



Invitation to Apply for the Position of

## **Dean of the School of Law**

### **University of Dayton**

#### **The Search**

The University of Dayton seeks an accomplished, entrepreneurial, and collaborative leader to serve as the Dean of the School of Law, commencing in 2024. The next Dean will bring strategic leadership abilities, exceptional budgetary and management skills, and an appreciation for the University's Catholic and Marianist mission to build on the Law School's recent accomplishments and innovate for the future.

The University of Dayton is a top-tier, national Catholic research university and the largest private university in Ohio. The University instills a strong commitment to community within students, provides education to develop the whole person, and strives to be a university dedicated to the common good.

The University of Dayton School of Law offers JD students robust practical skills training in a beautiful, light-filled facility and online in the innovative Law@Dayton program. Accredited by the American Bar Association (ABA) and a member of the Association of American Law Schools (AALS), UDSL is committed to student success. UDSL consistently ranks at the top of Ohio law schools for student diversity and in the top quarter of law schools for job placement. In recent years, it has also achieved unparalleled growth in student credentials, bar pass rates, and national rankings. In addition to its core JD program, UDSL offers graduate degrees to lawyers and non-lawyers in the form of a Master of Laws (LL.M.) and a Master's Degree in the Study of Law (M.S.L.).

Reporting to the Provost, the Dean will provide vision and leadership to the academic and administrative activities of the Law School; manage its finances and human resources to focus the enterprise on student success; ensure the recruitment and development of exceptional faculty, staff, and students; encourage a collaborative environment of shared governance that promotes and rewards excellence in teaching, scholarship, and service; secure the financial resources required to sustain UDSL's successful JD and other degree programs; and continue to build strong relationships with alumni, members of the bench and bar, and the local Dayton community.

A representative 12-member Search Committee will conduct the search. The University is assisted in the recruitment by the executive search firm, Isaacson, Miller. All inquiries, nominations, and applications, which will be held in confidence, should be directed as stated at the end of this document.

For more information about the University of Dayton and the University of Dayton School of Law, please visit [www.udayton.edu](http://www.udayton.edu) and [udayton.edu/law/index.php](http://udayton.edu/law/index.php).

### **University of Dayton**

The University of Dayton was founded in 1850 when members of the Society of Mary (Marianists) purchased a hilltop farm a short distance outside the growing town of Dayton, Ohio, and established a school for boys, known as St. Mary's Institute (later, St. Mary's College). The school continued to grow and became the University of Dayton in 1920. In 1935, UD was the first Catholic university to admit women, forty years ahead of many other Catholic universities. Today, the University of Dayton is recognized as a leading Catholic institution of higher learning and a top-tier, national research university. The school's mission evolved as it grew into being a fully accredited, comprehensive university.

The institution's hallmark is learning that spans the boundaries of the liberal arts, sciences, and professions and integrates theory and practice. The aim is to create reciprocal, mutually beneficial relationships in the greater community that provide meaningful learning experiences for students, strengthen civic life, and spark community-engaged scholarship. As a Catholic, Marianist university, UD strives to educate for formation in faith; provide an integral, quality education; educate in family spirit; educate for service, justice, peace, and integrity of creation; and educate for adaptation and change. These core educational values have guided the University as it has grown, redefined itself, and achieved remarkable success over more than a century and a half. It is deeply committed to pursuing diversity, equity, and inclusion within a shared mission, building consensus, and fulfilling its founding vision of educating the whole person through integrating learning and scholarship with leadership and service. UD's culture is characterized by a strong commitment to collegiality and inclusivity; excellence in service to students, stakeholders, and professional societies; and impactful research and artistic creation. In 2015, the University received the Carnegie Community Engagement Classification, recognizing the institution's long-standing commitment to community engagement through teaching, service, research, and partnerships within the Dayton community.

