted law, law schools, and the legal profession. And the pace of change continues to accelerate:

- *An explosion of new products and services and increased competition now characterize world markets. This explosion is propelled by technological innovation, the profusion of information, globalization, and unparalleled national economic growth. The pressure to innovate and to become more*

productive affects all segments of commerce, including law.

- *As economic changes cause severe dislocations and disturbances, the quality of justice delivered by legal institutions is under heightened scrutiny.*

- *Law and regulation increasingly affect personal, political, and business decisions.*

- *Lawyers and businesses drive significant worldwide political and economic changes as they open markets, put investment capital to new uses, and challenge and correct long-tolerated abuses of human rights.*

The changing legal profession

Once thought immune to the impact of competition, professions such as accounting, law, and medicine were among the most secure careers. However, global and national changes have dramatically altered all professions, including the practice of law:

- *Consumers of legal services increasingly demand a higher-quality product at lower prices.*
- *The practice of the law is becoming less secure and more entrepreneurial.*
- *There is increasing specialization in practice as law and regulation become more complex.*
- *Lawyers are increasingly mobile, moving between law firms and in and out of traditional law practice, business, government, and public service.*
- *The multijob career is becoming more common as fewer new law school graduates regard their first job as a lifelong commitment.*
- *The balance of power in many legal business relationships has shifted as consumers, in particular businesses and their general counsel, aggressively manage the quality and the cost of their legal services.*
- *Even in large law firms, the highest rewards go to lawyers who can develop clients by successfully anticipating and meeting their needs or who offer expertise in highly valued specialty areas.*

The challenges to legal education

Law schools have been slow to respond to the changing world and legal profession:

- *There is increased competition among law schools for the best applicants from a declining pool.*
- *Legal employers demand graduates who are able to enter practice with the judgment and the maturity to assume responsibility quickly. Even in large law firms, a new lawyer has little time to develop these traits on the job.*
- *Lawyers must be able to adapt to the teamwork style of the modern business world.*
- *Even though fewer law jobs are being generated overall, graduates of the top law schools are increasingly in high demand and more able to compete for the most challenging and rewarding positions.*
- *The best law schools not only aggressively compete for the best students but also for the best faculty.*
- *Consumers of legal services and applicants to law schools continue to seek more objective measures of the differences between and the relative quality of law schools.*
- *Law students continue to demand a greater level of service and quality in return for each tuition dollar.*
- *To fund the increasing levels of quality demanded and to meet the competition for faculty, major law schools have moved to reduce their dependence on tuition as a principal funding source, striving to increase alumni contributions and build endowments through aggressive capital campaigns.*



Building on Northwestern's strengths

As Northwestern anticipates and responds to these changes in the world, the profession, and legal education, we will leverage our many comparative advantages:

- *Our relatively small student body and low student-faculty ratio enable students to establish one-on-one relationships with distinguished faculty and to develop strong ties with fellow students.*
- *Our supportive community allows law to be studied collegially rather than competitively.*
- *We have great research faculty strength in a number of areas.*
- *We have built and maintained one of the nation's most highly regarded clinical programs, both in simulation and in live client-based teaching.*
- *We benefit from being in the heart of one of the most vibrant business and legal communities in the world. Our Corporate Counsel Center and its many multinational corporate members provide us with a unique bridge to the business world.*
- *We offer one of the nation's strongest continuing legal education programs in fields such as corporate law, criminal law, and trial advocacy.*
- *We are an integral part of an ambitious, world-class research university that boasts one of the preeminent business schools in the world, nationally ranked economics and sociology departments, strong medical and engineering schools, and top-ranked journalism and communications programs.*
- *We have a long-standing partnership with and proximity to the American Bar Foundation, a leading empirical research institute.*
- *We are situated in the best physical location of any urban law school facility in the country. Our students have unparalleled access to cultural activities, living amenities, and employment opportunities for spouses.*



Strategies and initiatives:
The core of the Strategic Plan

In our strategic planning we have identified the most promising areas in which we can capitalize on our existing strengths to take advantage of the opportunities offered by the changing world. The Strategic Plan does not provide something for everyone but, of necessity, makes strategic choices about investing the Law School's resources, including our money, our time, and, most important, our people.

