

LEADING in a CHANGING WORLD

A Strategic Plan for
Emory University
School of Law

2021-2026



EMORY | LAW



Introduction

Emory Law has long been one of the nation's and world's preeminent law schools. The research and scholarship of our faculty have influenced academic, legal, and public policy debates for decades. Our clinical, public interest, and externship programs help prepare students for vibrant careers. Our graduates are leading members of the bar, bench, government, corporations, and nonprofit and public interest organizations.

We began our strategic planning process with a deep appreciation for our history, an understanding of our strengths and position in legal education today, and a sense of ambition about Emory Law's future. We analyzed data about our program of legal education and our performance in comparison to similarly positioned law schools. We reached out to alumni and employers to understand changes underway in the legal profession and the knowledge and skills that future Emory Law graduates will need.

Our strategic plan must address challenges not only from the ongoing transformation of the legal profession, but also those brought on by the COVID-19 pandemic and the deep societal concerns about racial and social justice. To meet these and other challenges, it is not enough for us to develop a plan that makes only incremental changes. Our students, alumni, and community deserve transformative change.

Fortunately, we approach these challenges from a position of strength. Our faculty and our research centers are nationally and internationally recognized for their contributions to the dialogue on a range of critical issues. We have a committed group of adjunct and clinical faculty who are dedicated to preparing our



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students to excel in the practice of law. We have a vibrant pro bono service and public interest program that enables our students to make contributions to society while in law school and in their future careers.

Our connections within Emory University, one of the world's leading research universities, are another strength. We are able to partner with our colleagues across disciplines in business, health, medicine, and the humanities to develop cutting-edge research and policy proposals for the significant challenges we face as a society. We recognize that effective lawyering may sometimes require expertise in another field, so we offer students the opportunity to obtain joint degrees in law and other disciplines, such as business, public health, and theology.

Our location in Atlanta, Georgia's capital, an international business hub and one of the birthplaces of the civil rights movement, offers unique advantages for both faculty and students. Atlanta is home to 16 Fortune 500 company headquarters, international and national nonprofit organizations, the Federal Reserve Bank, and the regional offices of nearly every federal agency — including the Centers for Disease Control and Prevention (CDC), Securities and Exchange Commission, and the Environmental Protection Agency. Our location offers the

opportunity to place students in externships and permanent positions in leading law firms, government agencies, businesses, and public interest and nonprofit organizations. Our location also provides close access to expert practitioners, many of whom are alumni, who participate in symposia, network with faculty and students, and teach as adjuncts in specialty courses, including our signature litigation and corporate and transactional law programs.

Emory University maintains active partnerships with many of the city's preeminent institutions, such as The Carter Center, the CDC, the Center for Civil and Human Rights, CARE, and The Georgia Institute of Technology. We can partner with these institutions, as well as Emory's Woodruff Health Sciences Center, which includes Emory Healthcare, to develop a world-class health law program. We can seize the opportunity created by the new John Lewis Chair of Civil Rights and Social Justice to create a new center focused on addressing the challenges of racial and social injustice in our community.





The strategic plan that follows includes seven overarching goals, each with a series of initiatives and action steps that we are taking to realize those goals. The plan provides a roadmap and outlines our priorities for the foreseeable future. We will report back regularly to our community about our progress in implementing our plans and in meeting our goals.

We are already moving forward with many initiatives across the law school. Yet we also understand that this plan's ambitious vision of Emory Law's national leadership and global impact will require securing additional resources to support a range of activities, including student scholarships and financial aid, faculty

renewal, curricular innovation, and community impact. The strategic plan will provide a foundation for our campaign to attract transformative investments by alumni and other friends of Emory Law.

The Emory Law community has been energized by the opportunity to engage in a rigorous and thoughtful strategic planning process. We are grateful for the active participation of faculty, staff, students, Law Advisory Board members, Law Alumni Board members, and other alumni leaders who have achieved distinction in law, business, government, and public service. Our new strategic plan has been strengthened by your contributions. We look forward to building Emory Law's future together.

