



Northeastern University

Leadership Statement

Dean of the School of Law



WITT / KIEFFER

Leaders Connecting Leaders

December 2011

This Position Specification is intended to provide information about Northeastern University and the position of Dean of the School of Law. It is designed to assist qualified individuals in assessing their interest in this position.

The Opportunity

Northeastern University seeks an engaged and entrepreneurial leader for the position of Dean of the School of Law. Reporting to the Provost/ Senior Vice President for Academic Affairs, the Dean will have an extraordinary opportunity to lead a school that is a national and international leader in experiential legal education with a particular focus on law as a tool for furtherance of social justice. The School of Law embraces and enhances Northeastern University's distinctive educational mission and is central to the University's reputation for fostering research and scholarship that serves global and societal needs.

Northeastern University School of Law (NUSL) over the past forty years has forged a unique path in American legal education, placing experiential education at the core of its pedagogy. At the heart of its educational program is its coop program, which places every law student in four full-time, quarter-long practice experiences during the second and third years of law school. A commitment to bridging the theoretical and practical is central to all aspects of the law school's structure and orientation, from the first-year curriculum through its new LLM program.

Also central to the law school's mission is a commitment to fuse theory and practice with ethical and social justice ideals, so that students understand what it is lawyers do, how they should do it, and the difference they can make in the lives of others. It is ranked the best public interest law school in the country by The National Jurist and preLaw Magazine. In addition, the 2010 edition of The Princeton Review's book, "The Best 172 Law Schools," ranked NUSL second among all law schools for providing the "best environment" for minority students. The Law School was recently honored with the Beacon Award from the Boston Bar Association, honoring NUSL for contributions to diversity.

This is an unusual and exciting opportunity to join a university that is on a dramatic upward trajectory, led by a strong executive leadership team and a highly collaborative council of college deans. Northeastern University seeks a Dean of the School of Law who combines exemplary achievements in the field of law with strategic leadership ability; outstanding interpersonal and communication skills; collaborative and creative energy; and a passion for the unique missions of both the School and the University. In collaboration with the faculty of the School, s/he will articulate a vision and strategic plan that will advance the School's national and international leadership in experiential legal education and in legal scholarship and teaching dedicated to the public good.

Northeastern University has retained Witt/Kieffer, a national executive search firm, to assist in this search. This document describes Northeastern University and the School of Law, the opportunities and challenges facing the Dean of the School, and the personal and professional characteristics that the ideal candidate should possess. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document. For more information about Northeastern, please visit www.northeastern.edu. Specific information on the application process is on page 14 of this document.

Northeastern University School of Law



NUSL was founded at the end of the 19th century as an evening law program developed to be responsive to the needs of the community – a maverick educational idea at the time. It was the founding component of what would become Northeastern University, and anchored its formation. NUSL flourished throughout the early 20th century and, as is true today, public engagement was central to the law school's identity. However, limited resources and the changing demands in the market for legal education in the post-war era forced it to close in 1956. NUSL's graduates fought for the school's revival and in 1968 it reopened, organized around a cooperative education program, a unique approach to educating lawyers that recognizes the interdependency of theory and practice. This pioneering experience-based approach to legal education is increasingly recognized as the best way to prepare and train lawyers. Today NUSL's 41 full-time faculty and 670 full-time students form a thriving community of legal theory and practice, closely connected to a distinguished body of alumni as well as a broad range of co-op employers.

Today, NUSL's mission is more compelling than ever. NUSL has garnered a reputation for its graduates' ability to perform and handle significant legal work early in their careers. Due in no small part to its practice-based approach to legal education, NUSL is able to select from a pool of highly qualified applicants. For the class of 2014, NUSL received more than 3,600 applications for 218 spots with median LSAT of 162 and a median GPA of 3.48. Many applicants to Northeastern are public interest focused students who have proven backgrounds in serving their communities and a commitment to social justice. The law school is particularly attractive to students who are invested in the School's mission and who actively seek a law-school environment which offers an alternative to more traditionally organized programs.

The Northeastern University Law School community is distinctive for its collegial atmosphere and for its highly engaged faculty and student body. Students have historically played a significant role in law school governance, and the law school seeks a Dean who welcomes the active involvement of students in the life of the school and who will foster a collegial environment for faculty, staff and students.

The newly launched LLM program offers both an experiential component and a rich array of classroom offerings to international students seeking the skills and experience to become effective global lawyers. The new Dean will have the opportunity to evaluate the early results of the program and continue with the faculty to develop the curriculum and experiential dimensions and to grow enrollment in the LLM.

The NUSL faculty is deeply committed to the first-year experience of students and offers a year long program examining Legal Skills in Social Context (LSSC.) First year students, mentored and guided by second and third year students, form small faculty-supervised law offices in which they study the central skills of effective lawyering – legal research, objective and persuasive legal writing, client representation, critical analysis, oral skills and teamwork – and

then apply them in completing a real-world project on behalf of an advocacy group or other organizational client. The faculty is committed to a vibrant and effective first-year program and engages in on-going assessment of how to improve it.

The Law School's commitment to collaboration and cooperation takes place both on campus and beyond. Through partnerships with other academic institutions, NUSL students have the opportunity to pursue the following joint-degree programs:

JD/MA -- Sustainable International Development with Brandeis University

JD/MELP -- Environmental Law and Policy with Vermont Law School

JD/MPH – Public Health with Tufts University

JD/MBA with the Graduate School of Business Administration at Northeastern University

JD/MSA/MBA in Professional Accounting with the Graduate School of Business Administration at Northeastern University.

JD/MS/PhD – Law and Public Policy with Northeastern's College of Social Sciences and Humanities

JD/MS in Music Industry Leadership with Northeastern's College of Arts, Media, and Design.

The new Dean will serve at an interesting time of transition for the law school as a generational shift in faculty will begin to occur. The school has hired a large group of tenure-track junior faculty members in recent years and has made key joint appointments with the School of Business and with the Bouve School of Health Studies.

A recently completed strategic plan consolidates this development and maps a future for the School of Law constructed around seven Core Values and five carefully elaborated Goals.

Core Values:

- We see law as a melding of theory and practice, each informing the other.
- We are committed to rigor and excellence.
- We care deeply about social justice.
- We are committed to diversity.
- We are committed to the highest ethical standards and practices in all aspects of our work.
- We value cooperation, collaboration and mutual respect in all parts of our community.
- We believe that legal practices both reflect and construct social order and can be a platform for advancing change in society.