Accordingly, we have delineated the areas for concentration of resources. We have identified priorities and set goals that will require us to surpass our competitors—such as achieving the highest-quality faculty and student body and developing the breadth and depth of our educational program. We have marked out other areas where we need only meet the standards of our peers to achieve our goal of national and global preeminence. In some areas—for instance, with respect to our educational facilities—Northwestern need only preserve our advantage of surpassing most of our competitors.

In the end, the greatness of any law school is measured by only two factors—first, the quality, ethical stature, and ultimate impact and success of its graduates and, second, the caliber of its faculty, as determined by the strength of their teaching and the quality and impact of their research. The initiatives in this Strategic Plan are focused primarily on strengthening Northwestern in these two key components—students and faculty. To this end, our Strategic Plan has five key initiatives. They are listed on the next page and described in detail on the following pages.

1

To attract students with the intellectual and personal capabilities needed to be successful in and contribute to a dramatically changing world, and to place our graduates in challenging and rewarding positions

2

To develop and retain an internationally renowned faculty

3

To build our educational program to meet the challenges of the changing world

4

To preserve and support Northwestern's strong, cooperative learning community

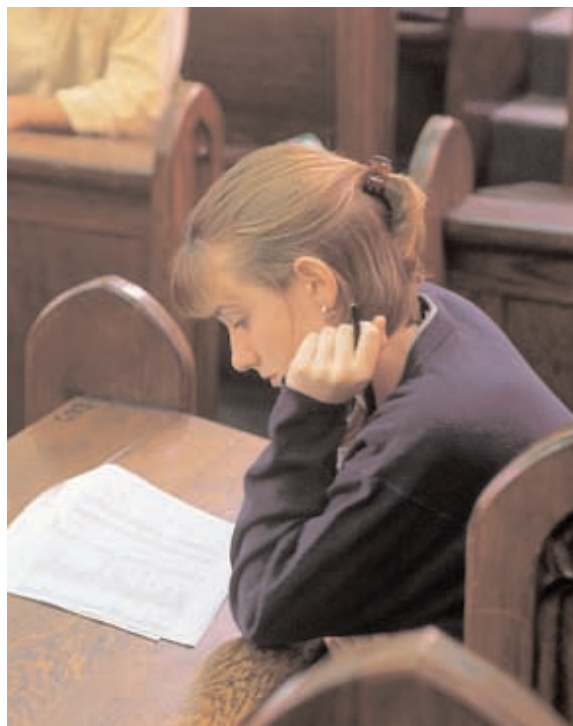
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To provide the infrastructure necessary to support exceptional research and teaching

Northwestern will attract students with the intellectual and personal capabilities needed to be successful in and contribute to a dramatically changing world, and we will place our graduates in challenging and rewarding positions.

Admissions

Northwestern will recruit the finest students from this country and abroad—students not only with impressive intellectual credentials but also the interpersonal skills, judgment, ambition, and maturity to succeed in law school and in their chosen fields. In addition to looking for applicants with the traditional indicators of academic performance, we will seek those with strong interpersonal skills and demonstrated leadership capabilities. We will also strongly encourage extensive real-world experience prior to admission. Our admissions program will be the best among American law schools. Northwestern has an excellent record of attracting a student body diverse in race, gender, and ethnic origin, and we must continue to build on that record. As an increasingly prominent national and international law school, we also will expand the geographic diversity of our student body.



INITIATIVES

Continue to raise academic standards of the entering class, as measured by LSAT and GPA scores, to match those of our leading peer institutions.

Expand our interviewing program so that 100 percent of our applicants are interviewed as part of the regular admissions process.

Increase the proportion of students in each entering class who have at least two years of high-quality work and/or

significant postgraduate educational experience.

Continue our excellent record of admitting a student body diverse in race, gender, and ethnic origin.

Achieve a geographical balance in the entering class appropriate to a national law school.

Provide need- and merit-based scholarships and other financial aid so that cost is not the determining factor in any applicant's decision about attending Northwestern.

Placement

Northwestern's placement program not only will place all of our students in excellent first jobs but, more important, will prepare them for the multijob career paths most will pursue. We will provide our graduates with the opportunity to embrace exciting options in law, business, government, the judiciary, and academia.



INITIATIVES

Achieve unsurpassed placement rates at graduation and nine months after graduation.

Expand the number and the variety of first-job opportunities to include, among others, employment in consulting, banking, and accounting firms and government and public interest agencies.

Become more active in matching students with employers and vice versa, thereby reducing reliance on the on-campus interview process.