EMORY LAW'S STRATEGIC PLANNING COMMITTEE

Mary Anne Bobinski, Dean and Asa Griggs Candler Professor of Law

Joanna M. Shepherd 01G 02G, Vice Dean and Thomas Simmons Professor of Law (Chair)

Maggie Clark 21L, Student Bar Association President

Susan A. Clark, Associate Dean for Marketing and Communication

Mark Engsborg, Director of Library Services and Professor of Practice

Richard D. Freer, Charles Howard Candler Professor of Law

Nicole Morris, Director of TI:GER® and Professor of Practice

Jonathan R. Nash, Associate Dean for Research and Robert Howell Hall Professor of Law

Ethan Rosenzweig 02L, Associate Dean for Enrollment Management and Student Services

Phoebe H. Stevenson, Senior Associate Dean and Chief Business Officer

Courtney R. Stombock, Associate Dean of Advancement and Alumni Engagement



Vision

Emory Law will continue to be a national and global leader in legal education by welcoming and supporting a diverse law school community, by carrying out pathbreaking and influential scholarship, and by offering exceptional teaching and practical learning opportunities that enable our alumni to become respected professionals and leaders in a rapidly changing world. Together, our community will work to secure a more fair and just society by advancing the rule of law.



In many ways, a great law school is measured by the achievements of its graduates and the influence of its faculty.



Mission

Through scholarship, teaching, service, and immersion in the world and its communities, Emory Law's mission is to:

PREPARE students for a variety of careers and ever-changing legal, political, social, and market conditions by providing intellectually challenging and rewarding educational opportunities that integrate theory, doctrine, and experiential learning and also encourage the development of resilient, life-long learners.

DEVELOP future leaders who will serve the community through roles in law firms, the judiciary, government, legal education, corporations, public interest organizations, and pro bono work.

INSTILL in students an appreciation of service so they will incorporate public service, public interest, and pro bono work into their careers.

PRODUCE scholarship that impacts the development of academic disciplines, policy, and legal practice, and that addresses the role of law in meeting society's greatest challenges.

BUILD and maintain a community based on integrity, mutual respect, and professionalism, and promote a culture of anti-racism, diversity, equity, and inclusion for students, faculty, staff, and alumni.

COLLABORATE with other disciplines within the university, alumni, the legal profession, the city of Atlanta, and the wider world to advance the rule of law and the resulting benefits of accountability, individual rights, social justice, thriving markets, economic development, and environmental resiliency.



Core Values

A **CONTINUING COMMITMENT to EXCELLENCE** that seeks to maximize the potential of students, faculty, and staff.

INTEGRITY and PROFESSIONALISM in all that we do both inside and outside the law school.

An **INTELLECTUAL COMMUNITY** that fosters respect, collegiality, and collaboration in our scholarship, teaching, learning, and service.

INCLUSIVITY in the recruitment, retention, and support of students, faculty, and staff to build and sustain a community of diverse backgrounds, traditions, heritages, and perspectives.

An **ENGAGED, DYNAMIC COMMUNITY** that approaches challenges within the changing legal profession and greater society with creativity, transparency, innovation, and a commitment to public service.



Goals & Actions

Revise our curriculum and course of study to meet the challenges of rapid changes in law and the legal profession to prepare our students for productive and rewarding careers.

Now, more than ever, new lawyers are expected to be practice-ready when they begin their careers.

Technological advancements and client concerns about costs have resulted in a loss of on-the-job training opportunities for new lawyers and have spawned an industry of non-lawyers providing services once provided by lawyers. While we will always provide our students with a deep foundation in the law and legal reasoning, we must also update our curriculum and program of legal education to offer more experiential opportunities—simulation courses, short courses, clinics, and externships—so that our students can meet the needs of law firms and businesses that will employ them.

We will also create new curricular pathways to provide students with the knowledge and skills to succeed in specific fields of practice and to enable them to market their skills more effectively to employers, using our nationally recognized programs in business and transactional law, technological innovation, and advocacy as learning models. We will enhance our already rich experiential offerings, which include simulation courses, as well as clinics and externships.

Based on new skills and insights we've gained while providing our educational program remotely due to COVID-19, we will review our teaching and curriculum to incorporate additional technology and evaluate the possibility of offering more courses online.

ACTIONS: We will build on the success of our programs, such as the Transactional Law and Practice program, TI:GER® (Technological Innovation: Generating Economic Results), and the Kessler-Eidson Program in Trial Techniques to create curricular pathways for students that integrate theory and practice and that will include capstone opportunities to demonstrate mastery of the knowledge, skills, and values necessary for serving clients and society in fields such as litigation and alternative dispute resolution (ADR), health law, civil rights, social justice, and other areas.

We will support and expand practical experiences for students — in externships, clinical programs, and simulations. More specifically, we will:

- Enhance our externship program by seeking a broader range of placements and hosts, both nationally and internationally;
- Ensure that our corporate and transactional law and trial advocacy simulation programs reflect current and future trends in legal practice;





- Increase and diversify financial support for existing live client clinical programs and consider expanding clinical offerings through transforming some volunteer clinics into credit-bearing clinics and other initiatives.