The University of Dayton is one of the nation's largest Catholic universities, with an enrollment of more than 11,300, including over 7,918 full-time undergraduates. UD comprises six academic units: the College of Arts and Sciences, the Schools of Business Administration, Education and Health Sciences, Engineering, and Law, and also the University Libraries. More than 80 academic programs are available at the undergraduate level. At the graduate level, 50 master's degrees and 12 doctoral programs are

offered in a range of liberal arts, education, and engineering disciplines and interdisciplinary fields. Professional degree programs are offered within the Schools of Business Administration, Education and Health Sciences, Engineering, and Law. Across all programs, faculty, and staff value the inclusive, consultative leadership style that is the tradition at the University. UD has 692 full-time faculty members, 371 part-time faculty, and 1,418 full-time staff members. Eric Spina has served as the University of Dayton's 19<sup>th</sup> president since 2016. Darlene Weaver, former associate provost for academic affairs at Duquesne University, was recently named provost and executive vice president of academic affairs. Dr. Weaver began her new role with the University on July 1, 2023.

Grounded in the foundational Marianist, Catholic principles of respecting the human dignity of every person and solidarity for the common good, the University of Dayton is committed to inclusive excellence. Following a five-year comprehensive study of the social climate and diversity-related efforts, the University of Dayton launched the Flyers Plan for Community Excellence. The strategic plan is informed by a critical and honest examination of the University's past, a comprehensive assessment of the present environment, and a commitment to adapt to a changing world where students, faculty, and staff will lead and serve in pursuit of the common good. The University achieved a critical milestone in 2021 when the Academic Senate approved changes in the University's promotion and tenure criteria to reflect UD's commitment to gains in diversity, equity, and inclusion. Changes include recognition of activities outside of traditional disciplinary efforts that further the mission of the University and setting expectations for contributions to inclusive excellence as a criterion for tenure and promotion.

UD is spread across a beautiful 423-acre campus comprised of over 40 academic, recreational, athletic, and administrative facilities, and has been honored with a "Medallion Award" by the American Society of Landscape Architects. The University of Dayton is situated in Dayton, Ohio, a city known for entrepreneurship and innovation. The metropolitan area has a population of over 814,000 and is a diverse community boasting renewed downtown neighborhoods and a highly favorable cost of living. The city has long been a center of technological development and is home to many well-known software corporations and to the U.S. Air Force's research center at Wright-Patterson Air Force Base, the largest USAF base in the nation.

As a proud anchor institution, UD has long been deeply engaged in the City of Dayton through mutually beneficial, innovative partnerships. UD continues to invest in community partnerships, collaborating with Premier Health to develop onMain, a 38-acre district adjacent to campus that aims to foster imagination and innovation. The Dayton Arcade, re-opened in March 2021, is part of a larger plan by the City of Dayton to bring residents, jobs, and visitors back to the downtown center of Dayton. The restoration of the Arcade has been a high priority for the City of Dayton, and the Arcade is well on its way to being a center for innovation and force for economic development in downtown Dayton.

### **The School of Law**

Like the City of Dayton, the Law School is known for its distinctive history, welcoming atmosphere, and

contributions to discovery and invention. Dayton Law is a nimble and adaptive institution that looks to continue to advance in the years ahead. The School of Law is home to 26 full time faculty, 73 adjunct faculty members, 42 staff members and serves approximately 380 JD students. The Law School is a leader in legal education, offers outstanding academic programs, a distinguished and engaged faculty, enterprising students, and impressive community outreach.

**Commitment to Service** - As an integral part of UD, the Law School shares the University's commitment to serving others and presenting an education that connects theory to practice. The faculty and administrators focus on ensuring that each student is prepared to serve as a problem-solving leader with ethics and integrity. The Law Clinic has served hundreds of clients since it opened in 1977, and every year, students volunteer thousands of hours in Dayton and beyond through organizations like the Volunteer Student Law Project and the Ohio Governor's Expedited Pardon Project. The Law School awards Pro Bono Commitment to Community Awards at graduation for students completing 50 or more hours of service. Close collaborations with the UD Human Rights Center and the Hanley Sustainability Institute provide students additional hands-on opportunities to develop their skills while serving the public interest.