The Goals are:

- Goal 1: Build the best model of experiential legal education in the United States.
- Goal 2: Train the great and highly ethical lawyers of the 21st century.
- Goal 3: Be a national leader in key areas in which law affects the public good.
- Goal 4: Pursue translational and interdisciplinary research that will impact societal challenges.
- Goal 5: Build the NUSL national and international community and reputation.

The plan concludes: "Always, we keep in mind the transformative power of law – and the lawyers we train – to ease the burdens of inequity, to resolve conflict and to create social change."

NUSL Faculty

Consistent with the School's commitment to experiential education, many members of the Law School faculty have had substantial practice experience – from Professor Lucy Williams' 17 years as a leading poverty rights attorney at the Legal Assistance Foundation of Chicago and the Massachusetts Law Reform Institute, to Professor Daniel Austin's 14 years of work as a bankruptcy attorney, to Professor Margaret Burnham's 30-year practice career spanning from the NAACP Legal Defense Fund to criminal defense to service as a Massachusetts trial court judge.

The current faculty comes from Harvard Law School (14), Northeastern University School of Law (6), Yale Law School (4), Berkeley Law School (2), Columbia Law School (2), University of Chicago Law School (2), New York University School of Law (2), Temple University School of Law (1), University of Pennsylvania Law School (1), University of Michigan Law School (1), Duke University School of Law (1), Boston University School of Law (1), Boston College Law School (1), University of Maine Law School (1), and William and Mary Law School (1).

The faculty continues to be deeply involved beyond the academy advancing the impact of law on society. A few examples of faculty involvement are:

Professor Wendy Parmet, who is on the boards of Health Law Advocates and Health Care for All, serves as lead counsel for plaintiffs in a case challenging the constitutionality of a state law that prohibited a large class of legal immigrants from participating in the Commonwealth Health Insurance Program, achieving a favorable ruling from the Massachusetts Supreme Judicial Court.

Professor Richard Daynard, who leads Northeastern's Public Health Advocacy Institute and the Tobacco Products Liabilities Project, is at the center of national and international efforts to use the law as a tool to further public health, particularly in the fields of tobacco control and obesity prevention.

Professor Brook Baker, a consultant to the Global Fund to Fight AIDS, Tuberculosis and Malaria and the UNDP/UNAIDS Global Commission on HIV and the Law and Chair of the Board of Health Global Access Project, works to eradicate intellectual property obstacles to the international dissemination of life-saving medicines.

Professor Martha Davis, one of the co-directors of Northeastern's Program on Human Rights in the Global Economy, and chair of the Board of Directors of the National Economic and Social Rights Initiative, is spearheading national efforts to use human rights principles to advance social and economic rights within this country.

Professor Rashmi Dyal-Chand and Professor Jim Rowan have recently received a \$500,000 grant from the US Chamber of Commerce to develop a university center that will provide free legal services to low-income and other underserved entrepreneurs in the region, with a focus on new and emerging industries in the Greater Boston area, including clean energy, green technologies, science and health technologies, and small and ethnically diverse businesses.

None of this comes at the expense of scholarship: most faculty members regularly publish in law reviews, peer-reviewed journals in various disciplines, and as invited contributors to books. Indeed faculty members have published a dozen books in the past 6 years.

For more information on the Northeastern University School of Law faculty, go to www.northeastern.edu/law/faculty.

Experiential Education in the School of Law

NUSL's rebirth in 1968 focused on a new approach to legal education, one that seamlessly integrated theory and practice, mission and method. Today, this approach is actualized in three programs: the school's *Cooperative Legal Education Program*, in which NUSL students learn by working side-by-side with legal professionals in cooperative learning jobs; the *Legal Skills in Social Context* (LSSC) course, a one-of-a-kind, year-long first-year course and clinical experience that introduces students to the central skills of effective lawyering; and its *Clinics* (Criminal Advocacy, Domestic Violence, Poverty Law & Practice, Prisoners' Rights, Public Health, Family Law, Community Business, and Civil Rights and Restorative Justice.)

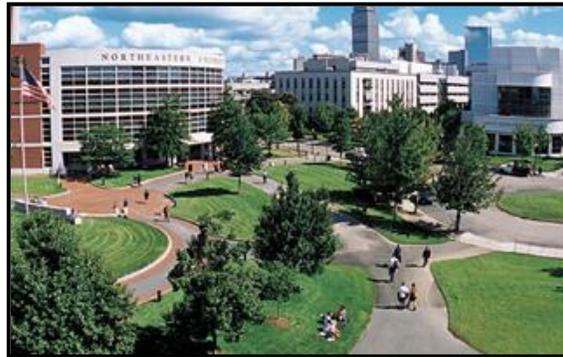
Cooperative Legal Education

The School of Law's Cooperative Legal Education Program is unique among American law schools, offering the oldest and most integrated curriculum that combines classroom and clinical education with practice-based experience for all students. This innovative approach requires all students to complete four three-month full-time cooperative learning experiences in law offices, judges' chambers, and other organizations throughout the world all while staying on the three year track. Second and third year students alternate between quarters as full-time students and quarters in full-time cooperative learning placements at law firms, corporations, government offices, NGOs and in other settings with professional lawyers. They thus have an extraordinary opportunity to experience the actual practice of law and to integrate that practical knowledge with in-depth classroom study while at the school. More than 800 employers participate in NUSL's program and, on average, 40 percent of NUSL students accept post-graduate employment with one of their former Co-op employers.

Consistent with the growing emphasis on global education at Northeastern University, in the past two years, students at the Law School have participated in 54 international co-op experiences, working in 23 countries on 6 continents.

Clinics

NUSL's clinics all offer opportunities to focus on public interest law through practical experience and face-to-face time with clients. Each year more than 100 students participate in clinics. In the program, students work 20 hours each week for 11 weeks under close faculty supervision on real cases in substantive areas. Together, students contribute more than 20,000 annual hours of much needed legal assistance while gaining invaluable hands-on experience. One example of significant contributions through NUSL clinical work is the work of the Civil Rights and Restorative Justice Clinic, which develops and pursues various initiatives designed to provide remedies for civil rights-era miscarriages and failures of justice, including the investigation and litigation of cold cases and wrongful convictions. The clinic maintains a web-based clearinghouse on developments in the field. The work of the Center led to a 2010 landmark lawsuit against Franklin County, Mississippi, filed on behalf of the families of two black teens who were killed by Klansmen in 1964.