We will expand the use of simulation approaches, programs, and offerings in both our traditional courses and new programs.

We will develop a series of short courses or credentialing programs to provide our students with experience in the practice and business of law, such as business development, client relations, and data analytics.

We will enhance the use of technology in our teaching and review our curriculum to determine whether to offer more JD courses in partial or full online format.

We will provide students with a more integrated approach to professionalism and ethics across their law school experience.

We will enhance our coverage of a broad range of bar-tested subjects to support students' academic success and bar readiness.

Build and maintain a diverse faculty that will, through its scholarship and teaching, position Emory Law to play a central role in addressing issues of critical importance to legal practice and our society.

In many ways, a great law school is measured by the achievements of its graduates and the influence of its faculty.

Since our founding, Emory Law's faculty have been prolific scholars, influencing academic research, public policy, and the leading issues of the day. Today, our faculty are recognized as experts in far-ranging and diverse fields of legal scholarship. Our faculty also are active in collaborating on research and writing with other disciplines within the University.

We will foster and celebrate the scholarly research and influence of all members of our faculty. Through our hiring, we will continue to build a diverse faculty who will advance our tradition of scholarly excellence. We also seek to improve our student-faculty ratio by adding faculty and by providing chairs and other means to recognize and support our distinguished scholars.

As we move forward, we will always recognize the role of our faculty members as teachers, mentors, and role models for our students. We will provide the necessary support and training opportunities so they can develop new methodologies and respond to changes in the legal profession and legal education to continue to prepare our students for success upon graduation.





ACTIONS: **We will take advantage of transformations** in the makeup of the faculty to develop a multiyear hiring plan to recruit and retain outstanding and diverse faculty members who have assumed or will assume leadership in their fields of scholarly expertise and who will serve as inspirational teachers for students preparing to use their legal knowledge on behalf of their clients and society.

We will support our scholarly community in which all faculty are recognized for their scholarly productivity and impact.

We will encourage our tenure stream faculty to regularly publish original, creative, and important scholarship in prominent scholarly journals, publications by leading presses, and other highly influential venues.

We will increase faculty engagement as experts and thought leaders with local, state, national, and international audiences.

We will increase the size of our faculty complement and number of endowed positions to enhance research impact and student engagement.

We will expand our support, in terms of training and resources, in order that all faculty continue to be effective teachers and role models for our students.

Support the development and recognition of broad themes of research and teaching excellence in areas that build on the strengths of the university and our location in Atlanta, as a major economic center, a significant health care hub, and a vibrant center for the civil rights movement.

Much of Emory Law's impact and influence is carried out through our academic centers and programs, such as the Center for the Study of Law and Religion and the Vulnerability and Human Condition Initiative. These, and other academic centers, many of which are conducted in collaboration with other disciplines within the university, serve to produce influential research, enable students to focus on particular areas of the law, and offer forums where leading scholars and practitioners can consider and address important issues of the day. We will continue to support and enhance the visibility of the work of these centers and programs as they address important academic, public policy, and practice-oriented issues, and help increase the reputation of Emory Law.

We will look to additional fields where we can focus and promote our scholarly activity, particularly in areas where we can take advantage of our location in Atlanta. We will leverage Atlanta's position as a leading international business hub to expand our corporate and transactional law program. We will expand our



focus on health law to take advantage of our existing strengths in this area and proximity to Emory’s Woodruff Health Sciences Center, which includes Emory Healthcare, and the Centers for Disease Control and Prevention (CDC). As one of the birthplaces of the civil rights movement and home to major organizations such as the Center for Civil and Human Rights and the Southern Poverty Law Center, Atlanta also provides opportunity to expand our work and focus on civil and human rights.

ACTIONS: We will enhance recognition for our existing centers of excellence, such as the Center for the Study of Law and Religion, the Vulnerability and the Human Condition Initiative, and others, which influence the development of law and legal theory both nationally and internationally.

We will increase our research collaborations with other disciplines within the university, including the business, medical, public health, and theology schools and the humanities and social sciences departments.

We will enhance our collective research focus and impact in:

- Corporate and Transactional Law,
- Health Law, and
- Civil and Human Rights and Social Justice.

We will build on our strengths in international, comparative, and interdisciplinary perspectives to develop a distinctive approach to these and other areas.



CDC Headquarters

Broaden supportive and collaborative student engagement and development programs that enable students to thrive while in law school and to succeed as they launch their chosen careers.