- *Improve information technologies to link students more directly with employers.*
- *Connect students with employers outside Chicago—for example, by participating in local legal job fairs.*
- *Improve opportunities outside the Midwest market.*

Significantly increase the placement of our graduates in judicial clerkships.

Expand the career counseling program to support alumni at all stages of their careers.

Encourage our graduates to contribute to building a better society as well as a better profession over the span of their careers.

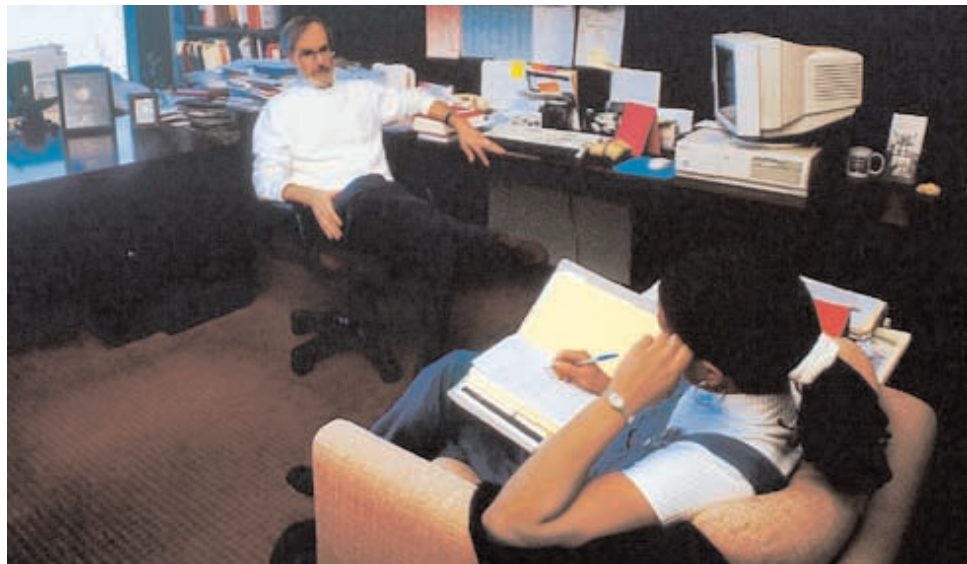
Northwestern will develop and retain an internationally renowned faculty.

Northwestern will build on its current faculty strength in order to achieve a full-time faculty that is diverse in background and perspective, that will contribute to resolving the leading issues of the day, and that will be one of the most respected in the nation and the world. This faculty will be composed of exceptional scholars and teachers who will lead the study of law and legal institutions and who will develop and use new theories to challenge old assumptions and to explore new conditions. To ensure that we will continue to hire a tenure-track faculty of the highest quality, we will maintain tenure and promotion policies that are as rigorous and demanding as those of any academic institution in the nation.

We do not seek to build a faculty that will cover all of the specialized areas of law and legal institutions or that will respond

to the latest academic fads. Instead, by our hiring decisions, we will make strategic choices about the research areas in which to invest. We will build our faculty in disciplinary and interdisciplinary areas in which we can excel either because of existing strengths or exceptional opportunities and in which Northwestern can make enduring advances to the understanding of law and legal institutions. In many cases, we will make joint appointments with other schools in the University and with the American Bar Foundation.

Our scholars will be not only influential researchers but also exceptional teachers. The Strategic Plan endorses Northwestern's long-standing aspiration to offer unsurpassed excellence in teaching. Faculty members will continue our tradition of close interaction with students and one-on-one supervision of student research. Great teaching is not in conflict with great research. Indeed, one of the best measures of success in research is producing results that can be taught.



Northwestern's low student-faculty ratio and its allocation of teaching assignments provide unparalleled opportunities for faculty research and teaching. We will continue to maintain these strengths and to provide other resources and benefits so that we can attract and retain the faculty needed to carry out this Strategic Plan.

An important part of our Strategic Plan is to attract and retain a diverse faculty in order to enrich the law school experience for students, faculty, and all members of our community. Northwestern already has one of the most diverse student bodies of any leading law school, providing an extremely beneficial environment for students who will increasingly encounter clients and colleagues of both sexes, different races, and varied ethnic and cultural backgrounds. A diverse faculty is another important element in preparing students to assume positions in the changing world.