**Focus on Student Success** - Student success is the paramount objective at UDSL. Faculty members are praised for high-quality teaching and active interest in their students. The Academic Success Program (ASP) provides academic assistance to all students from the time they enter the Law School until they transition to the Road to Bar Passage Program in the third year. As a comprehensive academic support program, the ASP helps students develop the analytical skills and study habits necessary for success in law school, first-time bar passage, and in the practice of law. Additionally, all incoming first-semester students are assigned to a Learning Community. Each Learning Community consists of approximately 6-8 students and is led by a Dean's Fellow, a high-performing, upper-level law student who has the support of a faculty advisor. Through weekly Learning Community group meetings, students practice the study skills and habits necessary for law school success and the practice of law. Those skills and habits contribute to UDSL's 86% pass rate on the Ohio bar for 2023 first-time test takers, which substantially exceeds the bar pass rate of six of the eight other law schools in Ohio.

UDSL also fosters a healthy, inclusive climate for student learning, extra-curricular participation, and meaningful dialogue about contemporary and sometimes contentious legal issues. UDSL's many student-led organizations provide students with a robust set of extracurricular opportunities. To help students cultivate resilience to the stresses inherent in law school and the practice of law, UDSL offers a class in sustainable practices. Additionally, a designated law school campus minister fosters students' spiritual growth through prayer, personal guidance, and community activities.

Employers recognize that UDSL students are practice-ready. UDSL's job placement rates consistently rank at or above 90%, which places UDSL in the top 25% of all law schools. In 2019, the Law School was one of six law schools nationally to receive an A+ transparency grade for providing comprehensive employment data from the National Jurist.

**Student Profile** - The entering class for 2023 consists of 136 first-year JD students. Ninety of those matriculants are full-time residential students with the remaining cadre engaged in part-time hybrid

studies. The 2023 cohort achieved a median LSAT of 155 and had a median undergraduate GPA of 3.61. The Law School consistently ranks at the top of Ohio law schools in diversity. Currently, 29% of the Law School's JD student body encompasses students who hail from traditionally underrepresented populations. In the 2023 first-year JD class, 57% of the class identify as women.

**Leading Curricular Innovations** - In 2019, the Law School began empowering students unable to pause their careers or relocate to Dayton to earn a J.D. through the innovative Law@Dayton hybrid program, which blends online synchronous classes with asynchronous content and in-person intensive sessions. The hybrid program is supported by UD's Center for Online Learning, which has state of the art recording facilities and expert instructional designers.

The groundbreaking Program in Law and Technology (PILT) is nationally known for its leadership in Intellectual Property Law and Cyberlaw. One of the first programs of its kind in the country, PILT encourages students to seek hands-on experiences in intellectual property (IP) and technology law. Recognizing this expertise, the fall 2018 issue of the National Jurist ranked UDSL as the 16<sup>th</sup> best school in the country for legal technology.

In addition to the Juris Doctor (J.D.), the Law School offers graduate degrees to lawyers and non-lawyers in American and Transnational Law in the form of either a Master of Laws (LL.M.) or a Master's Degree in the Study of Law (M.S.L.). Leveraging its proximity to Wright Patterson Air Force Base, UDSL's MSL program offers a highly successful certificate in Government Contracting and Procurement. First introduced in 2017, the Government Contracting Program consists of 30 credits of fully online courses taught by adjunct faculty who have extensive experience in government and private industry. The Law School's online LLM Program, which has a curriculum designed for foreign attorneys who are pursuing a US license, has also grown at an exponential rate since its inception in 2019. Drawing from strong partnerships with universities around the world, UDSL's LL.M. students and alumni hail from more than 40 different countries, adding an international dimension to the study of law in Dayton.

**The Faculty** - The Law School has 26 full-time faculty, including two UDSL library faculty and three visiting faculty. Eighteen (60%) of the full-time faculty members are women. Many faculty members bring significant practice experience to the classroom. The faculty has substantial teaching experience, averaging over 15 years for both tenured faculty members and Lawyering Skills faculty members. The faculty also produces meaningful and influential legal scholarship, including traditional law review articles, peer-reviewed journal articles, books, and legal treatises.

**Outstanding Facilities** - The Law School's home, Joseph E. Keller Hall, was dedicated in 1997. As the center for legal education at the University of Dayton, Keller Hall offers students an attractive, comfortable, and technologically equipped environment for study and research. At the heart of Keller Hall is the Zimmerman Law Library, which provides access to almost 300,000 volumes of legal materials.

