

Northwestern University School of Law educates lawyers for a profession that is undergoing enormous change. The twin influences of technology and globalization have had a 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 in ways that demand attention and adaptation from key stakeholders in the marketplace. This disruption creates opportunity for innovators.

Northwestern Law is ideally poised to reimagine legal education. We accept the changing, dynamic profession not with resignation, but with excitement. Yes, the legal profession is undergoing major changes and, yes, our students' career trajectories are shifting. But we view this as an opportunity to redesign and reconfigure, to leverage our competitive advantages, and to expand our impact. With bold ambition, commitment to excellence, and a culture of innovation, we will raise our sights and lead change—in legal education, in our profession, and in our world.

Our Competitive Advantages

Northwestern Law is a place of innovation. We have a history of successfully adapting to changing

educational and economic conditions. We have led change. More than a hundred years ago, we enrolled Ada Kepley (JD 1870), the first woman to attend an accredited American law school; in 1938, we offered the first course on civil rights in an American law school; in the early 20th century, we pioneered clinical legal education; in 2000, we offered the first, three-year, fully-integrated JD/MBA program with the Kellogg School of Management, a program which remains the gold standard for law-business dual degree programs; over the past decade, we have developed a unique admissions program that emphasizes pre-law work experience and interviews. These are some of the reasons why Northwestern Law has earned a reputation as an innovative law school. We know that adapting to a changing marketplace fosters and heightens educational success for our students and graduates; we've been doing it for decades.

Northwestern Law is student-centered. What we affectionately label the "Northwestern Law Difference" describes a culture that emerges from a core philosophy that our students are pre-professionals who work in partnership with administrators and faculty on their academic

objectives. More than at other law schools, students at Northwestern Law are responsible for principal elements of their educational choices. Law school policies and practices are centered around our students and their well-being. Moreover, we emphasize teamwork and collaborative learning, and nurture an environment in which ambitious law students can work seriously on their studies and their professional objectives—while not taking themselves too seriously.

Northwestern Law is interdisciplinary. We have the largest percentage of faculty members with doctoral degrees among all law schools in the country. We have significant curricular initiatives that build on these faculty strengths in a wide range of fields, including business, economics, psychology, philosophy, political science, history, and sociology. We understand the study of law to be a fundamentally multidisciplinary enterprise. The Bluhm Legal Clinic offers a multitude of different opportunities for experiential learning, and we partner with other schools at Northwestern University to create unique cross-campus collaborations. We strike an important balance between theory and practice, between substantive legal instruction and experiential learning, in an environment enriched by insights from many disciplines.



Northwestern Law is collaborative. Long known for an environment that is more collaborative than competitive, Northwestern Law's student culture has evolved from our unique admissions program—one that that attracts experienced, mature, team-oriented people—combined with our student-centered approach. These aspects have become hallmarks of the common identity that exists among our students and alumni alike. Realizing our ambitions will require powerful collaborations throughout our community. Aided by our innovative tradition and the strong links that exist between us, we are uniquely situated to bring about the important changes the times require.

Our Strategic Objectives

We face the future with an enthusiastic resolve to meet the current challenges in the legal marketplace. Northwestern Law provides a comprehensive, interdisciplinary education that is second to none, and yet we are deeply engaged in the process of rethinking, reinventing, and reconfiguring our program—for current and future students, for the legal marketplace, and for legal education.

We have developed a comprehensive strategy identifying four critical areas that will direct our future innovations and ambitions:

- ➤ We will enhance our **learning infrastructure** to further our fundamental objective of a top-quality, innovative legal education in a collaborative, interdisciplinary environment.
- We will develop initiatives around the insight that legal education in the 21st century must educate professionals who can understand, navigate, and negotiate the interface of law, business, and technology.
- We will develop and deploy resources to alleviate the financial burden on our students
 by strengthening financial aid support.
- ▶ We will leverage our great existing programs and develop new ones, **extending our impact** at the local, national, and international level. This includes engaging and linking our community of alumni in ways that advance their professional success and invigorate their lifelong learning.

Motion to Lead: The Campaign for Northwestern Law will secure the financial support needed to achieve these ambitious objectives.



