

BIG CHALLENGES. BOLD ACTION. THE CAMPAIGN FOR BOALT HALL

BIG CHALLENGES

Boalt Hall is a leader in redefining what it means to be a premier law school. Today's most effective and influential law schools are sources of intellectual capital embedded in research universities—places where people collaborate across disciplinary lines to tackle the most difficult and complex problems facing society. All law schools have an opportunity to play a leadership role in this evolution. But Boalt—with its broad public mission—has a responsibility to do so.

We are building professionals capable of integrating law, business, politics, finance, technology, the social sciences, and the humanities. And we are doing it with an emphasis on both excellence and ethics. We are producing lawyers who when faced with uncharted territory will have the skills to navigate. We are expanding our research and extending our reach through a fast-growing number of issue-oriented think tanks. And we are creating a collaborative network with other schools on the UC Berkeley campus—home to the most diverse array of top-tier research programs in the world.

We believe we have it in us to become the most exciting and distinctive leader in legal education in the years ahead. And we are confident we have the strategic framework and passionate supporters to make it happen.

BOLD ACTION

Boalt Hall has long counted itself among the nation's preeminent law schools. But by 2004, it had slipped in the dominant rankings to 13th, largely because it had been starved for resources for well over a decade while its peer institutions, both public and private, were aggressively raising money and tuition to support program improvements.

When Dean Christopher Edley, Jr. arrived in July 2004, his chief goal was to put the school back in the Top 10 among law schools in all the most important dimensions, and in a manner consistent with the school's institutional values. So he immediately began working with faculty, staff, and students to develop a plan for competing with our public and private peers. The resulting blueprint—which has guided our success since then—addresses these urgent needs:

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- ▶▶ A significant expansion of the faculty to fuel scholarship, broaden academic offerings, strengthen our research programs, and reduce our faculty/student ratio
- ▶▶ A major overhaul of financial aid to attract the most promising students, regardless of income, and to help our graduates pursue public-interest careers unburdened by debt
- ▶▶ Curriculum reform to provide a fully rounded education that integrates academics, experiential learning, and professional skills training
- ▶▶ A more robust suite of centers and clinics to conduct results-oriented research and service in partnership with academics, practitioners, and policy makers in Berkeley and around the world
- ▶▶ A rejuvenation of our facilities to remedy longstanding space problems and—through both renovation and new construction—to create a vibrant new complex on our anchor site at the southeast corner of the university campus

Our continued success depends in large part on our ability to anticipate the future of legal education—and to get there first.

Today’s top lawyers are expected to lead—as legal counselors, community figures, business executives, and public servants. When we think about Boalt’s future we must consider both the traditional core of the profession, but also the myriad possibilities awaiting our graduates in their communities and around the world.

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SHARED RESPONSIBILITY

After developing a strategic plan, we devised an accompanying financial plan for making the necessary investments—a “shared responsibility” solution with three components:

From State Funding: significant new investment from the campus and UC system, principally to support the increase in faculty size and to restore the disproportionate cuts imposed in the last decade—investment that was forthcoming until the recent economic downturn.

From Current and Future Students: higher tuition fees approaching market rates, combined with substantial new investment in financial aid and public-interest loan forgiveness to ensure both access and freedom of career choice

From Alumni and Friends: one-third of the school's operating budget, to be generated primarily through an unprecedented \$125-million fundraising campaign

The concept was to achieve our goals by increasing support from all three sources. And that is exactly what happened in the first few years of the campaign. Now, with the state enacting large budget cuts, we have to adjust our three-way funding formula. In the new scenario, we expect no significant change to the student component. But as state cuts take effect, we have no choice but to defer some of our enhancements, impose stringent cost-saving measures, and look to our alumni and friends for even more support to help to fill the gap.

THE CAMPAIGN FOR BOALT HALL

For decades, our peers have outpaced us in the philanthropic arena. The premier private law schools, not surprisingly, have amassed endowments that dwarf ours. But in recent years, even our top public competitors have mobilized their alumni and friends to make a financial investment in their schools' futures. Given today's realities, the only way for Boalt to remain academically competitive is to become philanthropically competitive as well.

