



The Pennsylvania State University

Invitation to Apply for the Position of

Dean

Penn State Law

and

Penn State School of International Affairs

University Park, Pennsylvania

The Search

The Pennsylvania State University (Penn State), a world-renowned, public, Research 1 university, seeks an exceptional leader to serve as Dean of the Penn State Law School (“Penn State Law”) and the Penn State School of International Affairs (“SIA”). The University seeks an innovative, strategic, and collaborative leader who will provide the inspiration, cohesion, and vision for Penn State Law and the SIA. The Dean will work closely with the Provost, vice provosts, deans of other academic colleges, faculty, staff, students, alumni, and other stakeholders in establishing an academic and strategic vision that will ultimately advance the mission of the institution.

Penn State Law and the SIA are housed together in a state-of-the-art facility at University Park, the University’s largest campus, with 45,000 graduate and undergraduate students in the community of State College, Pennsylvania. Penn State, with an annual operating budget of nearly \$7.7 billion and a student population of approximately 98,000, is the land-grant university of the Commonwealth of Pennsylvania, composed of the University Park campus, 23 other campuses throughout the state, and the online World Campus.

Reporting to the Executive Vice President and Provost of the University, the Dean serves as the principal academic and administrative officer of Penn State Law and the SIA. The position provides an outstanding opportunity for a talented and entrepreneurial individual who can lead a highly respected law school and a growing, vibrant, and multi-disciplinary international affairs unit within a top-tiered research university.

The University seeks an experienced leader with a demonstrated commitment to academic excellence in the context of the dynamic pedagogical and fiscal challenges presently facing law schools and academic institutions more broadly. The exemplary candidate will be an excellent scholar with academic credentials appropriate for a tenured appointment in Penn State Law at the rank of professor, an accomplished administrator inspired by interdisciplinary education, and a colleague committed to joining and supporting a diverse and inclusive university community. Promising candidates should have the aptitude and willingness to spearhead significant efforts in strengthening fundraising, enrollment, and career development.

Penn State has charged a search committee composed of University stakeholders to review application materials and vet potential candidates for final selection by the Executive Vice President and Provost. Penn State has retained Isaacson, Miller, a national executive search consulting firm, to assist in the search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

The Pennsylvania State University

Founded in 1855, The Pennsylvania State University (Penn State) is one of the world's premier research universities and a driver of economic growth and prosperity for the Commonwealth of Pennsylvania. Headed by Penn State's 18th President, Dr. Eric J. Barron, and its Executive Vice President and Provost, Dr. Nicholas P. Jones, the University embraces its mission of teaching, research, and service with a focus on fulfilling its land-grant mission in a 21st-century context.

With 24 campuses throughout Pennsylvania, Penn State represents a strong economic engine across the state. Penn State's research and development expenditures have increased steadily during the past decade, contributing to the state's economy through innovation and technology transfer. Federal dollars for research and development have increased substantially during the past ten years. Likewise, private sector-sponsored research continues to trend upward.

Granted the highest rating for research universities by the Carnegie Foundation, Penn State prepares students to be leaders with a global perspective.

Penn State's current strategic plan and information about its ongoing implementation are available at <https://strategicplan.psu.edu/>.

Leadership

Dr. Eric J. Barron began his term as the 18th President of Penn State on May 12, 2014. Dr. Barron returned to Penn State from the helm at Florida State University, bringing with him nearly 35 years of leadership experience in academic administration, education, research, and public service, and a track record as a talented manager of fiscal policy within large and complex institutions.

Dr. Barron earned a Bachelor of Science degree in geology at Florida State in 1973 before moving on to the University of Miami, where he earned master's and doctoral degrees in oceanography, in 1976 and 1980, respectively. Dr. Barron spent 20 years of his career at Penn State, serving as dean of the College of Earth and Mineral Sciences from 2002 to 2006, and as founding director of the Earth System Science Center, one of the first major initiatives focused on the total study of Earth as a system, from 1986 to 2002. In February 2021 President Barron announced his intention to retire at the conclusion of the 2021-2022 academic year, and an international search for his successor is underway.

Dr. Nicholas P. Jones serves as the Executive Vice President and Provost at Penn State. As Provost, Dr. Jones is the University's chief academic officer, responsible for the administration of all of Penn State's educational and research programs. He is charged with enabling and driving the success of all faculty and students at Penn State's campuses. He also serves as the University's chief budget officer.

Dr. Jones came to Penn State in July of 2013 from Johns Hopkins University, where he served as the Benjamin T. Rome Dean of the Whiting School of Engineering and previously as Professor and Chairman of Civil Engineering. He also served for two years as Professor and Head of the Department of Civil and Environmental Engineering at the University of Illinois at Urbana-Champaign. He holds an MS and PhD in Civil Engineering from the California Institute of Technology and previously earned his undergraduate degree in Civil Engineering from the University of Auckland in New Zealand.