The core of Northwestern's teaching will be performed, as always, by our outstanding tenure-track faculty. In order to meet the needs of the changing world, however, Northwestern must offer more educational opportunities than its tenure-track faculty alone can provide. Accordingly, we will build and expand our teaching mission by drawing on the wealth of expertise and specialization in the Chicago legal and business community and the rest of the University. We will be able to attract excellent and committed teachers for these supplemental educational efforts because we are in a flourishing commercial community and can offer a stimulating teaching environment. These supplemental teaching faculty will range from adjuncts who are in practice to full-time faculty such as fellows, senior lecturers, and visiting professors.

INITIATIVES

Maintain and recruit faculty in research fields where Northwestern will continue to be strong and in areas of comparative opportunity that will distinguish Northwestern from other leading law schools.

- *Identify and enhance faculty quality in fields of comparative opportunity, such as*

— *Public and constitutional law (domestic and international)*

— *Criminal law*

— *Litigation*

— *Business and commercial law, including international private law*

— *Empirical and interdisciplinary study of law and legal institutions*

- *Make joint appointments with other schools in the University and with the American Bar Foundation.*

Expand support for faculty.

- *Compensate faculty at competitive levels so that we are able to attract and retain the best faculty.*
- *Create centers for research.*
- *Increase the number of chairs and other honorifics.*
- *Disseminate the results of faculty research through many channels.*
- *Maintain the current student-faculty ratio and the average teaching load.*

Enhance the teaching function through use of excellent nontenure-track teachers.

- *Increase the use of adjunct faculty from practice and from other University schools and departments, making it possible to offer more courses in specialized areas.*
- *Hire exceptional visiting and nontenure-track faculty.*

Increase the diversity of faculty in race, gender, and ethnic origin.

Northwestern will build our educational program to meet the challenges of the changing world.

3

While excellent entering students and extraordinary faculty are the sine qua non of a great law school, what happens during their three years of legal education ultimately determines the individual success of our graduates. We will teach our students not only the law but also how to educate themselves so that they can effectively perform multiple and changing professional roles in the course of long careers. Our educational program will provide a strong core foundation in the law and legal reasoning, expose students to the law in context and in action, build teamwork and communication skills, reflect the increasing globalization of law and business, and share an understanding of law and legal institutions with nonlawyers.

Building a foundation in the law

The strong basic legal education traditionally provided by all excellent law schools is more important than ever. Our students must be prepared to master quickly and effectively a wide range of problems occurring in multiple contexts. We are not producing technical experts, but we are educating men and women to be lawyers of exceptional judgment and wide-ranging capability. To this end, Northwestern will continue to provide a superior foundation in legal reasoning, analysis, and writing for every student, particularly in the first year of study, and a thorough understanding of the structures and policies of the law. Our students will continue to gain a broad and general understanding of how the law and legal institutions evolve and operate. They also will be taught the limits of law and how lawyers can and must contribute beyond the boundaries of the profession.

INITIATIVES

Maintain teaching excellence in basic legal analysis, research, and writing and in the understanding of law and legal institutions.

Capitalize on our small size and low student-faculty ratio.

- Continue to reduce the size of first-year sections to provide

more high-quality interaction between faculty and students.

- Maintain small groups and one-on-one teaching and research supervision in second- and third-year seminars and in senior research.

Continue to develop opportunities for students to concentrate in selected fields of the law.

Studying law as practiced and in context

The basics of legal knowledge are no longer sufficient preparation for lawyers. A lawyer today must operate in a variety of settings, including not only traditional and nontraditional arenas of conflict resolution, such as courts and arbitration, but also in business environments and public policy forums; in contexts with a multinational focus; and in groups and teams with non-lawyers. Northwestern will take advantage of our strengths to provide a model educational program that teaches our students how to succeed in these complex and demanding environments.

In order to develop our students' capacity for sound and ethical judgment, we will continue to expose them to the contexts in which law operates by giving them opportunities to experience the law in action. We will open our classrooms to expert practitioners and policy makers, and we will place our students in positions where they can experience the operation of law in practice in the courtroom and in business, government, and public interest organizations. In this way we will be able to give them a foundation to understand and challenge the fairness of our legal institutions. By the time they graduate, they will have had a variety of experiences that will enable them to make wise decisions about professional specializations and career choices.



Our third-year senior research program and second- and third-year research seminars enable students to work closely with our permanent

faculty to explore answers to challenging questions of doctrine and policy. To expand the academic and research options open to our students, we also will establish closer ties with other schools and departments in the University.