### **The Role and Responsibilities of the Dean**

As the senior leader of the Law School, the Dean is responsible for the scholarship and academic

excellence of the faculty and students to enhance the Law School's overall academic reputation; the financial health of the Law School to sustain its long-term vitality; and the administration of the Law School, all in harmony with the University's Catholic and Marianist character. The Dean reports to the Provost and Executive Vice President of Academic Affairs. The Dean serves on the President's Council, the Provost's Council, and the Academic Senate, and works in close consultation with the University's other academic Deans.

The Dean is supported by an experienced and dedicated team of faculty, senior staff, and other advisors. The Dean oversees the School of Law's leadership team, which is composed of one Associate Dean, six Assistant Deans, and several senior staff members. Each member of the leadership team is a seasoned administrator capable of working independently with relatively light management. All UDSL committee chairs also work directly with the Dean. The Dean further benefits from the support of a Dean's Advisory Council consisting of dedicated alumni, prominent members of the legal community, and other supporters of the Law School.

As the chief academic officer, administrative head, and educational leader of the Law School, the Dean oversees an annual operating budget of approximately \$11 million and an endowment of approximately \$22 million. Although the Law School Director of Budget and Operations supports the Dean in making financial projections, budget creation, and financial reporting, ultimately, it is the Dean's responsibility to create and execute a thoughtful financial plan that ensures annual expenses do not exceed annual revenues.

### **Opportunities and Challenges**

Andrew Strauss, who has served the Law School as Dean since July 2015, led successful efforts to respond to the economic challenges facing the legal education sector by developing new programs, including the innovative Law@Dayton hybrid JD program, Government Contracting program, and online LL.M. program. Under Dean Strauss's leadership, UDSL has contracted the size of the residential JD program while raising its academic standards and increasing overall revenue. Dean Strauss also intensified UDSL's efforts to help students succeed in several dimensions, including bar passage success.

Building on recent accomplishments, the University of Dayton and its Law School seek a new Dean who brings strategic leadership abilities and exceptional management skills, along with the skills to innovate appropriate changes for the Law School. Among the major opportunities and challenges for the new Dean during the first years of their tenure are the following:

- ***Build on the Law School's vision.***

Working with the faculty, staff, University leaders, and alumni to leverage the Law School's core

competencies and strengths, the Dean will guide the strategic direction of the Law School in building on its recent accomplishments. The Dean will galvanize the Law School's faculty, staff, alumni, and other stakeholders to participate in and contribute to achievement of a shared vision for the future.

- ***Enhance the reputation and visibility of the Law School.***

The Dean will put strategies and initiatives into place to enrich the Law School's reputation and visibility. Given the challenges associated with advancing a private law school in a state with eight other law schools, many public, it is incumbent upon the next Dean to think and act strategically and creatively about ways to enhance the caliber of the Law School.

The Law School has received considerable national attention for its curricular innovations. Continuing to increase the Law School's national visibility will be a priority in the quest to elevate its stature and draw talented students from across the country. Student success will inform and guide many administrative decisions and the allocation of resources.

- ***Support Excellence in the Law School's Faculty***

The new Dean will have a unique opportunity to shape the Law School's future by overseeing efforts to fund new faculty positions and recruit new faculty members. A generous gift recently expanded the number of endowed professorships to include the Dean's Professorship in Constitutional Law, the Samuel A. McCray Chair in Law, and the NCR Distinguished Professor of Law and Technology. Summer research stipends, faculty colloquia, and annual scholarship events such as The Honorable James J. Gilvary Symposium, the Program in Law and Technology Seminar, and the Education Law Symposium support faculty members' scholarly endeavors.

- ***Foster a collaborative working environment within the Law School.***

The new Dean will be a force of cohesion for the Law School. Key to the Dean's success will be clear communication, consensus-building, and interpersonal skills.