5



LEARNING INFRASTRUCTURE

We will enhance our learning infrastructure to further our fundamental objective of a top-quality, innovative legal education in a collaborative, interdisciplinary environment.

A modern, innovative curriculum

Our forward-looking curriculum prepares students for success at all stages of their careers— encompassing emerging areas of law, responsive to the needs and demands of the market, rich in interdisciplinary training, it also incorporates extensive experiential options that develop essential workplace skills and entrepreneurial thinking. Going forward we will strengthen our interdisciplinary offerings, building on crosscampus relationships such as our JD-MBA and JD-PhD programs and University-wide initiatives such as NUvention, which fosters interdisciplinary collaboration between Northwestern's law, medical, management, and engineering schools.

Classrooms transformed by technology

Taking full advantage of available research and technology, we will implement a comprehensive strategy for the development of new instructional delivery methods and materials to improve law school pedagogy. This will include more interactive and experiential techniques, incorporating flipped classrooms and other forms of blended learning, and creating a repository for digital assets.

Faculty Development

Northwestern Law has a rich tradition of faculty excellence. Throughout our history, our faculty members have engaged in meaningful scholarship that impacts major public policy discussions. That tradition is alive and well today—our faculty works

on cutting-edge legal issues ranging from medical malpractice reform to intellectual property's transformation in a digital age. The diversity of interests, expertise, and research methodologies brings a variety of perspectives to the classroom, and that is a tremendous benefit for our students.

The Center for Practice Engagement and Innovation

Under the vision and leadership of expert faculty, we have established the Center for Practice Engagement and Innovation. The Center will engage with modern legal practice and facilitate programmatic adaptation. It will build connections between Northwestern Law and practice communities to institutionalize a twoway conversation about how best to prepare our students so that they are ready to effectively engage in, and eventually lead, the profession. The Center's primary goal is to deliver actionable intelligence around which we can create programs and curriculum that ensure Northwestern Law students are well prepared for practice in an everchanging employment environment. Knowledge and skills are crucial, but future practitioners will need to engage with practice—to take ownership of their professional development, to work constructively in teams, to exploit training opportunities, to be true entrepreneurs in their own careers.



Bluhm Legal Clinic

Clinical education is flourishing here. It is continually adapting to meet the evolving needs of our students, the legal community, and society. Housing more than 20 clinics within 14 centers, the Bluhm Legal Clinic is widely recognized as one of the most comprehensive and effective clinical programs in the country. Typically, 90 percent of students from each graduating class participate in Bluhm Legal Clinic programs during their time at the Law School, working side-by-side with nationally recognized scholars and practitioners from diverse backgrounds and perspectives.

Clinical education at Northwestern Law dates back to the early twentieth century. In 1910 Dean John Henry Wigmore developed an innovative program with the Chicago Legal Aid Society to provide students with practical legal experience

while providing much needed legal services to underserved populations. The educational and social justice objectives envisioned early on by Dean Wigmore were carried forward when the legal clinic at Northwestern opened its doors in 1969. The Bluhm Legal Clinic is today internationally recognized for its involvement in legal reform and for providing skilled, ethical, and public-spirited legal professionals integral to a society that values and promotes justice.

One of the goals of the Motion to Lead Campaign is to ensure that the Bluhm Legal Clinic continues to be the standard bearer for excellence in clinical legal education. We will carry this tradition into the future by continuing to recruit clinical faculty who match their passion for service with a passion for teaching, and by providing numerous and creative opportunities for our students to connect classroom to practice while addressing the pressing needs of their generation.

Timeline: A History of Clinical Legal Education at Northwestern Law

1910 Dean John Henry Wigmore establishes an innovative program with Chicago's Legal Aid Society to provide students with law practice experience.

1919 Clinical legal educlinical program, one that combines class work with field work.

faculty with the idea of opening an "in-house" clinic at the Law School.