Northwestern's nationally recognized clinical program has been a leader in teaching about the law in action in three ways: simulation of trials and negotiations, actual client representation, and externship work in a variety of legal practice settings. Northwestern's clinical program also has served as a unique model of linking pedagogy to legal reform through programs such as the Children and Family Justice Center, which has been instrumental in reforming the delivery of justice to juveniles. We will pursue other opportunities to

link teaching and institutional reform. Our clinical faculty, while taking on some of the most challenging cases and social issues, has gone beyond teaching the practice of law to uniquely contribute influential scholarship toward the resolution of key social issues, to improve clinical trial practice, and to lead in the development of new clinical pedagogy. We will build upon this strong foundation to create a clinical program second to none.



INITIATIVES

Strengthen the academic and research options open to students after the first year.

- *Create joint programs with other schools and departments in the University.*

- *Strengthen the law and social science program with the American Bar Foundation and the University's Graduate School.*

- *Initiate a law and journalism program with Northwestern's Medill School of Journalism.*

- *Strengthen the James A. Rahl/Owen L. Coon Senior Research Program and research seminars offered by the faculty.*

Build on our excellent clinical program.

- *Distinguish our clinical program from others.*

- *Emphasize and expand the connection we have created between pedagogy and reform of law and legal institutions.*

- *Broaden the types of live-client and simulation experiences for our students.*

- *Expand the capacity of the clinical program to enable all students to participate in courses of their choosing.*

- *Create live-client clinics in new areas.*

- *Cover more areas of the law and legal practice including business, environmental, and international.*

- *In partnership with other schools, such as the J. L.*

- Kellogg Graduate School of Management, the Robert R. McCormick School of Engineering and Applied Science, and the Medill School of Journalism, establish joint practice clinics to bring law students together with students from other professional schools.*

- *Continue to develop well-supervised externships in which our students can experience legal work in a variety of real-world contexts.*

Build a coordinated classroom-based curriculum that draws on Chicago-area experience and expertise.

- *Encourage activities such as team-teaching between faculty and practitioners.*

- *Coordinate the teaching activities of full-time research faculty and other faculty to cover subject areas fully and improve curricular coherence.*

- *Improve the quality management of all aspects of the teaching curriculum.*

Building teamwork and communications skills

The modern world of legal practice and business is dominated by the use of multifunctional groups and teams. Our students must develop the ability to work effectively in groups with lawyers and non-lawyers alike. The traditional law school curriculum is almost exclusively focused on individual skills, particularly those of legal analysis and writing in the litigation context. The collaborative learning that now takes place generally occurs outside the classroom through moot court, law journals, and the clinical program. The communication skills taught generally focus on appellate or trial argumentation. While these core skills must be developed, our students also need more team-building and collaborative learning experiences. We will introduce educational opportunities to more fully develop skills in teamwork, interpersonal communication, transactional practice, and business. Our students also will be provided with opportunities to work collaboratively and to learn from each other and with students in other schools of our University community.

INITIATIVES

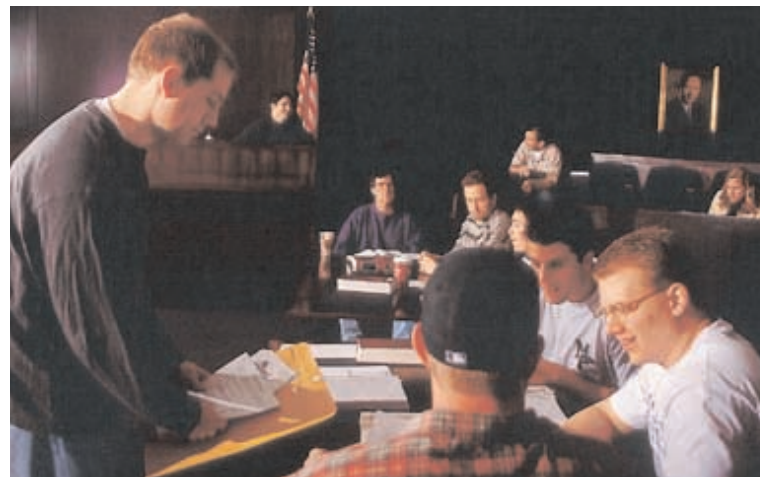
Strengthen traditional communication skills and expand the types of communication skills.

- *Strengthen traditional instruction in appellate advocacy.*
- *Teach presentational and other communication skills.*

Emphasize team projects within the Law School and with other schools

such as Medill, Kellogg, and McCormick, as well as with the American Bar Foundation.