Law school can be a stressful and challenging experience for many students.

The rigors of legal education can be compounded by concerns of students about passing the bar exam and obtaining jobs in a highly competitive environment.

While Emory Law fosters a collaborative environment and prepares students well for bar passage and their careers, we recognize the need to do more. We will enhance our academic advising program so students can more effectively plan to take courses related to their career interests.

We will take steps so that students can better understand potential career opportunities in various fields of law, as well as in



public service and federal and state clerkships. We will ensure that our career services and public service programs are appropriately staffed and have the necessary resources to support our students as they seek career opportunities of their choice upon graduation. We will also review our bar preparation programs and make changes as necessary so that the bar passage rate for our students remains high.

ACTIONS: **We will enhance our academic advising program** to effectively help students select courses and programs consistent with degree requirements, bar readiness, and anticipated career goals.

We will reinvigorate our practice societies to foster interaction between students, faculty, and practitioners in selected fields of legal practice.

We will address changes in the legal marketplace and the increasing competition for positions by ensuring that our career and public service programs offer appropriate staffing and support for students seeking employment in a diverse range of practice and geographic settings.

We will revise our bar passage programs to better ensure that students have access to the support, staffing, and resources needed to succeed in this important transition to practice.

We will enhance state and federal clerkship opportunities for our students as these positions enable students to contribute to the development of law and justice and provide a foundation for future success.

We will enhance the Center for Public Service and secure additional funding that enables students and alumni to gain experience in public interest, contribute to society, and enhance their opportunities for future public service work.



Ensure that Emory Law incorporates access, antiracism, diversity, equity and inclusion initiatives in our hiring, admissions, student development and alumni engagement activities, and encourages and supports efforts to address these principles in teaching and research.

Through the work of our Barton Child Law and Policy Center; International Humanitarian Law Clinic; the Project on War and Security in Law, Culture, and Society; and other centers, clinics, and student organizations, Emory Law has long been an active participant in social justice and human rights movements.

We conducted a national search for an endowed John Lewis Chair for Civil Rights and Social Justice to attract a leading scholar in the field of civil and human rights and create a center on civil rights and social justice to conduct research, promote teaching, and offer policy solutions for these challenging issues. We will also ensure that our curriculum and pedagogy incorporate best practices for creating an inclusive environment for a diverse community.

In recent years, we have initiated training and programming to address racism, diversity, equity, and inclusion issues among our student, faculty, and staff. We understand, however, that we must do much more to support these efforts more broadly within our community.

We also recognize that there is an imperative for the legal profession to become more diverse so that attorneys more accurately reflect society as a whole. Accordingly, we will intensify our efforts to increase the diversity of our student body and work with employers, alumni, and the Atlanta community to achieve this. We will also work to increase the diversity of our faculty and staff.



ACTIONS: **We will develop leading-edge admissions practices** and enhanced scholarship, financial aid, and loan repayment assistance programs (LRAP) to ensure that Emory Law is an affordable school of choice for outstanding and diverse students who will become leaders in their chosen fields.

We will work with employers, alumni, and the broader community to enhance the diversity of the legal profession.

We will further implement hiring processes that incorporate best practices, and we will actively work to increase the diversity of our faculty and staff.

We will create a center for civil rights and social justice, building upon the John Lewis Chair for Civil Rights and Social Justice to promote teaching, interdisciplinary research, and policy development in these important areas.

We will ensure that our curriculum and pedagogy incorporate best practices for creating an inclusive environment for a diverse community.



Evaluate and, as appropriate, enhance the law school’s global engagement and the development and implementation of distinguished graduate programs.

As a global center for law, business, and innovation, Atlanta—and Emory Law—actively participates in the international arena.

Our global reach includes partnerships and opportunities for research and teaching through participation in the Center for American Law Studies at the University of Warsaw law school and other initiatives through the Center for International and Comparative Law and the Global Health Law and Policy Project. Students seek our prestigious David J. Bederman Fellowship in International Law to spend a summer at The Hague, and they work with the International Humanitarian Law Clinic to provide assistance to international tribunals, nongovernmental organizations, and militaries around the world. Our faculty explore a range of global issues, from sharia law to global intellectual property matters to the application of military and security law in outer space. Moving forward, we will implement initiatives in select markets around the world and seek additional funding to support our faculty as they seek to expand and promote their research and scholarship internationally as well as to incorporate global perspectives into their work.