Law School Facilities

The School of Law occupies over 87,000 square feet of newly renovated space at the heart of Northeastern University's Boston campus.

Dockser Hall, originally constructed in 1966, was completely renovated in 2008. This renovation transformed Dockser Hall into a state-of-the-art showpiece that includes a moot courtroom, classrooms, seminar rooms, offices and lounge areas, and space for the law school's clinical program. The building also meets the gold level of the LEED (Leadership in Energy and Environmental Design) Green Building Rating System.

In 2009, the Knowles Center was also renovated to be more student-focused. The library's new first floor entrance provides a gateway to the recent renovations, which showcase the natural light-filled study and research areas. The redesigned third floor houses the Research Desk, Research & Instruction Commons, and Printer Room. A wireless network is available for research and study in addition to three computer labs, two of classroom size. The labs also include high-speed printers, a scanner and an infrared port to facilitate printing from laptops.

The Law Library houses more than 322,000 volumes and over 100 unique electronic databases, and is continually adding to its collection in all areas. Of particular note are the library's collections in public interest law, international human rights, law and public health, death penalty issues, and progressive lawyering.

The Dean: Opportunities and Expectations for Leadership

The Dean is the chief academic and executive officer of the School of Law, reports to the Provost/Senior Vice President for Academic Affairs, and serves as a member of the University's academic leadership team. The Dean is responsible for the School's leadership, strategy, and fundraising and for managing the faculty and staff, fiscal resources, and physical facilities of the School. The Dean oversees the quality of the School's academic programs and faculty. S/he supports the faculty of the School in creating a rewarding environment for education, research and scholarship, and service to the University, the community, and the profession. The Dean also promotes the visibility and reputation of the School of Law both inside and outside the University.

Areas of particular focus for the Dean include the following:

Vision:

Lead the School in developing a vibrant academic vision appropriate to the changing environment in legal education. Working closely with faculty and students, guide the development of the strategic and academic planning processes to support curricular innovation, global expansion, and interdisciplinary approaches in legal education and to advance the law school's aspiration to be the leading law school in the nation in experiential education and in an orientation toward social justice. The Dean will work to align the law school's mission with the broader University mission to advance teaching, promote scholarship, and conduct research to solve real-world problems.

Visibility:

Promote the School's visibility and advance its unique mission to offer future-oriented programs in experiential and social justice-focused legal education. The Dean will engage in the national conversation about the education of lawyers and raise the profile of the Law School, calling attention to its 40- year tradition of offering the type of education that can best respond to current debates about needed reforms in legal education.

Resources:

Manage and secure resources to advance the School through aggressive fundraising efforts and through effective and entrepreneurial implementation of the University's new budgeting structure. The Law School has a loyal and committed alumni body, many of whom live and work in the Boston area, and support the school through volunteer service, mentoring, and participation in events. Twenty per cent of alumni contribute to the Annual Fund and NUSL recently received two individual gifts of over \$1 million each to support Law School initiatives. The Dean will have the opportunity to hire a senior advancement officer (position currently vacant) and, with the faculty, will represent the interests of the Law School in the University's upcoming capital campaign. The University is implementing a version of a responsibility-centered management (RCM) budget model through which income and expenses are allocated to the schools and Deans enjoy meaningful authority over resources. The Law School has used a prototype of this system for many years and the new Dean will oversee the full implementation of the model.

Professional Qualifications and Personal Qualities

The successful candidate will bring many of the following skills and qualities:

- **Outstanding legal background:** The Dean will have the J.D. and academic or professional qualifications appropriate for appointment as a tenured full Professor at Northeastern University in the School of Law and a strong record of distinguished academic or professional accomplishments that exhibits a commitment to excellence. Outstanding qualified candidates from government, private practice, foundations, and other non-traditional backgrounds will be considered.
- **Leadership:** The Dean will have demonstrated experience as an intellectual and institutional leader, and will be a highly visible and effective advocate on and off campus for the mission of the Law School.
- **Faculty development:** The Dean will have experience in faculty/organizational development and a proven track record for leadership in formulating and implementing academic policies, programs, and scholarly activities.
- **Commitment to diversity:** The Dean will demonstrate a commitment to global education and cultural diversity; the ability to lead a School with a racially, culturally, and economically diverse student body; and a commitment to recruit and support a diverse faculty, staff, and student body.
- **Management:** The Dean will have experience in aligning institutional and budgetary priorities, an aptitude for entrepreneurship, a record of substantial administrative achievement, with the ability to recruit, manage, and support a diverse faculty and staff. The Dean will have had progressively responsible administrative roles, including experience in strategic planning, program assessment, and policy development.
- **Mission compatibility:** The Dean will have an understanding and appreciation of cooperative education and experiential learning and their power to enhance student learning. The Dean will also demonstrate a deep commitment to social justice as a focus of legal education and the passion and ability to articulate this commitment to internal and external audiences.
- **Fundraising:** The Dean will be an experienced and enthusiastic fundraiser. The Dean will have the ability to contribute to and lead the development efforts and other extramural funding activities, including strengthening alumni relations and building relationships with partners for cooperative education programming.
- **Communication:** The Dean will have outstanding oral and written communication skills and excellent interpersonal skills. The Dean will embrace and contribute to the collegial atmosphere greatly valued by the faculty, staff, and students of the Law School. The Dean will engage readily and easily with students and will actively collaborate with students to advance the mission of the School.

Northeastern University: An Overview

NORTHEASTERN UNIVERSITY



Founded in 1898, Northeastern University is a private research university located in the heart of Boston, and a leader in experiential learning, global and urban engagement, and interdisciplinary research. Northeastern offers 94 undergraduate majors and concentrations and more than 165 graduate programs, ranging from doctoral programs to graduate certificates, in nine schools and colleges.

Located in the heart of Boston, in the biomedical research corridor and arts district, Northeastern University is a private research university offering a wide range of programs leading to degrees through the doctoral level in nine schools and colleges. Over the past ten years, the University has experienced extraordinary growth in admissions selectivity, research activity, campus life, donor support, and reputation. Today, Northeastern is the largest private research university in Boston, comprising more than 15,000 undergraduate and 5,000 graduate students and over 4,200 faculty and staff.