1969 The Clinic opens its doors in the basement of Thorne Hall, its first home.

1976 Civil Litigation Center established.

1991 Center on Negotiation and Mediation established. 1992 Children and Family Justice Center established.

1998 Center for International Human Rights, Center on Wrongful Convictions, and the Center established.

1999 Bartlit Trial **Advocacy Center** established.

2000 Clinic renamed Bluhm Legal Clinic in recognition of a leadership gift from Neil G. Bluhm (JD '62).

students participated

in the representation

students participated in

Center on Negotiation

and Mediation courses.

students participated

students participated

in externships and

practicum.

Center courses.

in Bartlit Trial Advocacy

of live clients in the

Bluhm Legal Clinic.

2003 Center for Criminal Defense established.

of students participate in a clinic course by the time they graduate

200

2005 Investor **Protection Center**

• Center for Practice Engagement and Innovation

Learning Infrastructure investment

- Centers within the Bluhm Legal Clinic
- Professorships and Directorships
- Visiting Professorships

opportunities include:

- Research Fellowships
- Classroom Technology Funds
- Naming learning and collaboration spaces throughout the Law School
- Experiential Learning Funds

See page 26 for a complete list.



Entrepreneurship Law

established.

2006 Roderick and Solange MacArthur Justice Center joins the Bluhm Legal Clinic; the Appellate Advocacy Center established.

2007 The Bluhm Legal Clinic relocates to a new 23,000 square foot space on the eighth floor of the Rubloff Building.

2008 Center on Wrongful Convictions of Youth established.

2009 Environmental **Advocacy Center** established.

2011 Center for Externships established.

2012 Center on Wrongful Convictions Women's Project established.

1968 Students approach

cation makes its formal debut at Northwestern Law with Dean Wigmore's

















I've been involved in the evolution of the Law **School over the past** forty-plus years, and the thing they've done so well is they have innovated every step of the way. Innovation permeates the whole school and really sets **Northwestern Law** apart from the other great law schools.

—Lanny Martin, JD '73, Campaign Co-chair



LAW, BUSINESS, AND TECHNOLOGY

We will develop initiatives around the insight that legal education in the 21st century must educate professionals who can understand, navigate, and negotiate the interface of law, business, and technology.



Curriculum

The future of lawyering is one in which clients will expect their counselors to be fully conversant with modern business practices and also with the essentials of technology and its connection to business performance and strategy. Through our cross-school collaborations with the Kellogg School of Management and other leading Northwestern departments, as well as a range of elective courses at the Law School, Northwestern Law is widely and justly celebrated for training students in essential business skills so that they understand the tools and techniques used by those in the corporate boardroom to develop and analyze data and to facilitate planning and strategy. We will enrich our curriculum by expanding the scope of our business offerings. Every student will have the opportunity to learn essential management and client communication skills.

There is a growing need for professionals who understand the role of technology in law and in business. Increasingly, lawyers are called upon to serve clients who work in scientific and technology-based fields. New practice areas are emerging, and this requires different fluencies. As Northwestern Law pioneered the curricular aspects of teaching business and quantitative skills through targeted courses, we are likewise committed to developing the most comprehensive, integrated, and innovative

curriculum that connects the study of law to science, technology, engineering, and math—the "STEM" disciplines.

By what we call "Law-STEM," we mean courses which draw upon science and technology foundations to enrich legal thinking and advocacy; or, to look at it the other way around, law-centered courses that assist lawyers in serving clients who work directly or at least peripherally in the technology space. Our Law-STEM focus will create the conditions for our students to develop multidisciplinary skills that they will use in practice in the business and technology sector. We will develop the finest multidisciplinary law school curriculum for the law-business-technology interface.

These are the skills that will give the Northwestern lawyer of the future a significant leg up in his or her practice. They map onto the enduring skills that are essential to being a great advocate and counselor, and will enable our alumni to thrive in a changing business and legal world.

Multidisciplinary Faculty

Northwestern Law has been on the cutting edge of the multidisciplinary evolution in legal education. Our faculty is made up of experienced lawyers, but also teacher-scholars who are trained in a wide array of other disciplines. In the future, we expect to augment the faculty with individuals trained in STEM fields because we think the skills and experience they bring will be important and perhaps even essential.