Penn State Law

In 2006, Penn State began offering its law curriculum on the University Park campus, and until 2014, what is now Penn State Law at University Park was part of Penn State's one-school, dual-campus law school. That year, the American Bar Association approved Penn State's request to separate the dual-campus school into two law schools, and Penn State Law in University Park graduated its first Juris Doctor (JD) class as a separate school in 2018. This arrangement has provided the opportunity for Penn State Law faculty to develop and chart the school's distinct path towards excellence, drawing on the strong, diverse, and rich resources of the University at University Park.

Penn State Law is committed to the production of influential legal scholarship and the development of the next generation of exceptional lawyers. The School provides a comprehensive, substantive, and practical curriculum to promote a deep appreciation of legal theory, critical thinking and problem solving, superb written and oral communication abilities, awareness of specialized legal disciplines, and outstanding legal practice skills. In its JD program, as well as its Master of Laws (LLM) and Doctor of Judicial Science (SJD) programs for foreign-trained attorneys, Penn State Law offers a learning environment that fosters a lifelong interest in law and justice; respect for diverse ideas, beliefs, and cultures; and commitment to leadership in service of others.

Penn State Law embraces the model of preeminent scholars leading students on the formative journey of rigorous classroom, clinical, and co-curricular learning. Its 50+ member full-time faculty consists of renowned scholars and practitioners who are accessible and innovative teachers and are dedicated to advancing Penn State Law to a place among the country's leading law schools. The School is home to four research centers engaged in interdisciplinary research, including the Center for Agriculture and Shale Law; the Center for the Study of Mergers and Acquisitions; the Institute of Arbitration Law and Practice; and the Institute for Sports Law, Policy, and Research. Penn State Law also has a leadership role in managing the Center for Energy Law and Policy and other university-wide interdisciplinary initiatives, such as The Center for Security Research and Education and the University's Law, Policy, and Engineering Initiative.

The School offers ten clinics where second- and third-year students under the guidance of clinical faculty earn academic credit while engaging in all aspects of the legal process, from legislative advocacy to client representation. Capitalizing on its location on Penn State's largest campus, Penn State Law offers students the opportunity to take elective courses in nationally recognized Penn State graduate programs, including, but not limited to, the co-located School of International Affairs, and to pursue joint degree programs in business, education, human resources and employment relations, health policy and administration, media studies, and international affairs.

Approximately 395 students are enrolled in Penn State Law's three-year JD program in addition to 214 students in the LLM program and three students in the SJD program. Admission to the programs is competitive. The JD class of 2023 enrolled more than 120 students, more than 20 percent of whom are

first-generation college students and 27 percent of whom identify as members of underrepresented groups including those who are non-U.S. citizens. The median LSAT score was 160, and the median undergraduate GPA was 3.72.

Penn State Law's diverse student body, enhanced by the diversity represented all across the University Park campus, reflects the School's belief that students, faculty, and staff from different backgrounds and experiences enrich the learning community by providing varying perspectives and divergent views. The School is committed to fostering understanding and acceptance of differences in thought, background, age, life experience, gender, race, gender identity, sexual orientation, abilities, religion, and culture.

Penn State Law graduates start their careers throughout the United States, although the majority of alumni initially work in Pennsylvania and other Mid-Atlantic states. Graduates work in every part of the legal profession and in non-legal careers where a law degree is preferred, including private practice, judicial clerkships, government, business and industry, and public interest. For the class of 2020, 77 percent of graduates secured full-time, long-term employment within ten months of graduation that either requires bar admission or in which a JD provides an advantage; at one year post-graduation, this number was 83.6 percent.

The annual budget for Penn State Law is approximately \$40 million.

The Penn State Law Board of Advisors serves as an advisory, non-fiduciary body whose purpose is to provide the Dean and other Penn State Law administrators and faculty members with constructive input, feedback, advice, and assistance in all areas of importance to Penn State Law. These areas include admissions, alumni and development, curriculum, hiring and placement of recent graduates, and any other matters deemed helpful by the Dean to further the School's ability to recognize its strategic goals and objectives.

Penn State Law's current strategic plan is available at: <https://pennstatelaw.psu.edu/strategic-plan>.

Penn State School of International Affairs

Established in 2007, the School of International Affairs (SIA) is committed to developing the next generation of exceptional international affairs scholars and global practitioners and offers a two-year (42-credit) Master of International Affairs (MIA) program. The SIA also offers a joint JD/MIA degree, various integrated BA or BS/MIA degrees, and graduate certificate programs in International Affairs, International Development Policy, International Public Policy, and International Security Studies available via World Campus or at University Park. The SIA has grown in recent years, and the class of 2023 enrolled 76 MIA students from 17 countries, with 30 percent of students identifying as underrepresented populations. About one-third of the student body is international with the rest from the United States.