In 2006, under the leadership of newly appointed President Joseph Aoun, the University embarked on an institution-wide planning process that involved reflecting on the institution's purpose and envisioning its future. The University's 2010-2015 Long Range Plan projects an ambitious range of initiatives and investments aimed at realizing the vision of the 2006 Academic Plan, including the addition of 150 new tenured and tenure-track faculty positions in the coming five years. Northeastern's rapidly growing research enterprise is increasing its emphasis on multidisciplinary programs in high-impact areas such as sustainability, health law and policy, innovation, healthcare management, national security, and energy and the environment. Northeastern's philosophy of global experiential education, anchored by the University's signature cooperative education program, is transforming the student experience: international co-ops have more than doubled since 2006, and Northeastern students now study and work in 85 countries and on every continent—including Antarctica. At the Law School, growing numbers of students are participating in co-ops in 23 countries on 6 continents.

Northeastern has evolved dramatically over the last decade, and the pace of change and progress has accelerated since 2006 under President Joseph Aoun and Provost Stephen Director, who was appointed in 2008. The University's distinctive, nationally recognized programs of experiential and cooperative education across a comprehensive range of undergraduate and graduate areas of study attract an increasingly diverse, academically talented pool of students. From across the country and around the world students are drawn to Northeastern, and admission selectivity has increased steadily. At the same time, the University's research profile and external funding levels have risen sharply. Northeastern has emerged as a national contender for highly competitive federal grants and is home to six national research centers designated by the National Science Foundation, the Department of Homeland Security, the National Institute of Standards and Technology, the National Security

Agency, and Department of Veterans Affairs. Northeastern was ranked 62 in the 2012 *US News and World Report* annual ranking of colleges and universities—a rise of 36 positions in five years, the largest gain of any school ranked in the top 100.

Details of Northeastern University's Mission and Academic Plan are described in detail in Appendix A of this document.

Faculty

Faculty excellence is at the heart of the Northeastern mission and the University's commitment to support and grow its academic enterprise. Many of Northeastern's 1,986 full-time and part-time faculty members have garnered national and international acclaim for their achievements in teaching and research, with particular strength in interdisciplinary scholarship.

Northeastern is committed to supporting outstanding teaching and research through excellent faculty hires and to adding new tenured and tenure-track faculty positions with an interdisciplinary focus. The University's 2010-2015 Long Range Plan projects recruiting 150 faculty members into new tenure-line positions and filling another 150 replacement positions in the next five years. Cross-college interdisciplinary appointments and the opportunity to make cluster hires are increasingly attracting senior national leaders in their fields to join Northeastern's faculty.

From fall 2006 through fall 2011, the University recruited more than 260 new tenured and tenure-track faculty members. Over the same period total tenured and tenure-track faculty numbers rose from 641 to 717. More than sixty new tenured and tenure-track faculty members are joining the University in 2011-12, include new senior faculty members strengthening interdisciplinary research efforts in public policy, network science, information assurance and health informatics.

Faculty recruited to Northeastern come from around the world and from some of the most prestigious institutions in their disciplines; they cite the interdisciplinary and translational intellectual culture of the campus, Northeastern's excellence in foundational disciplinary research, and institutional momentum as key reasons for joining the University community.

In fall 2008, Northeastern was awarded a five-year, \$3.7 million ADVANCE grant from the National Science foundation to increase the representation and advancement of women faculty in the sciences, in engineering, and in the social sciences. The ADVANCE grant is assisting in attracting outstanding faculty to Northeastern, and its programs will ultimately enhance the University's ability to recruit, advance and retain an excellent faculty on all dimensions of diversity and across all the academic areas of Northeastern.

Students

➤ *Undergraduate*

Following a strategic decision in the mid-1990s to stabilize undergraduate student enrollments, seek a more national and international student body, and focus on retention, Northeastern's admissions selectivity has increased dramatically. For the fall 2011 entering class, the University

received a total of 43,024 applications for 2,800 places—more applicants than any private university in the United States. More than 2,400 new high schools have entered Northeastern’s applicant pool since 2006, including 553 outside the United States. Current full-time undergraduate enrollment totals approximately 15,700 full-time students.

The academic profile of Northeastern’s new students is stronger than at any time in the institution’s history: 108 entering freshmen in fall 2011 are National Merit and National Achievement finalists, up from three in 2006, and 56 percent graduated in the top ten percent of their high school class. The mean SAT score of enrolled freshmen was 1341, and applications from students scoring higher than 1400 have more than doubled since 2006. Northeastern’s entering class is increasingly diverse: the past five years have seen a 17% increase in students of color among the incoming class, a 125% increase in enrollment from outside New England and mid-Atlantic states, and a 445% increase in international students.

➤ *Graduate*

Northeastern’s rising research profile is reflected in the expansion of the graduate education program and the strength of its graduate students. From fall 2006 to fall 2010, the total number of graduate students enrolled (exclusive of the School of Law and College of Professional Studies) grew by 62 percent, from 3,899 to 6,318. Graduate students choose from more than 165 programs, ranging from doctoral and master’s programs to graduate certificates. The University offers a number of professional master’s degrees with interdisciplinary themes as well as doctoral programs that incorporate the pedagogical benefits of Northeastern’s signature co-operative education program.

An initiative to enrich graduate stipends for especially highly qualified applicants launched in early 2007, the University Excellence Fellowships, has recruited more than 75 outstanding new doctoral students to study in fields across the University—from pharmaceutical sciences to electrical engineering to politics of globalization. An increasing number of international graduate students are financially supported by their home countries to pursue their graduate education at Northeastern.

Northeastern’s graduate students have won prestigious external fellowships and awards for their work, including in recent years a Charlotte W. Newcombe Fellowship, a Farnsworth Trust Research Fellowship, Fulbright fellowships, and predoctoral fellowships from the National Institutes of Health and the National Science Foundation.



Finances and Budget

Northeastern's financial position remains strong in economic circumstances that have been challenging for all universities. In times of increasing global competition, a Northeastern education continues to appeal strongly to talented students and their parents. Additionally, the University has had capable financial leadership that has effectively and prudently managed its resources. The ongoing strength of Northeastern's educational philosophy and its solid financial stewardship has allowed the University to continue its strategic investments in new faculty hiring, financial aid, and academic facilities and to draw others to invest in its vision.