We are at a transitional point in the school's history. We have committed ourselves to ambitious goals and made critical investments that are beginning to bear fruit.

To generate the necessary support, we launched the Campaign for Boalt Hall in 2005. With a goal of \$125 million, it is—by a factor of 10—the largest fundraising effort in the school's history.

Since undertaking key initiatives of the strategic plan in 2005, Boalt has moved up from No. 13 to No. 9 among all law schools in the *U.S. News & World Report* rankings. The LSAT scores of our incoming students have increased steadily. We moved into the top five, nationally, for student selectivity and incoming grade-point average. We have hired 44 tenure or tenure-track faculty. Our faculty/student ratio has dropped by more than a third, from 1:18 to 1:10.5. We have launched multidisciplinary research centers that tackle some of society's most vexing problems. And in 2011 we completed a three-year

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period of renovations and construction, anchored by the gleaming South Addition, which added 55,000 square feet of badly needed space.

In short order, we have demonstrated the ability to take on big challenges—and deliver results. But much work remains. To realize our ambitious agenda, we must remain focused on our institutional goals—and on their corresponding financial goals:

Goals for the Campaign for Boalt Hall

Faculty recruitment and retention	\$15 million
Student financial aid and debt forgiveness	\$15 million
Curricular, research, and clinical advancements	\$15 million
Capital projects: construction and renovation	\$60 million
Operating funds via the Boalt Hall Fund	\$20 million

SCHOLARS & LEADERS

Recruiting and retaining top faculty

Goal: \$15 million

Great law schools are defined by great professors. And from the outset, Boalt has built its reputation on the stature of its distinguished faculty. But today's most discerning students expect quantity along with quality. They expect faculties large enough to offer wide-ranging curricula in both traditional and emerging areas of law, as well as opportunities to interact frequently with faculty both inside and outside the classroom.

In 2004, Boalt made a commitment to expand its faculty substantially, while holding admissions steady. Six years later, we have grown our tenure and tenure-track faculty by 25 percent. These new recruits have come from top universities including Yale, Harvard, Stanford, Oxford, Columbia, MIT, and Michigan—and have brought with them deep expertise in fields including constitutional law, local government law, international law, poverty law, and tax law, plus intellectual property, political philosophy, and global health.

This infusion of talent is revitalizing our course offerings, reducing class sizes, expanding our already extraordinary options for custom-tailored degrees, and fortifying our multidisciplinary research centers.

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The number of world-class scholars who have chosen to teach here affirms our status as a premier law school. But competition for talent is fierce, and attracting the very best often requires financial incentives such as mortgage assistance, relocation expenses, or seed money for research programs. Even more important to maintaining our momentum is our ability to raise the millions of dollars necessary to establish the new chairs and distinguished professorships that will draw the next generation of star faculty to Boalt. Increasingly, those resources must come from philanthropy.

ACCESS & CAREER CHOICE

Expanding financial aid and loan forgiveness

Goal: \$15 million

Since 2004, Boalt has completely overhauled its financial aid program, resulting in one of the most generous suites of offerings of any top law school in the country. Our innovative programs provide access to students in financial need, employment options during the summers, and freedom of career choice upon graduation.

Need-based Scholarships. Law school can be a dauntingly expensive undertaking for students contemplating a new career. In 2010-11, a Boalt Hall education—including living expenses—cost about \$66,000 for California residents and \$74,000 for nonresidents. For most of our students, this is a demonstrably worthwhile investment that is manageable with the aid of government-backed student loans. But for some of our neediest students, the mountain can seem too high to summit. Need-based financial aid is critical to ensuring the economic diversity that makes Boalt distinctive among top law schools. In an era of rising fees, direct investment in our students is becoming more critical than ever. Donor support of need-based scholarships and awards will help ensure that Boalt honors its obligations to California as a land-grant institution and remains an engine of economic mobility for its diverse citizens.