- *Expand instruction in transactional drafting, negotiating, and related skills.*
- *Provide greater collaborative learning and research opportunities throughout the curriculum.*



Expanding Northwestern's international programs

A major theme of our Strategic Plan is that Northwestern must operate in an environment marked by increasing globalization of law and commerce. Our students will be exposed to the international implications of what they learn about the law. Northwestern was a pioneer in comparative law and international public law, and we will build on our strong base in the area of international human rights. Given the dramatic changes and opportunities being driven by private international commerce, however, it is now important for us to focus on private international law while not neglecting public international law. We will provide our students and faculty with opportunities to learn, teach, visit, and interact with their counterparts in other nations and from other cultures, and we will continue to create formal and informal bonds with law schools and institutions in other countries.



INITIATIVES

Focus on private commercial and financial international law and international human rights.

Increase the private international aspects of the curriculum.

- Increase the number of visiting international faculty and students.

- Provide students with opportunities to

— Study abroad at excellent international law, public policy, and business institutions

— Engage with faculty in international projects involving on-location research and investigation

Build on the successes of our graduate and international program.

- Offer a general LLM program to foreign graduate students that is unsurpassed in the quality of students and in teaching

- Build the unique LLM/Kellogg program in international law and business.

- Create partnerships with foreign law and business schools to expand degree and nondegree programs and to foster short- and long-term exchange of faculty and students.

- Increase scholarships and financial aid for international students, particularly for those from developing economies.

Expanding educational reach

While the core of our program will remain the education of students seeking the JD degree, we have much to offer as an educational institution to people in business and public policy positions. One of our major strengths is our nationally prominent Continuing Legal Education (CLE) program in the areas of corporate, securities, and criminal law and in trial advocacy. The market for CLE aimed only at people with JD degrees, however, is small and highly saturated. We believe there is an unusual opportunity for Northwestern to reach a broader range of people for whom some knowledge of law and lawyers is crucial to the conduct of their professional lives. We will explore a variety of new educational programs for this market. We can accomplish this by building on our CLE experience and by learning from the experience of Kellogg in executive training. These programs will extend our reputation, provide our faculty with ideas for research opportunities and to improve their teaching, and generate financial resources.



INITIATIVES

Create programs to address the needs of nonlawyers in middle and upper management, particularly

- *Programs tailored to specific corporations and other entities*
- *Open enrollment programs*

Identify niches in our areas of strength in the CLE market for new programs and expand partnerships with other CLE providers.

Northwestern will preserve and support our strong, cooperative learning community.

4



Our supportive law school community is one of our greatest assets. In many other great American law schools, the environment is one of aggressive competition among students and of limited student-faculty contact. Northwestern's ideal has always been a collegial and supportive environment in which students have ready access to distinguished professors and teachers and in which each student has the chance to develop intellectual and interpersonal skills to the fullest. This cooperative and collegial environment, one of the strongest attractions for both students and faculty, will be preserved and enhanced. We will continue to foster a small and intimate community of students and faculty that is based on mutual respect for differing ideas, perspectives, and backgrounds.

INITIATIVES

Maintain the size of the entering JD class at a target of 200 students.

Create additional opportunities for faculty-student, student-student, and faculty-faculty interaction.

Provide the highest level of student and faculty support and services.

Improve communication within the Law School.

Integrate international students more fully into our community.

Develop recreational, residential, and dining facilities on the Chicago campus that will foster interaction and a closer sense of community.

Northwestern will provide the infrastructure necessary to support exceptional research and teaching.



The support Northwestern provides for scholarship and learning, whether through the library, research assistance, student services, technology, and physical facilities, will be as good as that available at any American law school. We must be service oriented and responsive so that the quality of our support is never the determining factor in a prospective student's or faculty member's decision about coming to or remaining at Northwestern.

We will set a standard of excellence in the quality of service to students and faculty. While we rely on the University for a number of service functions, we are accountable to both students and faculty for the quality of service they receive. They must be able to pursue their studies, teaching, and research without concern about the logistics of support. Our excellent and dedicated staff, the envy of many law schools, is critical to the support of our core learning and research functions. We will continue to enable our support staff members to work effectively as a team and to expand our services.