Northeastern recently moved to a new management and budget model that allocates income and expenses to the colleges and greatly enhances the authority of the academic deans in focusing college resources in support of University priorities. The model, which incorporates many of the features of "responsibility-centered management," encourages the generation of new resources and provides deans and other managers with incentives to achieve their missions most efficiently. By coupling program responsibility with meaningful authority over resources, the hybrid budget model supports deans in developing cultures of strategic decision-making, informed by fuller awareness of benefits and consequences, in their colleges.

The School of Law has for some time operated on a partial version of the new budget model; the new dean of the School of Law will be instrumental in shaping the model's full implementation for the strategic benefit of the School.

The University increasingly involves deans and faculty, with central support, directly in fundraising. Sharing responsibility for advancement more broadly has enabled Northeastern to articulate the strengths and needs of specific programs to potential donors in increasingly compelling ways. The University's approach to development engages individual donors and foundations as investors in Northeastern's future. The number of million-dollar gifts to Northeastern from 2006-2011 grew by 402% compared to the previous five-year period, and individual donors have risen by 34% over the same period. Annual fund participation continues to rise at all levels as the University continues to engage its alumni and friends in innovative new ways. Notable gifts of \$1 million and above in the past five years include:

- The **Fund for the Public Interest** and **Burnes Scholars**, advancing students in the School of Law, were supported by gifts from Nonnie S. and Richard M. Burnes.
- The **Fund for Experiential Learning at the Northeastern University School of Law** received a gift from alumna Georgia Wall and Donald Gogel.
- **Innovation and Entrepreneurship Initiative.** Gifts from alumni Richard A. D'Amore and Alan S. McKim towards the University's Innovation and Entrepreneurship Initiative will assist faculty and students across all disciplines of the University in commercializing their research ideas.
- The **Sternberg Family Distinguished University Endowed Chair** and **Sy and Laurie Sternberg Interdisciplinary Endowed Professorship**, funded by Sy and Laurie Sternberg, support outstanding faculty members in Northeastern's signature areas of excellence.

University Leadership

Joseph E. Aoun was appointed as the seventh President of Northeastern University in August 2006. An internationally prominent scholar in linguistics and a fellow of the American Academy of Arts and Sciences, President Aoun was awarded the Ph.D. by the Massachusetts Institute of Technology in 1981 and was the inaugural holder of the Anna H. Bing Dean's Chair and Dean of the College of Letters, Arts & Sciences at the University of Southern California before coming to Northeastern. His presidency has charted an ambitious and distinctive course to advance Northeastern by strengthening the University's leadership position in experiential and cooperative education; creating global programs with an urban perspective; fostering a research environment where faculty uncover solutions to real-world problems; and building innovating partnerships so that Northeastern can better serve its students, its city, the nation, and the world.

Stephen W. Director joined Northeastern University as Provost and Senior Vice President for Academic Affairs in August 2008. A member of the National Academy of Engineering and a Fellow of the Institute of Electrical and Electronic Engineers and of the American Society for Engineering Education, Provost Director has been widely honored for his research in circuits and systems and his contributions to engineering education. Prior to coming to Northeastern, he served as the Provost at Drexel University and as Robert J. Vlasic Dean of the College of Engineering at the University of Michigan.

Academic Units of the University

The University has been reorganizing in recent years to develop schools and programs that best align with its overall sense of mission and purpose. Three new Colleges have been created from the former College of Arts and Sciences: the College of Science; the College of Social Science and Humanities; and the College of Arts, Media, and Design, all formed in 2010. The Law School is the original school and its founding in 1898 anchored the foundation of the University. For a full description of each school, see Appendix B.



Procedure for Candidacy

Northeastern University has retained the services of Witt/Kieffer to assist with this search. Information on this search may be found at <http://www.northeastern.edu/law>. The search will be conducted with sensitivity to candidates' desire for confidentiality.

Recruitment will begin immediately and continue until the position is filled. Review of applications, nominations and expressions of interest will begin immediately and continue until an appointment is made. For full consideration, applicants should send a cover letter, resume or curriculum vitae, and the names and contact information of five references by February 16, 2012. References will not be contacted without prior knowledge and approval of candidates. The electronic submission of materials is preferred. Nominations, applications and inquiries should be forwarded to:

Northeastern University - Dean of the School of Law at nusl@wittkieffer.com.

Documents that must be mailed may be sent to:

Witt/Kieffer
Attn: Ms. Donna Janulis
2015 Spring Road
Suite 510
Oak Brook, IL 60523

Confidential inquiries and questions concerning this search may be directed to the consultants supporting this search, Jean A. Dowdall, PhD, and Sheila Murphy through the office of Donna Janulis at (630) 575-6131 or directly to Ms. Murphy at (617) 823-0447. The search consultants will be at the American Association of Law Schools Conference in Washington DC on Thursday, January 5 to speak with interested persons. Please call Ms. Murphy in advance to arrange a time to speak while at AALS.

Northeastern University is an Equal Opportunity Employer. Persons of color and women are encouraged to apply.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Northeastern University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Academic Plan of the University

Mission and Academic Plan

*To educate students for a life of fulfillment and accomplishment.
To create and translate knowledge to meet global and societal needs.*

Northeastern University's Board of Trustees officially adopted its new Mission Statement and Academic Plan in June 2007, following an extensive process and institutional dialogue that involved students, faculty, senior leadership, deans, trustees, and co-operative education partners. The new Mission Statement reflects the University's commitment to support and grow its academic enterprise in its entirety and underscores the core values of the University. Guided by a dedication to excellence, innovation, and distinctiveness, the University is dedicated to broadening and deepening its connections to the world to realize its full power and potential as a university with global impact in teaching and research.

In 2009-2010, Northeastern's senior leaders, in collaboration with the Board of Trustees, developed a five-year long-range plan, which lays out a concrete action plan to realize the ambitions of the Academic Plan at every level of the University's operations. Five strategic themes, central to Northeastern's distinctive character, were defined through this work and now guide the university as it sets priorities, makes decisions, and focuses resources.

➤ *Experiential Learning*

Experiential learning is a focal characteristic of a Northeastern education and sets its graduates apart from those of other institutions. Northeastern's co-op program—one of the nation's first and the leading program of its kind today—celebrated its hundredth anniversary in 2009-2010 and is anchored in a rich and evolving network of some 2,600 industrial, civil, and NGO partners in the US and abroad. Co-op at Northeastern has developed into a powerful model of education that marries rigorous academic learning with experience outside the walls of the University.