Admissions

In assembling a highly-credentialed, diverse class with interesting backgrounds, we will actively seek students with business and STEM backgrounds and experience. We will earmark scholarships for students with these qualities. 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 establish Northwestern Law as the law school that best prepares technologists, scientists, inventors, and entrepreneurs for success.

Entrepreneurship Law Center

The Entrepreneurship Law Center (ELC) is a key pillar of our law-business-technology strategy. This program provides students a number of opportunities to develop legal skills in the area of entrepreneurship. Through the work of the ELC's clinic, students gain valuable transactional experience assisting small business owners and entrepreneurs with their legal needs. We will develop a concentration focused on entrepreneurship, and we will continue to build bridges with the entrepreneurship community in the Chicagoland area and beyond. We expect to broaden the work of the ELC to further expand the

skills of aspiring entrepreneurs at Northwestern Law, and to develop curricular and extracurricular initiatives that focus on inculcating entrepreneurial ways of thinking and doing that enrich the practice of law more generally.

New Programs for Lawyers

Northwestern Law will leverage its strengths in the law, business, and technology space by developing new programs aimed at enriching the skill set and competencies of our law students in ways that increase their ability to contribute substantially to a dynamic marketplace. We will look at certificate, post-graduate, and joint degree programs; and we will look at shaping essential courses that, where appropriate, will be added to our core curriculum. We will create programs that help our graduates develop new skills in the interface between law, business, and technology. And, consistent with our aspirations to be an incubator of leading research in the burgeoning cross-section of these fields, we will seek opportunities to develop conferences, symposia, and other fora that will foster creative, novel thinking and scholarship in this important area.

Programs for Non-Lawyers

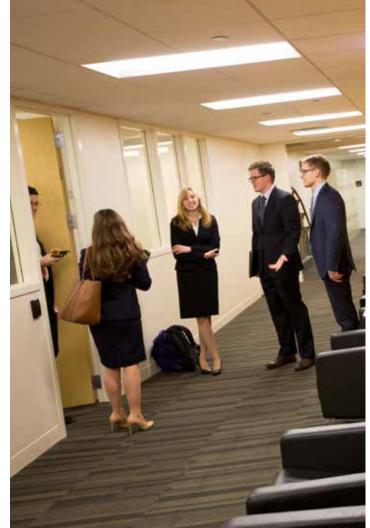
Scientists, engineers, doctors, regulatory officials, and entrepreneurs often need focused, practical legal skills to realize their professional ambitions and objectives. They are called upon to negotiate a myriad of legal and regulatory structures to move products through regulatory approvals, deal with compliance issues, and resolve disputes over intellectual property issues which bear directly on the success of their enterprises. Building upon the success of our Master of Science in Law (MSL) program, we will initiate programs to educate non-lawyers whose work is at the intersection of law, business, and technology.



Law, Business, and Technology investment opportunities include:

- Entrepreneurship Law Center
- Conferences and Symposia
- Curricular Initiatives for Interdisciplinary Collaboration
- Legal Education for Non-Lawyers Program
- Endowed Law, Business & Technology Professorship
- Law, Business & Technology Visiting Professorships
- Research Fellowships

See page 26 for a complete list.







 4



STRENGTHENING FINANCIAL AID SUPPORT

We will develop and deploy resources to alleviate the financial burden on our students by strengthening financial aid support.

Addressing Student Financial Need/Reducing Debt

Northwestern Law must be a place that welcomes and educates top quality students regardless of financial condition and circumstance. Improving the well-being of our students is a key priority of the Motion to Lead campaign. We will invest in our students by providing increased financial support. 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 sufficient funds. We need to do better. We must raise additional funds to make a dent in aggregate student debt through augmented need-based grant funding for current students and increased investment in our loan repayment assistance program for recent graduates. Student debt impacts the student learning experience. It limits career choices and overall well-being beyond graduation. We are committed to addressing these challenges through creative, meaningful financial investments.