Research and technology support for scholarship and learning

An excellent library and a strong technology infrastructure are essential to support faculty and student research and learning. Our library's national reputation for service quality will be maintained in today's hybrid environment of print and electronic resources. As information technologies rapidly change and information costs spiral, the library will provide effective and cost-efficient access to needed information, regardless of location or format; offer responsive and innovative services; and instruct faculty and students in the availability and the use of new information technologies.

Developments and advances in information technologies are affecting research and student learning, and the convenience of electronic communication is becoming increasingly important to faculty and students. We will make new, technologically based methods of teaching and research available to our faculty and students. Already existing efforts to use electronic teaching technologies to assist interactive learning inside and outside of the classroom will be encouraged. We view technology not as an end in itself but as a means of realizing other goals. Our use of technology will accordingly be driven by

needs expressed by faculty and students. We recognize that a law school cannot achieve world-class status simply through the use of technology, but such a status will be impossible at any law school that remains technologically behind the times.

INITIATIVES

Build on the library's reputation for superior service.

Continue to develop a strong on-site library collection with access to electronic information resources.

- *Increase funding for acquisition of information in print and electronic formats.*
- *Develop unique parts of the collection, such as the Arthur Goldberg papers.*

• *Reallocate library space as technological developments and demand dictate.*

Improve the technology infrastructure for teaching and research.

- *Wire classrooms for power and networking.*
- *Develop "smart" classrooms.*
- *Rely on bottom-up pressure from students and faculty to increase the use of technology in instruction and research.*

Technology support for student, alumni, and faculty activities and services

Technology is also important in providing a wide range of responsive services to students, alumni, and faculty and to improving the efficiency of our many services and functions. We will move toward a fully electronic system to provide information and communication among our constituencies. We will also improve our use of technology in the areas of data analysis and management to assist our faculty and staff in serving all members of our community.

INITIATIVES

Move to an electronic communication environment for current and alumni members of our community.

- *Develop Internet sites for external communications and marketing.*
- *Connect with our alumni through the Internet and e-mail.*

• *Create an Intranet for internal communications, connecting all students and faculty.*

• *Make affordable notebook computers available to students.*

Acquire and develop an integrated online student support program for admissions, course registration, exam taking, grade distribution, and career services.



Physical facilities

Northwestern has some of the most attractive physical facilities of any law school and the best location of any major urban law school. As we implement this Strategic Plan and move to become a great international law school, we will make more efficient use of our space and upgrade our facilities to handle increased technological and other demands. We will make necessary improvements in physical facilities while being mindful of the historic grandeur and impressiveness of many of our classrooms as well as Northwestern's unique ambiance. In addition, we must make sure that we achieve and maintain a status at least equal to our urban peers in the recreational and residential options we provide to our students. As we attract students who are more mature and who are from distant parts of the country and the world, we must provide them with high-quality and affordable apartment-style living accommodations, especially in their first year.

INITIATIVES

In cooperation with the University, develop

- *A new residential facility that provides apartment-style living, especially for first-year and international students*
- *A new Chicago-campus recreational facility*

Reallocate and modernize existing spaces and acquire additional spaces.

- *Improve the Legal Clinic space to fully accommodate students, teachers, and clients.*
- *Move on site the law review and service offices now located off site.*
- *Increase the number of faculty offices, small classrooms, and seminar rooms.*

- *Increase space for admissions and student services.*

- *Renovate the Levy Mayer building to make Lincoln, Hurd, Booth, and Hoyne classrooms more usable.*

In a joint venture with Kellogg, build an atrium between the Law School buildings and the adjacent Kellogg building (Wieboldt Hall) to provide

- *A dining and meeting facility for law and business students*
- *Joint use of classrooms*

Create Evanston satellite classrooms and offices to facilitate the development of educational and research links with the University's schools and students in Evanston.

Measures of success

Any good strategic plan must provide for accountability. Our Strategic Plan and its implementation will be submitted to constant, objective evaluation of its results or output. Overall, our success will be measured by improvement in the quality of our law school. While no one specific measure of reputation or performance can be expected to fully capture the quality of a law school's educational program, we will make judicious use of available measures, such as

- Our record in attracting students with high levels of academic performance
- The reputation of our faculty and the quality of its research product and teaching
- The placement and career success of our graduates and their reputation among both employers and the wider public
- The quality of the intellectual and learning environment and the support infrastructure
- Our overall reputation rankings by various publications

In each case we will use available objective measures of output (rather than input) and conduct our own studies and surveys, including regular surveys of our students, alumni, and employers.