Unlike Penn State Law, the SIA's degree programs are administered through the Graduate School at Penn State. The SIA has its own director who is appointed by, and reports to, the Dean. Elizabeth Ransom is serving as interim director of the SIA, and the next Dean will have the opportunity to appoint a permanent director. The director manages an annual budget of approximately \$4 million.

The SIA's 16-member core faculty (some of whom enjoy affiliate status with Penn State Law) consists of internationally recognized scholars, whose work appears in top journals and whose books have been

published by leading university presses, as well as seasoned former U.S. government and international organization officials.

The SIA curriculum leverages the depth and breadth of the University by integrating a practical and theoretical international affairs curriculum with interdisciplinary studies in Penn State's leading graduate programs. Following the completion of core first-year courses taught by SIA faculty, students have the freedom to pursue interdisciplinary graduate coursework with faculty not only from the SIA but also from across the rest of the University in disciplines such as business, education, engineering, law, science, and technology. The School's focus on experiential learning coupled with the capstone requirement of a research paper or professional internship has contributed greatly to the success of SIA alumni. The SIA annual career attainment rate is above 90 percent, with students, who must meet a foreign language requirement, finding a variety of employment opportunities in Washington, New York, and beyond.

For the past 11 years, the SIA has received strategic support from an external advisory board that includes prominent members from the private and public sectors with a wide range of international expertise and experiences. The advisory board currently has eight members.

The Role and Responsibilities of the Dean

The Dean will work with a wide range of internal and external stakeholders, including faculty, staff, students, and alumni, to help define the academic vision and mission of Penn State Law and the SIA. The Dean will set the direction for academic excellence to ensure students are well-positioned for success in a competitive job market, and the Dean will recruit, develop, and retain a highly qualified and diverse faculty and staff. The Dean will provide leadership for teaching, learning, research, clinical work, community engagement, enrollment management, strategic budgeting, assessment, and accreditation. The Dean will also be the lead spokesperson for Penn State Law and the SIA externally, finding new ways to build partnerships with the legal community in the Commonwealth of Pennsylvania and across the country as well as the international affairs community both domestically and abroad. The Dean will also, and importantly, lead the school's philanthropic and fundraising efforts.

The Dean is an important member of the university's leadership team, sitting on both the Academic Leadership Council and the Council of Academic Deans and contributing to the mission of the broader university. The Dean is supported by a group of associate deans, assistant deans, and directors, as well as other key administrators who assist with the effective operations of the dean's office.

Opportunities and Challenges for the Dean

Penn State Law and the SIA seek a visionary and entrepreneurial Dean committed to higher education and scholarship, knowledgeable about the economics of higher education and the legal profession, and with the personal integrity, leadership skills, and drive to build on the critical work underway. Specific opportunities for the Dean include:

Define a bold vision for Penn State Law grounded in academic excellence

In collaboration with students, faculty, staff, alumni, and university leadership, the next Dean will embrace a compelling and authentic vision for Penn State Law that increases its national reputation and academic ranking. This work is essential given the challenging economic environment in which all law schools now

operate, characterized by a highly competitive market for law students and a greater challenge to place graduates in legal employment. Many aspects of Penn State Law are distinctive, including its status as a Big 10 law school and its co-location with a distinguished school of international affairs. The next Dean will identify opportunities for Penn State Law and the SIA to deepen synergies for those students, faculty, and employers for whom a global orientation is attractive.

Further strengthen and diversify revenue streams

The next Dean will have at least three important—and interconnected—levers to ensure that Penn State Law and the SIA thrive financially. First, by continuing to increase Penn State Law’s reputation and interest from potential students, the Dean will strategically manage the discount rate to increase tuition revenue while remaining sensitive to access and affordability.

Second, fundraising is critical to Penn State Law’s success, and the Dean will be its most visible ambassador, working to engage philanthropic donors and the external community to attract funding from individuals, foundations, and other key stakeholders. Both Penn State Law and the SIA are relatively new academic units with young alumni, and it is imperative that the next Dean actively engage them. In addition, working closely with the University’s development team, the Dean has an opportunity to cultivate Penn State undergraduate alumni with law degrees (“Penn State Lawyers”) as well as alumni with careers in international affairs. Although these individuals are not alumni of Penn State Law or the SIA, the Penn State alumni network is strong, and initial evidence suggests there is ample opportunity to deepen connections with these groups.

Third, the Dean should work with faculty to develop other revenue streams that are appropriate to Penn State Law, such as masters and certificate programs for professionals from health care managers to engineers to business leaders and educators, who see value in learning more about the law. With so many professional and graduate programs at the University, these opportunities are replete. Currently, Penn State Law is exploring the possibility of an online Master of Legal Studies program aimed at students and professionals for whom legal knowledge could help advance their careers.