Scholarships for Student Recruitment

Recruiting the most qualified students has become an increasingly competitive process, as our peer law schools have also expanded their investments in financial aid, thereby leveraging their resources to recruit applicants through substantially more generous scholarship offerings. We must continue to bolster our financial aid resources in order to compete with other prestigious law schools. Our continuing excellence and reputation depends upon our ability to recruit these extraordinary students to Northwestern. We must also continue to recruit a diverse student body—diverse educationally, professionally, economically, and geographically—and this requires an augmented financial aid investment.



- Endowed Merit Scholarships
- Current Use Scholarship Funds
- Loan Repayment Assistance Funds
- International Scholarships
- Opportunity Scholarships See page 26 for a complete list.





EXTENDING OUR IMPACT

We will leverage our great existing programs and develop new ones, extending our impact at the local, national, and international level.



Global Educational Partnerships

We will endeavor to enter into new collaboration agreements with prominent law schools in key regions throughout the world. These alliances 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.

Overseas Education

Northwestern Law has been uniquely inventive in opening overseas Executive LLM programs, currently in Seoul, Tel Aviv, and Madrid, for 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 we will bring education overseas. Northwestern Law will also diversify overseas offerings to include short-courses and specializations in areas of curricular strength, including business, finance, human rights, and management.

International Research and Service Projects

Northwestern Law is home to a number of unique initiatives that provide opportunities for students to conduct primary research and perform legal service projects in countries across the globe. For our International Team Projects, students not only study the legal system of another country during a semester-long course, they develop their own research proposals and spend time in the country conducting field research. Our Access to Health Project is an interdisciplinary health and human rights project in which students and faculty work with a community in the developing world to assess the public health needs of that community, and to design an appropriate, sustainable intervention. Clinic students work on justice audits in Bangladesh, prison reform projects in Malawi, and international justice tribunals at The Hague and in the Extraordinary Chambers in the Courts of Cambodia. Faculty are involved in projects around the world. Reforming the evidence code of Tanzania and developing clinical legal training in Ethiopia are two examples—and in all of these undertaking students are active participants. These types of projects allow students to gain insights into different legal systems and provide incomparable experiential learning opportunities, and at the same time serve the highest ideals of the legal profession.



Nurturing a distinct public interest culture

We are committed to creating and nurturing a distinct public interest culture at the Law School. We will do so through programs, collectively developed with our student groups and public interest law alumni. And we will do so through specific initiatives that make a tangible impact in our community, including pro bono student work; projects at the intersection of law and public health; widening access to justice through the efforts of the Bluhm Legal Clinic; and key live-client activities through the Center on Wrongful Convictions, the Children and Family Justice Center, the Environmental Law Clinic and other key centers of activity. Public interest is and will continue to be an integral part of legal education at Northwestern Law.

Establishing a Public Interest Law Center

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. Through it we will increase staff resources dedicated to public interest efforts and 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.

Engaging and Linking Our Alumni Community

The Motion to Lead campaign also supports the Law School's commitment to work tirelessly and proactively on behalf of its graduates. We aspire to develop lifelong learning opportunities and to augment career advising and support for our alumni. We will organize and facilitate a more robust series of programs

and networking opportunities. We will pursue these measures toward a common purpose to ensure that alumni receive dependable support from their alma mater to prosper in their careers, to learn new skills, and to stay connected with the Law School and one another in ways that maximize their professional advancement. We will engage our alumni in the life and work of the Law School both in Chicago and around the world.

Likewise, we seek to fundamentally enrich and augment what it means to be a Northwestern Law alumnus. We will create an unparalleled alumni program and support network that connects the success of Northwestern students with alumni. This shift will happen as we create a student/alumni culture that seamlessly intertwines the success of our students with that of our alumni—a culture where the success of Northwestern Law students and alumni are organically and inextricably connected in a way that each group does what it can to make the other more successful and more invested in the Northwestern Law community.

We will develop a tradition of alumni and student involvement that reflects the shared experience of a Northwestern Law education. It will be commonly recognized that Northwestern Law graduates have

Extending Our Impact investment opportunities include:

- Center for Public Interest Law
- Visiting Professorships
- Conferences and Symposia
- Post-Graduate Public Interest Fellowships
- International Public Interest Fellowships
- Domestic Public Interest Fellowships
- Global Engagement or Experiential Learning Fund

See page 27 for a complete list.

access to a network of highly successful alumni that help each other achieve professional and personal goals, and are part of a community of like-minded people who believe 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.