➤ *Interdisciplinary and Translational Research*

Northeastern University is internationally respected for its excellence in fundamental and translational research in an interdisciplinary environment. Through its recent academic planning process, several broad themes—sustainability, health, and security—have emerged as central foci of the research enterprise.

In the past few years, Northeastern has pursued, and won in high numbers, the most prestigious and competitive grants on the national funding scene. The success of Northeastern's faculty researchers in attracting high-level funding is enhanced by the interdisciplinary teamwork that spans the University and builds bridges between teaching and research. New research awards reached \$95.2 million in fiscal year 2011, an increase of 95% over the past five years, and the University has received more than 70 external research grants of \$1 million or more since 2006.

An additional measure of the vitality of Northeastern's research environment is the health of the graduate education program. In 2010-2011, the University awarded 132 PhDs and enrolled approximately 4,000 full-time graduate students and more than 600 law school students. Doctoral degrees are offered in the humanities, social sciences, and sciences, as well as in engineering, health sciences, computer and information sciences, criminal justice, and law. New doctoral programs in areas of excellence embodying the University's commitment to interdisciplinary, use-inspired research were recently launched in Bioengineering, Information Assurance and Personal Health Informatics.

Northeastern is committed to providing the colleges with the research and instructional infrastructure needed to sustain this momentum. The University's new and renovated research and instructional facilities have won national recognition as green building projects, and in 2009 Northeastern became one of only 15 educational institutions out of 697 to earn a place on the 2010 Green Rating Honor Roll compiled by the *Princeton Review*.

➤ *Intellectual Life and Creative Expression*

Northeastern promotes intellectual life and creative expression across a broad range of academic and campus initiatives. At the International Village, the newest residence hall on campus and home to the Honors First Year Living Learning Community, exhibition space showcases a variety of works by students, faculty, alumni and nationally known artists. This includes a 240 square-foot mural by the renowned urban artist Shepard Fairey; a series of photographs taken in the Sudan by Northeastern graduate and photojournalist Jessica Scranton; and a medial wall displaying live and still images from around the world. Northeastern's on-campus art gallery, Gallery 360, featured the work of 10 local and national artists and attracted more than 40,000 visitors in its opening year. The University's Humanities Center connects Northeastern faculty and students with distinguished visitors in wide-ranging interdisciplinary conversations.

Northeastern's partnerships in intellectual exchange and the arts are global as well as regional and national. In 2007, Northeastern became one of just four universities to earn a three-year Fusion Arts Exchange grant from the U.S. Department of State's Bureau of Education and Cultural Affairs. The grant brings a group of multinational students to travel to Northeastern each year for a six-week, intensive music program. The Boston Guitarfest, now entering its sixth year under the combined sponsorship of Northeastern University and the New England Conservatory, showcases guitar virtuosos from a global range of musical traditions.

➤ *Urban Engagement*

Northeastern approaches community engagement as a central part of its purpose, and views its core missions of teaching, research, and service as inseparable from active civic engagement. The University works collaboratively and creatively with the Stony Brook neighborhoods of Roxbury, Mission Hill, the Fenway, and the South End, partnering with 200 community service organizations. The University makes an estimated \$350 million annually in direct and indirect contributions to the Boston economy and directs more than \$10 million in financial aid to Boston residents who attend Northeastern.

Northeastern remains true to its commitment to offer opportunity to all students who

demonstrate potential and continues to graduate more Boston public high school students than any other private institution. Northeastern's innovative Torch Scholars program, supported to date by more than \$8 million in gifts by alumni, faculty, and friends, offers full tuition, fees, and room and board scholarships to students who have overcome exceptional odds and who demonstrate the potential to excel academically; the program admitted its sixth entering class in fall 2011 and has a 87% retention rate. Northeastern's Yellow Ribbon Program commits \$2 million to educating post-9/11 veterans of the U.S. armed forces. The Civic Engagement Program, a year-long comprehensive program for student scholarship recipients that integrates orientation, training, direct service and reflection, commits participant to a minimum of 100 hours of meaningful community service, resulting in more than 10,000 hours of service a year for Northeastern's community partners. Another recent initiative in community engagement is the Foundation Year program, designed to assist Boston public high-school graduates' transition to college through a demanding and supportive 12-month first-year college program; 93% of the first 2009-2010 cohort completed the program and Foundation Year students went on to enroll at Northeastern and other college and universities across Massachusetts.

➤ *Global Opportunities*

Northeastern has broadened its global reach through expanded experiential learning opportunities abroad as it has increased international enrollment. Experiential learning is now conducted in 85 countries and participation in study abroad increased 80 percent between 2006 and 2010. Enrollments in Northeastern's innovative, faculty-led Dialogue of Civilization programs have increased more than six-fold from 2006-2010. The University received a 2010 Senator Paul Simon Award for Campus Internationalization from NAFSA, the association of international educators.

International instructional partnerships include Northeastern's highly ranked Bachelor of Science in International Business program (BSIB), which combines business and language courses at a foreign university with at least one year of experience abroad. In 2008 Northeastern and the Technion-Israel Institute of Technology launched a partnership focused on mutual research areas of interest, including advanced technology for sensing and imaging, homeland security, information assurance, engineering leadership, and experiential education. The partnership features joint research projects among faculty and graduate students, a think tank, and undergraduate student exchanges, and its efforts are now supported by the Robert J. Shillman Fund for Global Security.

Northeastern has also established a technology-transfer partnership with Greek universities and research centers. The partnership centers on the Northeastern University – Greece Innovation Center, which enables the exchange of scientists and facilitates the transfer of technology in fields such as energy, nanotechnology, biotechnology, and drug discovery.

Schools and Colleges of Northeastern University

The **School of Law**, organized in 1898, anchored the foundation of Northeastern University. Its distinctive cooperative education requirement grounds legal education in the practice as well as the theory of law. The School of Law's founding mission of community service continues to the present in the School's focus on how law serves the public interest.

The **College of Business Administration** began to offer courses in 1907, marking Northeastern's entry into undergraduate education, and was organized as a college in 1922. The College launched a Graduate School in 1963 with the offering of a full-time MBA. Today the College's Executive MBA program has been recognized among the most highly enrolled such programs in the world by the *Financial Times*.