Loan Forgiveness. Many incoming law students dream of making the world a better, safer, fairer place. Three years later, financial reality has a way of thwarting such aspirations. The average Boalt Hall graduate owes about \$91,000 in student loans, and the average starting salary for public-interest lawyers is roughly half that amount. To empower our graduates with the financial freedom to choose public-service careers, we have upgraded our Loan Repayment Assistance Program (LRAP) twice: in 2006 and again in 2009.

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Today, the program provides up to 10 years of unlimited support for repaying law school student loan debt—plus some undergraduate debt—for alumni earning less than \$65,000 a year working for nonprofit public-interest groups or government agencies. Previously, debt support was capped at \$100,000 for alumni earning less than \$58,000 per year. Graduates in qualifying employment earning between \$65,000 and \$100,000 will continue to receive proportional benefits.

Since instituting these reforms, we have been putting our money where our values are. But that’s not enough. To deliver fully for our students, we need help from other members of our community to guarantee that our public-minded graduates are able to pursue their career passions unburdened by debt.

Summer Fellowships. The Boalt Summer Fellowship program offers another form of financial relief by guaranteeing a stipend to every student who takes an unpaid summer internship in the public or nonprofit sector: \$4,000 in the first year and \$2,000 in the second year. Most participants know they are headed for careers at private law firms. But all of them value the opportunity to do meaningful public-interest work during law school. In recent years, our summer fellows took jobs with organizations as diverse as the U.S. Department of Justice, the National Center for Youth Law, the Natural Resource Defense Council, the California Attorney General’s Office, the Lawyers’ Committee for Civil Rights of the San Francisco Bay Area, and the Contra Costa County Office of the Public Defender.

We put such a premium on providing a secure safety net for our students that over the past six years we have nearly doubled our annual investment in financial assistance. We were already committed to strengthening our financial aid program before the economic downturn. Now, with a fast-increasing number of applicants, we have to redouble our efforts to ensure that philanthropy keeps apace with demand.

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EDUCATION & ENGAGEMENT

Strengthening education, research, and service

Goal: \$15 million

Curriculum. Boalt Hall has long offered one of the nation's most outstanding law curricula, with special strength in intellectual property, environmental law, international law, and social justice, among other disciplines. Now, with a rapidly expanding faculty, we are able to augment existing programs and expand the curriculum in new directions.

In one curricular advancement, we are putting renewed emphasis on professional skills. Like other premier law schools, Boalt excels at teaching students the cognitive and analytical skills to think like lawyers. Unlike many of our peers, however, we are making substantial investments in teaching students the fundamental skills to *act* like lawyers.

Studies dating back almost a century—including an influential 2007 report by the Carnegie Foundation for the Advancement of Teaching—have urged law schools to incorporate practical training into their curricula. At Boalt, we have taken the challenge seriously. Between 1988 and 2001, we established four faculty-led clinics that now enroll about one-third of the J.D. student body in live client practice. During the 1990s, we created a field placement program that now enables 60 to 80 students a year the opportunity to earn academic credit by working in the public or nonprofit sector. And in 2009, we became one of the few law schools in the country—and alone among our peers—to hire a full-time faculty member as skills director to develop a coherent program of professional instruction. Altogether, our curricular reforms provide a fully rounded education that integrates academics, experiential learning, and professional skills training.

Centers & Institutes. At Boalt Hall, we are committed to performing top-tier legal scholarship. We are also committed to putting that scholarship to work to help solve regional, national, and global problems. One of our hallmarks is the extraordinary degree to which we engage with the world beyond the school: identifying challenges, creating alliances, solving problems, and sparking change. Much of this work is conducted through our multidisciplinary think tanks, which perform results-oriented research. In partnership with academics, practitioners, and policy makers, they are addressing complex issues that cluster at the nexus of law and such diverse fields as business, international affairs, social justice, technology, race and diversity, health care, criminal justice, energy, the environment, and sustainability.