Consistent with ABA and AALS principles, faculty governance at the Law School is strong. The Dean will respect and work effectively within this shared governance structure for faculty members to participate in decision-making processes. While maintaining high standards in teaching, scholarship, and service, the Dean will help all faculty achieve the appropriate balance between traditional classroom pedagogies and innovative approaches.

As priorities and directions shift, the Dean will be called upon to build a cohesive, well-functioning faculty focused on student success. The next Dean cannot be afraid to take a stance when necessary and will need a leadership style that is transparent and collaborative, yet visionary and decisive.



- ***Advance diversity, equity, and inclusion and UDSL's commitment to being an anti-racist institution***

UDSL is committed to diversity, inclusive excellence, and being an anti-racist institution, as this ethos is at the heart of its Catholic, Marianist philosophy. The new Dean will demonstrate a personal and professional commitment to advancing diversity, equity, and inclusion efforts and will have a track record of fostering an inclusive climate. The Dean will work closely with the Assistant Dean of Diversity, Equity & Inclusion, faculty, staff, and students to further diversity, equity, and inclusion. The Dean will join a University and law school team deeply committed to diversity, equity, and inclusive excellence work that transforms a mission statement or values list into tangible action.

- ***Advance an Entrepreneurial Approach to Non-JD Programs***

The new Dean will have a unique opportunity to bring an entrepreneurial approach to legal education. Alternative revenue from non-JD programs has been a critical component of the Law School's financial resources in recent years, and these programs have the potential to significantly enhance UDSL's diversity and international reputation. The new Dean will need to collaborate with the Assistant Dean for Graduate Programs, Assistant Dean for Online LL.M. Programs, and Director of Training Programs and Strategic Business Development to continuously improve existing programs and strategically pursue new opportunities for growth.

- ***Focus on fundraising to increase the endowment.***

Fundraising will be a high priority for the new Dean. Success in raising the overall profile of the Law School is intimately linked to the Dean's ability to secure additional resources and grow the endowment. The Law School needs additional resources to provide scholarships to attract excellent students, enhance innovative and transformative programs, and recruit and cultivate outstanding faculty and staff.

The Dean will drive the Law School's advancement efforts and coordinate fundraising and other outreach efforts with the University's Advancement office and the President. The successful candidate should have a passion for fundraising and a strong ability to take the lead in these efforts and engage with potential donors to communicate persuasively the vision and potential of the Law School. The Dean will play a key role in connecting with the local legal community, the Dayton community, and the Law School's alumni.



Working with the Dean's Advisory Council, the Dean has a compelling opportunity to build long-term, mutually beneficial relationships with UDSL's alumni. The oldest of these alumni are still young in comparison to alumni at other law schools, and the new Dean will play an important role in nurturing these successful graduates into a powerful cohort of donors.

- ***Build synergies and collaborations with the other schools at the University.***

The Dean will be an ambassador for the Law School across the University and an advocate for its needs and its aspirations to senior administration. The Dean will work closely with other administrative officers and academic leaders to promote heightened collaboration with other Schools on initiatives that further the mission and identity of the University. A new Dean who builds relationships across the University, recognizes untapped opportunities, and fosters a culture that supports interdisciplinary initiatives will play an important role in advancing the Law School's mission and, in turn, enhance the Law School's appeal to both students and faculty. As an integral member of the University's senior leadership team, the Dean also exercises a strong voice in campus issues and will ensure that the Law School is an active and collaborative member of the University at large. The Dean will operate as a University citizen, contributing to UD's strategic priorities, demonstrating University-wide thinking, and working proactively to inform Law School faculty and staff and engage them in the University's culture of shared governance.

- ***Respect and support the University's distinctive Catholic and Marianist identity.***

The next Dean will be a key participant in a university dedicated to the common good and the leader of a law school that understands its graduates are lawyers for the common good. The Dean must appreciate the value of community, social justice, and the goal of educating the whole person.

The Dean should have a thorough understanding of the educational mission of a Catholic and Marianist university and appreciate how those educational purposes enhance a legal education. While the Dean need not be Catholic or religious, they must come to the position with a receptiveness to and appreciation for the educational values that motivate and ground the Law School's work. The Dean will be expected to lead by example in the Marianist tradition by treating all members of the community with equal dignity, fostering productive relationships among students, staff, and faculty, and engaging in collaborative decision making for the common good.