Over time our success or failure in achieving our goals will be generally known. Great law schools are not built overnight but take many years to rise in terms of student and faculty quality and academic reputation. Improvement is rarely constant. But, over a reasonably short period, Northwestern's reputation for excellence, already high, will increase markedly. This plan lays the foundation for Northwestern's emergence as one of the top law schools in the world.

A strategic plan like this is a blueprint; it is not engraved in stone. We expect members of our extended community to hold us accountable for the decisions we make in implementing and formulating the Strategic Plan, and we expect to benefit from criticism and advice, as we have in the past. We will report regularly to our Law School Board (formerly the Visiting Committee), our alumni, and our community on the implementation of the plan, the improvements that we have achieved, and our efforts to build a greater law school.

Moving forward

The strategies and initiatives set forth here will determine the Law School's future course, one that is bright with promise. The Strategic Plan serves not only as the framework for attaining that future but also as the basis for a capital campaign that will enable us to effectively finance our future. While many aspects of the plan do not require specific new funds, other parts cannot be realized without a substantial strengthening of our endowment.

Already one of America's finest law schools, Northwestern will move to the forefront of global legal education and will continue to chart a course for others to follow as we work to carry out this plan. Those charged with steering the destiny of the Law School—administration, faculty, staff, and students—will not have realized the goals of this plan until, as we expect, Northwestern becomes the preeminent center for the illumination of law and legal institutions and for the training of graduates who will excel as lawyers, public servants, teachers, and executives.

This Strategic Plan is our vision and our aspiration. The combined will, creativity, dedication, and imagination of all members of the Northwestern community will make this vision a reality.

THE STRATEGIC PLANNING COMMITTEE

Cochairs

Dawn Clark Netsch '52
Stephen B. Presser

Faculty members

Kenneth W. Abbott
Robert W. Bennett
Cynthia G. Bowman '82
Steven G. Calabresi
Mayer G. Freed
Thomas F. Geraghty '69
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Daniel D. Polsby
Leonard S. Rubowitz
David S. Ruder
Richard E. Speidel
David E. Van Zandt

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Christopher Simoni
Rayman L. Solomon
Jonathan Stern
R. A. Pete Wentz '74

Student Bar Association

(*ex officio*)
Scott H. Gingold '98
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Neal C. Svalstad '97

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Richard E. Wiley '58



In the photographs, the Dean's Advisory Council and the Visiting Committee meet with Strategic Planning Committee cochairs Dawn Clark Netsch '52 and Stephen B. Presser (upper row, from left).



To the community of Northwestern University School of Law:

This Strategic Plan is the result of a process embarked on almost two years ago. In planning the future of our law school, we wanted our goals to be visionary and aspirational, but we also wanted to rationally assess both our comparative strengths and the trends in the rapidly changing world. Since the Strategic Plan would affect the entire community, from faculty to students to alumni, it was critical that the process ensure the participation of as many members of our community as possible. This Strategic Plan achieves these goals.

The Strategic Plan evolved from a series of faculty-chaired subcommittees, which included students and staff representatives, on issues ranging from faculty hiring to the educational program to student life. The Strategic Planning Committee, chaired by Professors Dawn Clark Netsch and Stephen Presser, analyzed the subcommittee reports and developed the initiatives in the plan.

The plan's assumptions and initiatives also were shared with two alumni committees, the Dean's Advisory Council and the Visiting Committee, as well as with alumni at a number of informal gatherings. The plan also was discussed at a number of formal and informal faculty meetings and was approved by the faculty without dissent on August 27, 1998.

As can be appreciated, the discussions on the initiatives were spirited and at times rather heated. All participants were united in their loyalty to Northwestern, however, and in their desire that the Law School become even greater. Both for myself and on behalf of the Law School community, I thank all members of the Strategic Planning Committee for producing this extraordinary document. Steve Presser and Dawn Clark Netsch deserve special recognition for their patience, their perseverance, and their good humor in leading the process every step of the way. I also want to thank Harold Shapiro and Lanny Martin, chairs of the Dean's Advisory Council and Visiting Committee, respectively, for marshaling alumni comments on the plan and for helping provide a dose of reality when needed.

This was a community effort so, in closing, I want to thank all members of our community for their contributions to the Strategic Plan and the Law School. With your continued support, I have every confidence that we can make this vision a reality.

David E. Van Zandt, Dean

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NORTHWESTERN UNIVERSITY SCHOOL OF LAW



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