Recruit and retain a dynamic and diverse faculty and staff

Penn State Law and the SIA have many long-serving faculty members who are deeply committed to the institution. The Dean will need to support all faculty members in their pursuit of teaching, scholarship, and service, and identify opportunities to help faculty forge an even stronger sense of community. In addition, when openings emerge to add new faculty to the community, the Dean will have an opportunity to make strategic hires that align with the vision of Penn State Law and the SIA and advance the institution’s scholarly reputation.

The Penn State Law and SIA staff are strong, and the next Dean can further empower them, provide professional growth opportunities, and more effectively leverage their expertise.

Foster a culture of inclusion and belonging

Penn State Law and the SIA strive to be a welcoming place for all faculty, staff, and students, and there remains important work to be done so that everyone employed by or attending these Schools feels supported and experiences a genuine sense of belonging. The next Dean will work closely with the

Associate Dean for Diversity, Equity, and Inclusion and others to both create new and update existing programs and structures that advance this goal.

Strengthen career outcomes for Penn State Law students

While Penn State Law students are securing employment after graduation, it is a highly competitive market, and opportunities exist for the next Dean to work with the career services team to re-design processes and systems to enhance career placement. The Dean will also coordinate with the career services office and alumni to identify new opportunities for students to ensure they graduate with a sophisticated knowledge of the law and are well prepared for the workforce.

Advocate for Penn State Law and the SIA and collaborate with partners across the University

The next Dean will serve as a valued partner and collaborator with senior leaders and peers from the broader University community, while also being an effective spokesperson and advocate for the needs and interests of Penn State Law and the SIA. The Dean will need to have the ability to provide savvy and innovative financial management and to communicate compellingly Penn State Law's and the SIA's priorities to the broader University and articulate the value of the school to the success of the University's mission.

In addition, the next Dean has an opportunity to foster formal and informal collaborations with other academic units across campus to engage students and faculty. Penn State offers the academic resources of a comprehensive, Research 1 university with countless opportunities for inter-disciplinary and partnerships, especially, but not only, in the fields of science, engineering, technology, and business in which the University excels.

Experience and Qualifications

The Search Advisory Committee enthusiastically welcomes applicants from a diversity of backgrounds and experiences and will consider the following factors in evaluating candidates for this important leadership role. While no single individual will possess all the desired experiences and qualifications, the successful candidate should possess many of the following characteristics:

- A JD, or other terminal degree in law, and at least ten years of experience in the teaching and/or practice of law;
- A distinguished record of scholarly achievement meriting tenure at the rank of professor under Penn State Law's criteria;
- A demonstrated commitment to building an organization that values and practices diversity and inclusion and equal opportunity;
- A leadership style characterized by flexibility, inclusiveness, integrity, and openness that involves and enables faculty and other key stakeholders to share in governance;
- A commitment to public service and the mission of a land-grant, public university;
- The capacity and intent to enhance Penn State Law's and the SIA's overall reputation and service to students;
- An entrepreneurial spirit that fosters creativity and innovative thinking;
- A willingness to commit to fundraising and an aptitude for successful fundraising;

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- The capacity and commitment to develop supportive affiliations with alumni and friends of Penn State;
- Superior communications skills;
- The inclination and capability to contribute to the University's senior academic leadership, including the ability to collaborate with the Provost and deans to enrich the overall academic structure and the national and international reputation of the University as a world-class research institution;
- Strong listening skills, intellectual curiosity, and the ability to learn from others; and
- Decisiveness and the ability to multi-task as well as a willingness to delegate appropriately.

To Apply

Applications, which should include a resume or *curriculum vitae* and cover letter, should be sent to the following electronic mailbox: www.imsearch.com/8126. Electronic submission of materials is strongly preferred. Inquiries and nominations may also be sent to the web address cited above or directed to:

Tim McFeeley, Partner
Jeff Kessner, Partner
Kevin Lamár Peterman, Associate
Isaacson, Miller

For full and timely consideration, applicant materials should be received by no later than December 6. Application reviews will begin immediately and continue until the completion of the search process.

For more about safety at Penn State, and to review the Annual Security Report which contains information about crime statistics and other safety and security matters, please go to <http://www.police.psu.edu/clery/>, which will also provide you with detail on how to request a hard copy of the Annual Security Report.

Penn State is an equal opportunity, affirmative action employer, and is committed to providing employment opportunities to all qualified applicants without regard to race, color, religion, age, sex, sexual orientation, gender identity, national origin, disability or protected veteran status.

Employment with the University will require successful completion of background check(s) in accordance with University policies.