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Boalt's research centers are exploiting their uniquely advantageous position within the top research university to build bridges between the world of ideas and the world of action. They are vertically integrated within their subject matter domains—reaching from fundamental research to applied work, to training and publication, to various forms of technical assistance and, in certain cases, to research-based advocacy through such means as legislative testimony or amicus briefs.

We have undertaken these initiatives for three reasons: to provide an outlet for the policy recommendations of our faculty researchers; to turn our students into lawyers with multidisciplinary training, global perspective, and adaptable skills; and to fulfill the distinctly public dimension of our mission, which compels us to tackle big societal problems with a purpose that distinguishes us from our private peers.

Support of these centers positions Boalt at the forefront of legal research and contributes to the vibrant intellectual life of the school.

For information on any of Boalt's research centers or institutes, listed here, please ask.

- ▶▶ Berkeley Center for Law, Business and the Economy
- ▶▶ Berkeley Center for Law & Technology
- ▶▶ Center for Law, Energy & the Environment
- ▶▶ Center for the Study of Law & Society
- ▶▶ Berkeley Institute for Jewish Law and Israeli Law, Economy and Society
- ▶▶ Chief Justice Earl Warren Institute on Law and Social Policy
- ▶▶ Honorable G. William & Ariadna Miller Institute for Global Challenges and the Law
- ▶▶ Human Rights Center
- ▶▶ Thelton E. Henderson Center for Social Justice

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Clinical Program. Boalt’s Clinical Program is the capstone of the school’s instructional mission, where students apply legal theory, doctrine, and skills to real-world client problems. Before they graduate, clinic students begin to develop practical expertise and professional identity, both of which employers value highly.

Open to second- and third-year students, our nine clinics—three in the law school and six at the East Bay Community Law Center—are directed by full-time faculty members. Classroom seminars provide the necessary foundation in relevant law, as well as functional knowledge of the legal system. And hands-on casework builds the litigation skills needed to work in teams for clients. Clinic students are chosen for their passion and potential, ensuring that the clinics are staffed by advocates committed to learning, service, and justice.

The clinics are further distinguished by the substantial domain expertise of our faculty situated at the heart of a world-class research university. Many clinical programs excel in one (teaching) or two (teaching and service) dimensions. Boalt is unique among clinical programs with its emphasis on teaching, service, and inquiry. And that added research dimension—whether related to lawyering or policy making—enhances learning opportunities for students and increases the effectiveness of clinic advocacy.

Students also gain real-world lawyering experience through our field placement program. Second- and third-year students receive academic credit for working with supervising attorneys in public-interest organizations or government agencies, or by serving as full- or part-time interns for local, state, or federal judges. Through the UCDC Law Program—a joint venture of Boalt and UCLA School of Law—students eager for Washington experience are eligible for placements in Senate and congressional offices, federal agencies and commissions, and national nonprofits.

Central to the school’s teaching mission, Boalt’s clinics receive core financial support, including overhead. However, clinical education is resource-intensive, and much of the programming depends on restricted and unrestricted support from donors. More than 50 percent of the overall clinical budget derives from the generous support of foundations, law firms, and individuals. And we are always looking for new and innovative philanthropic partnerships to expand our reach and impact.

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- ▶▶ Death Penalty Clinic
- ▶▶ International Human Rights Law Clinic
- ▶▶ Samuelson Law, Technology & Public Policy Clinic
- ▶▶ East Bay Community Law Center
 - Clean Slate Clinic
 - General Law Clinic
 - Health Law Clinic
 - Housing Law Clinic
 - Immigration Clinic
 - Income Support Clinic

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CONSTRUCTION & RENOVATION

Housing Our Ambitions

Goal: \$60 million

Boalt is growing at an unprecedented pace. Each year brings more faculty members, courses, clinical programs, research initiatives, and interdisciplinary collaborations. But the school's aging and overcrowded facilities were not able to meet these growing needs. Nor could they compete with the more inviting environments offered by other top-tier law schools.