We also believe it is important to extend our teaching beyond the traditional JD program for students in the U.S. We currently have vibrant graduate degree programs for international students and lawyers who seek to develop a greater understanding of U.S. law, and for employees in business, health, and the sciences for whom an understanding of law and regulation can enhance their knowledge and improve their career opportunities. Because we are well-positioned to meet these needs, we will review our current programs and augment them as conditions evolve, potentially expanding with new certificates or concentrations, as needed, by the changing legal market. We will also more effectively support international students, so they become more fully engaged, and feel fully welcomed, in our community.



ACTIONS: We will build Emory Law’s global profile by supporting research centers and faculty members in securing funding for research collaboration, faculty exchanges, and other forms of high impact engagement from foundations and other sources.

We will continue to make international and comparative perspectives part of our distinctive approach to scholarship.

We will build on our international partnerships in China and develop new initiatives in India, South Korea, Germany, and other countries where we already have research connections.



We will continue to evaluate and, as appropriate, augment non-JD programs, including graduate programs like the JM degree, certificate programs, and executive education offerings that provide legal knowledge in a broad range of fields.

We will strengthen the international profile and utility of the MCL and LLM degree programs for international law graduates.

We will consider the development of targeted domestic LLM programs and certificate programs in areas of excellence.

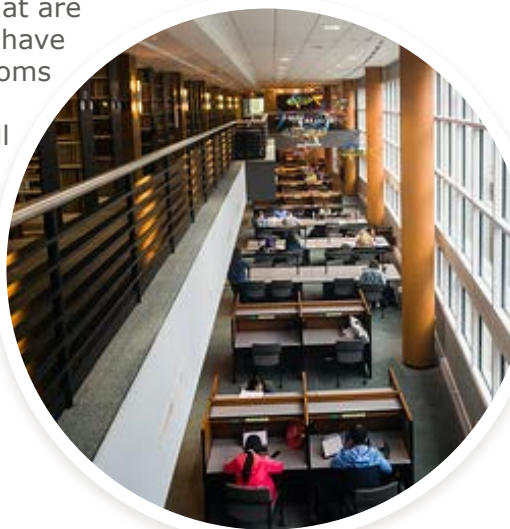
We will enhance the community integration and academic support we provide for international students participating in all of our programs.

Enhance the law school's operations and infrastructure to address future needs related to legal education and research and to support the initiatives in this plan.

It is critical that we have the appropriate infrastructure, operations processes, and staff support to successfully implement this plan. In particular, we do not believe that our current facility, as designed, meets the needs of legal education today. Not only is it challenging for us to accommodate in the building all programs that are carried out on campus, but we do not have adequate seminar and smaller classrooms for the large variety of courses we currently offer. Moving forward, we will look at facility alternatives so we can continue to provide our students with the experience they need and deserve.

We highly value our operations and support staff who help make our school run efficiently and effectively. We will invest in programs to ensure we continue to attract and retain a talented and diverse team moving forward.

We also recognize that an enhanced communications program will be needed not only to help promote our school and accomplishments, but also to assist in raising funds for some of the initiatives in this plan. We will enhance communications for our alumni and friends, not just for their financial support, but also to ensure their ongoing engagement in the life of the law school, through mentoring, moot court judging, externship hosting, and participation in our programs.



ACTIONS: We will seek to modernize and upgrade our facilities in Gambrell Hall, MacMillan Law Library, and the North Decatur Building:

- Addressing technological and space limitations,
- Securing resources to enhance student-focused spaces that foster collegiality, collaboration, and engagement, and
- Working with the university to develop a major renovation plan for Gambrell Hall, MacMillan Law Library, and the North Decatur Building or to build a new facility for the law school.



We will continue to review and optimize key operational processes on a regular basis to ensure they are adaptive and innovative to meet the changing needs of the law school and are supported by appropriate allocation of human, financial, and infrastructural resources

We will continue to plan, support, and invest in staff development in order to attract, sustain, and retain a diverse and excellent workforce.

We will invest in technology appropriate to meet the needs of our students, faculty, and staff.

We will drive deeper engagement with alumni through personal outreach, compelling communications, and value-added volunteer opportunities, and engaging programs.

We will broaden our promotion of Emory Law programs and the accomplishments of our faculty, students, staff, and alumni.

We will evaluate the resources and needs of the MacMillan Law Library to ensure it has the resources necessary to support Emory Law’s ambitious goals for teaching, research, and professional development in a complex and ever-changing environment for legal information.

We will complete a comprehensive campaign to support the initiatives in this plan that aligns with donor interests and attracts philanthropic investment.

*Adopted by the Emory University School of Law faculty
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