22 23



FUNDING OPPORTUNITIES

Motion to Lead: The Campaign for
Northwestern Law is our opportunity to
catapult Northwestern Law to a new place
among the world's great law schools. To
accomplish our ambitious objectives, we
need your partnership, participation, and
enthusiasm for improving the footing of
our students, our school, and our world.

Opportunities are abundant. From funding needand merit-based scholarships and other financial aid to underwriting new and existing programs and initiatives that maximize the preparation of our students; from supporting our vital work in social justice to funding international initiatives; this campaign offers a multitude of possibilities for community members to demonstrate their loyalty and support for our exceptional school.

There are many ways to make a contribution that will have a lasting impact on Northwestern Law.

From Law School Fund gifts made through recurring giving, to multi-year pledges; from gifts funded by appreciated assets to gifts made through an estate or trust. It is our honor and pleasure to work with you to identify whatever about Northwestern Law is most meaningful to you and to determine how your philanthropy can make an impact.

It is time to set our high ambitions in motion. With your help and support, we will demonstrate that it is truly Northwestern Law's time to lead.



Learning Infrastructure

Goal: \$40 million

NAME A CENTER OR PROGRAM

\$10 Million

\$10 Million

\$2.5 Million

\$250,000

Center for Practice Engagement and

Innovation Centers within the

Bluhm Legal Clinic

Name Curricular Program \$5 Million

SUPPORT FACULTY AND RESEARCH

Professorships \$3 Million \$1.5Million Center Directorships \$1Million Rotating or Visiting

Professorships

Research Fellowships \$20,000 to \$500,000

NAME PHYSICAL SPACE

AREAS

PUBLIC T Courtyard \$15 Million Atrium \$10 Million

> Large Classrooms and \$1 Million

Conference Rooms

Department Offices

Faculty Offices \$250,000 BLUHM | Lakeview Lounge \$5 Million

LEGAL Lakeview Conference CLINIC

\$500.000 to \$1 Million Rooms

SOUTH Clinical Offices ATRIUM

South Atrium Addition \$20 Million South Atrium Café \$5 Million South Atrium Terrace \$2.5 Million

Innovative Learning Spaces

PRITZKER LEGAL RESEARCH

CENTER

Loft Conference Room \$1 Million

Group Study Rooms \$250,000 to \$500,000 Faculty Librarian Offices \$250,000

Study Carrels \$50,000

Law, Business, and Technology

Goal: \$10 million

ENTREPRENEURSHIP LAW CENTER

Name Center \$10 Million Name Center \$2 Million

Directorship

Conferences and Symposia

\$50,000 or more

\$3 Million

\$1 Million

\$80,000 or more

CURRICULAR AND FACULTY INITIATIVES

Name Curricular Program \$5 Million Legal Education for \$2 Million

Non-Lawyers Program

Endowed Law, Business & Technology

Professorship

Law, Business & Technology Visiting

Professorship

Research Fellowships

Strengthening Financial Aid Support

\$1.5 Million

\$100,000

Goal: \$80 million

Endowed Merit Scholarship

Restricted Scholarship \$250,000 or more

Fund

Loan Repayment \$250,000 or more

Assistance Scholarship

International or Opportunity Scholarships

Extending Our Impact

Goal: \$20 million

CENTER FOR PUBLIC INTEREST LAW

Name Center \$10 Million Name Center \$2 Million

Directorship

\$80,000 to \$1 Million Post-Graduate Public

Interest or International

Fellowship

Conferences and \$50,000 or more

Symposia

Summer Public Interest \$30,000 to \$250,000

or International Fellowship

CURRICULAR AND FACULTY INITIATIVES

Name Curricular Program \$5 Million

International Visiting \$1 Million

Professorship

Clinical or Research

Fellowship

Learning Fund

Distinguished \$250,000

International Visitors

Global Engagement or Experiential

\$25,000 or more

\$80,000 to \$1 Million



26