### **Qualifications and Experience**

While no one candidate will embody every quality, the successful candidate will bring many professional qualifications and personal qualities to the position.

To be a successful candidate, an applicant must have:

- Law School teaching experience and distinguished scholarship, with accomplishments meriting tenure at the rank of professor;
- A deep understanding of the challenges facing legal education and experience in crafting solutions to meet these challenges;
- Experience with, and a commitment to, a legal education that combines theory and practice and blends experiential learning across the curriculum, including innovative programs;
- An understanding of the special responsibilities and contributions of a professional school within a comprehensive university that is committed to excellence in teaching, research, and service;
- A deep, demonstrable commitment to diversity, equity, and inclusion; and
- Exceptional communication skills.

In addition, a successful candidate should have many of the following:

- An appreciation of and capacity for sustaining and strengthening the Catholic, Marianist character of UD;
- Experience as an administrator of an institution of higher education, or an academic unit thereof, with evidence of strong management and financial skills, and a demonstrable capacity for encouraging innovation to enhance the mission of academic excellence at the Law School and promote its financial strength;
- An ability to articulate a clear, creative, and compelling academic vision for the Law School that can engage faculty, staff, students, alumni, and others, and that promises to elevate the Law School to a position of distinction among law schools regionally and nationwide;
- Exceptional interpersonal skills with an ability to relate well to a broad range of constituencies;
- Fundraising capacity and versatility to help attract resources;
- The ability to work effectively with alumni;
- The capacity for and interest in collaborating with the University administration and the

deans of the other academic units at UD, and stakeholders across the country;

- The capacity to lead effectively within an academic community based upon consensus-building, transparency, and candid communication; demonstrated appreciation and support for shared governance;
- An ability to recruit, hire, develop, and retain talented faculty and staff, and evidence of effective supervisory and team-building skills;
- A commitment to improving the profile and diversity of the entering student body while raising the expectations of performance for current students;
- A commitment to diversity that will be reflected in the composition of the student body, faculty, and staff in ensuring an inclusive and welcoming community for all;
- An appreciation of the challenges facing private universities, particularly those competing with public universities;
- An appreciation for a balance between excellence and innovation in teaching, scholarship, and service in law schools;
- A collaborative leadership style conjoined with assertiveness, flexibility, integrity, patience, and humor.

#### **Application Procedure**

Interested applicants should send a cover letter and curriculum vitae to the following web address <https://www.imsearch.com/open-searches/university-dayton-school-law/dean>. Inquiries and nominations may be submitted to the same web address or to the search firm representatives at the contact information below. **Electronic submission of applications and correspondence is strongly preferred.**

Application reviews will begin immediately and continue until the completion of the search process.

Tim McFeeley, Partner  
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263 Summer Street 7<sup>th</sup> Floor  
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Apply via our website:

<https://www.imsearch.com/open-searches/university-dayton-school-law/dean>

***"The University of Dayton is a top tier, Catholic research university with offerings from the undergraduate to the doctoral levels. Founded in 1850 by the Society of Mary, the University is a diverse community committed to advancing the common good through intellectual curiosity, academic rigor, community engagement and local, national and global partnerships. Guided by the Marianist educational philosophy, we educate the whole person and link learning and scholarship with leadership and service.***

***Informed by its Catholic and Marianist mission, the University is committed to the principles of diversity, equity, and inclusion. Informed by this commitment, we seek to increase diversity, achieve equitable outcomes, and model inclusion across our campus community. As an Affirmative Action and Equal Opportunity Employer, we will not discriminate against minorities, women, protected veterans, individuals with disabilities, or on the basis of race, color, national origin, religion, sex, sexual orientation or gender identity. The University is also pleased to provide support for spouses of prospective and newly hired faculty through its dual career program. While we cannot guarantee placement, we serve as an effective resource and support system for your spouse. Information can be found at [http://www.udayton.edu/hr/employee\\_resources/dual\\_career\\_resources.php](http://www.udayton.edu/hr/employee_resources/dual_career_resources.php)***