In 1909 the **College of Engineering** began offering its first day courses, and it was authorized to grant degrees in 1920. The College established a Graduate School of Engineering in 1958 and approved its first doctoral degree programs in 1961. The College of Engineering led Northeastern's emergence into the arena of funded research, and currently anchors a distinguished array of nationally funded interdisciplinary research centers.

Northeastern's new **College of Science**, founded in 2010, brings together the science disciplines formerly housed in the University's College of Arts and Sciences. The natural sciences offered the first graduate degrees in Arts and Sciences, with master's programs in the natural sciences beginning in 1940 and the first doctoral programs in the sciences launched in the 1960s. The College of Science also supports a number of interdisciplinary research centers and instructional programs mounted in collaboration with the Colleges of Engineering, Health Sciences, and Computer and Information Science.

The new **College of Social Sciences and Humanities**, founded in 2010, recognizes the synergy between the research and instructional aims of the former College of Criminal Justice (organized in 1967) and the social science programs of the former College of Arts and Sciences. Doctoral programs in several humanities and social sciences disciplines of the College of Arts and Sciences were founded in the 1990s; over the same period, the College of Criminal Justice developed a broadly interdisciplinary program of research and instruction in criminology and social policy, adding a PhD program to its offerings in 2004.

Northeastern's earliest instructional programs in the arts were housed in a Division of Fine Arts established in the College of Arts and Sciences in 1980. The growth and success of Northeastern's arts and communications programs, and the convergence of digital tools in art, design, and media studies with journalist practice, form the basis of Northeastern's new **College of Arts, Media and Design**, founded in 2010.

The **Bouvé College of Health Sciences** merged with Northeastern in 1964, and currently comprises schools of nursing, pharmaceutical science, and health professions. Benefiting from proximity to Boston's superb array of medical institutions, Bouvé College's assortment of academic and clinical programs is growing strongly in graduate enrollments and external research funding as well as undergraduate academic quality and retention.

The **College of Computer and Information Science** was established in 1982 as the first college in the United States devoted exclusively to the rising discipline of computer science. In 2002, "Information Science" was added to the college's name, reflecting the college's research profile in such areas as databases, information architecture and security, and networks.

Northeastern's **College of Professional Studies**, established as University College in 1960 and reorganized in 2003, offers undergraduate, graduate, graduate certificate, and professional development programs to students ranging from first-year Northeastern undergraduates beginning their undergraduate degrees in innovative overseas programs to seekers of professional doctorates. Graduate and online programs in the school are currently growing rapidly, as is the school's role in recruiting international students to Northeastern.

Appendix C

List of courses offered at NUSL 2011-2012

<u>FULL TIME PERMANENT FACULTY:</u>	<u>Courses taught</u> <u>NOTE:</u> Not all of these courses are currently offered or currently taught by this professor. This is intended to provide background on the professors' areas of teaching and interest.	<u>Special interests and projects; special advising roles</u>
*Roger Abrams	Torts; Labor Arbitration Workshop; Sports Law	Sports law; labor arbitration
*Libby Adler	Administrative Law; Constitutional Law; Family Law; Sexuality Gender & the Law	Sexuality, gender, family & children; queer theory; legal issues arising out of the Nazi holocaust
*Aziza Ahmed	Property; International Health; Reproductive and Sexual Rights and Health	International public health, reproductive health, HIV and women in international health
Daniel Austin	Antitrust; Bankruptcy; Business Bankruptcy; Payment Systems	Bankruptcy, commercial and consumer law
Brook Baker	Disability Law; Global AIDS Policy Seminar; Negotiations	Global AIDS epidemic; public health and the right to health; legal skills.
Leo Beletsky	Health Law; Public Health Law; Food and Drug Law	Epidemiology and public health law. Joint appointment as faculty member to both the School of Law and Bouvé College of Health Sciences. Note: Asst. Prof. Beletsky is starting in January 2012
*Michael Bennett	Contracts; Science, Technology and the Law; Intellectual Property	Science and technology policy; societal implications of emerging technologies; technology transfer; plagiarism.
Luke Bierman ASSOCIATE DEAN FOR EXPERIENTIAL EDUCATION	Ethics; Judicial Process; State Constitutional Law; Law and Film	Ethics and Fiduciary Duties; Organizational governance; State courts; State constitutional law
Lee Breckenridge	Environmental Law; Land Use Planning; Natural Resources Law; Property; Wildlife and Ecosystems Law	Environmental and natural resources law; water rights; biodiversity FACULTY ADVISOR: JD/MELP dual degree program in environmental policy & law with Vermont Law School
*Margaret Burnham	Civil Rights and Restorative Justice Clinic; Comparative Constitutional Law; Constitutional Law; Federal Courts; International Criminal Law	Civil rights and comparative constitutional law. Director, Civil Rights and Restorative Justice Project
Dan Danielsen	Conflict of Laws; Corporations; International Business Regulation; International Law; Law & Economic Development	Role of corporate actors in transnational regulation and governance FACULTY DIRECTOR: LLM PROGRAM (launching August 2012); FACULTY CO-DIRECTOR: Program on Human Rights and the Global Economy. FACULTY ADVISOR: international law opportunities. Note: Prof. Danielsen is on