We tackled the problem aggressively on two fronts: by constructing a new building—the South Addition—which added about 55,000 square feet of space, and by transforming another 25,000 square feet within our facility.

South Addition. With one level above ground and two below, the stylish South Addition is built on our site, facing Bancroft Way. It met a longstanding need for more instructional, student study, and library space, and gave Boalt a distinctive entrance and two attractive plazas. It also achieved the U.S. Green Building Council's Leadership in Energy and Environmental Design gold equivalency for design, construction, and operation. The 11,000 square-foot ground-level pavilion is integrated tightly into the existing complex. A large skylight allows natural light to filter to the major stairway,

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corridors, and informal study and social areas of the two underground floors, which provide another 40,000 square feet of space.

Library. While the G.W. McEnerney Law Library is one of the finest law libraries in the country, it was badly overcrowded, at 170 percent of suggested capacity. Its central location in the school—a result of multiple additions rising around it over time—created a major traffic-flow problem. We solved this conundrum by moving the library collection and staff to the two subterranean levels of the South Addition. To make the most efficient use of space, we have housed the collection in compact shelving. The new facility showcases our international, foreign, and comparative law collection. It also includes two new reading rooms which feature limestone walls and 100-year-old study tables from the original Boalt Hall. Having completed its migration into the new building in summer 2011, the vacated space has become available for other purposes, such as student services or clinical programs. Alumni support will play a key role in determining the scope and pace of that reconfiguration.

New and Renovated Classrooms. More than anything else, we needed more small- and medium-size classrooms and seminar rooms. Between 2006 and 2011, we solved this problem by roughly doubling the number of classrooms, enabling us to continue expanding our course offerings and events. A state-of-the-art high-tech classroom, funded by the Koret Foundation, opened in January 2009.

Student Center and West Terrace Renovation. A key component of the capital improvement plan was the creation of a vibrant new student center on the West Terrace level. It includes a large, centralized publishing area for Boalt's 12 student print journals. And it provides excellent contiguous meeting and office space for student organizations, as well as a kitchen and informal socializing areas. Just outside the student center is the renovated terrace facing the College Plaza fountain, replacing the old, crumbling patio. With comfortable seating and artful landscaping, it has refreshed Boalt's west face to the campus. In a ceremony in October, 2010, the school dedicated the I. Michael Heyman Terrace in honor of the former UC Berkeley Chancellor and Boalt professor.

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LEVERAGE & LATITUDE

Maximizing our options through the Boalt Hall Fund

Goal: \$20 million

The Boalt Hall Fund is a crucial source of the law school's revenue. Fully 25 percent of our annual operating budget now comes from philanthropy and the endowment. And about 20 percent of those dollars arrive through the Boalt Hall Fund.

In today's dynamic environment, annual fund dollars are the great enablers because the dean can spend them at his discretion, allowing him to seize unforeseen opportunities and address unanticipated urgencies. While other gifts provide essential support to specific initiatives, gifts to the Boalt Hall Fund allow the dean to leverage every philanthropic dollar for maximum benefit by allocating funding where it's most needed, when it's most valuable, and how it's most effective.

A gift of any size to the Boalt Hall Fund is a vote of confidence in the school's future and in our collective agility as a community of thinkers and doers.

HIGH STAKES, HIGH RETURNS

We have made dramatic progress over the past few years, in every arena of activity. And we are confident that our distinctive mix of intellect, conscience, and confidence will put us—and keep us—at the forefront of legal education.

The stakes are high. And so are the costs. If you share our vision, please help us bring it to life by making a gift to the Campaign for Boalt Hall.

To discuss your interests, please call 1.510.643.6542 or 1.888.482.2529. For more campaign information, visit our website at www.law.berkeley.edu/120.htm. Or to make a gift online, fill out the form at www.law.berkeley.edu/128.htm.

Thank you for your ongoing interest, loyalty, and support.

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