		sabbatical winter and spring 2011-2012
*Martha Davis	Constitutional Law; Employment Discrimination; Professional Responsibility; Women, Feminism & the Law; Women's Rights Lawyering	Women's rights; poverty; human rights, particularly with regard to bringing human rights law relevant to social and economic rights into domestic US law; constitutional law, particularly state constitutions FACULTY CO-DIRECTOR: Program on Human Rights and the Global Economy
Richard Daynard	Administrative Law; Interdisciplinary Approaches to Policy and Advocacy; Private Law and Public Policy; Problems in Public Health Law; Strategic Litigation	Consumer class action litigation; Public health, tobacco and obesity. Active faculty member in Law Policy & Society Program. President, Public Health Advocacy Institute. FACULTY ADVISOR: JD/Masters in Law Policy & Society
Melinda Drew	Legal Interviewing and Counseling; Professional Responsibility	Consumer law; law & nursing; legal skills FACULTY DIRECTOR: Academic Success Program Student ombudsperson
Rashmi Dyal-Chand	Consumer Protection ; Intellectual Property; Modern Real Estate Development; Property; Sustainable Income Development;	Consumer credit, both in US and internationally; economic development; affordable housing
*Peter Enrich	Contracts; Legal Skills in Social Context; State and Local Government; State and Local Tax	Election law; state & local government law, particularly fiscal policy and public finance; education law, particularly with regard to funding of public education
*Dan Givelber	Advanced Criminal Procedure: Adjudication; Criminal Justice; Evidence	Death penalty litigation; criminal procedure
*James Hackney	Corporate Finance: Reorganizations; Corporate Finance: Transactions; Corporations; Critical Race Theory; Law and Economics; Law of Financial Institutions; Torts	Jurisprudence; intellectual history; law & economics; financial institutions Note: Prof. Hackney is on sabbatical winter and ½ spring 2011-2012
Wallace Holohan	Poverty Law and Practice Clinic; Prisoners' Rights Clinic	Juvenile justice; prisoners' rights; poverty law
*Lois Kanter	Domestic Violence Clinic; Legal Skills in the Social Context	Domestic violence. Director of Domestic Violence Institute.
Karl Klare	Critical Legal Theory; Employment Law; Labor Law	Workplace issues; human rights; transformative constitutionalism, particularly with regard to South Africa; legal theory, particularly Critical Legal Studies; Note: Prof. Klare is on sabbatical fall, winter and spring 2011-2012
Sarah Hooke Lee	Advanced Legal Research; International and Foreign Legal Research	Director of Information and Research Services (Law Library Director); legal research; open access and preservation of information; learning styles.
Hope Lewis	International Law; International Human Rights & the Global Economy; International Human Rights: Research Paper Seminar	Human rights; international law; race, gender & culture FACULTY ADVISOR: international law opportunities

Kristin Madison	Health Care Law; Health Law and Policy; Health Economics; Contracts	Health care quality regulation; Health incentives; Regulatory innovation. Joint appointment as faculty member to both the School of Law and Bouvé College of Health Sciences
*Susan Maze-Rothstein	Advanced Legal Skills in Social Context; Legal Skills in Social Context (Social Justice)	Identity issues; legal skills; social justice; employment law. CO-DIRECTOR Legal Skills in Social Context; Director, Opportunities for Student Distinction (OSD)
Michael Meltsner	Constitutional Litigation; First Amendment; Writing about the Law	Constitutional litigation; civil rights; death penalty; legal education FACULTY ADVISOR: NU LAW JOURNAL
Susan Barbieri Montgomery	Innovations Workshop; Intellectual Property Transactions Practice; International Intellectual Property	Intellectual property and transactional law, both domestic and international. Joint appointment as faculty member to both School of Law and College of Business Administration faculties FACULTY ADVISOR: JD/MBA & JD/MS/MBA with College of Business Administration at Northeastern
*Mary O'Connell	Children's Law; Education Law; Family Law; Property; Legal Skills in Social Context	Family law and youth law; Youth Advocacy Caucus
*Wendy Parmet ASSOCIATE DEAN OF ACADEMIC AFFAIRS	Bioethics; Constitutional Law; Disability Law; Health Law; Problems in Public Health Law; Torts	Health and public health law; disability law. Board Member - Health Care for All in Massachusetts; Board Member - Health Law Advocates. FACULTY ADVISOR: JD/MPH dual degree program with Tufts University Medical School
*David Phillips	Contracts; Corporate Acquisitions; Corporate Finance; Corporations; Legislation; Secured Transactions	Commercial law; corporate law; international humanitarian law FACULTY ADVISOR: NU LAW JOURNAL. Note: Prof. Phillips is on sabbatical fall and ½ winter
*Deborah Ramirez	Advanced Criminal Procedure: Adjudication; Advanced Criminal Procedure: Investigation; Balancing Liberty and Security; Criminal Justice	Racial profiling; community policing; building cooperation between law enforcement and the Muslim, Sikh and Arab communities
Sonia Rolland	International Business Transactions; International Law; International Litigation; International Trade; Transnational Litigation	International trade and international litigation. FACULTY ADVISOR: NU Law Journal
Rachel Rosenbloom	Immigration Law; Refugee and Asylum Law; Rights of Non-Citizens; Administrative Law	Immigration & asylum law, including detention and removal
James Rowan	Law Practice Management; Poverty Law and Practice Clinic	Poverty law; community legal education; economic development DIRECTOR OF LEGAL CLINICS

Dan Schaffer	Advanced Taxation; Basic Income Taxation; Corporate Taxation; Federal Courts; International Taxation; Non-Profit Organizations	Health policy and tax law; nonprofit organizations and taxation
*Susan Sloane	Legal Skills in Social Context; Legal Research & Writing	Mediation; family law, Coach: NUSL Mediation Team. DIRECTOR OF LEGAL WRITING; Co-Director, Legal Skills in Social Context
Emily Spieler DEAN	Employment Law: Safety and Health	Occupational safety and health; social insurance benefits; labor employment law generally
*Steve Subrin	Civil Procedure; Evidence; Federal Courts; Law and Literature; The Legal Imagination	Civil procedure and civil litigation; law and literature; Jewish literature & history
Kara Swanson	Copyright Law; Intellectual Property; Patent Law; Bioproperty	Intellectual property, patent law, science and technology studies, legal history, gender and sexuality; history of medicine. FACULTY ADVISOR: JD/MS Music Industries
*Lucy Williams	Civil Procedure; Federal Courts; Legal Skills in Social Context; Welfare Law	Welfare law, low wage work, poverty, human rights. CO-DIRECTOR: Program on Human Rights and the Global Economy. Note: Prof. Williams is on sabbatical from December 2011 through spring 2012
*Margaret Woo	Administrative Law; Civil Procedure; Comparative Law; Comparative Law: Law, Markets and Democracy in East Asia	Civil litigation and procedure; Comparative law; Chinese legal system; Asian American and civil rights issues. FACULTY ADVISOR: JD/MA dual degree program in sustainable international development with Brandeis University FACULTY ADVISOR: NU Law Forum (speaker series). Note: Prof. Woo is on sabbatical winter and spring 2011-2012

Appendix D

Boston, Massachusetts

Boston is the leading city of the New England region and a significant business, financial, cultural, sports, and educational center. Information on the city may be found at www.cityofboston.gov. For news of the city and region, go to www.boston.com.

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