The Search

Columbus, Ohio

The Ohio State University invites nominations and applications for the position of Dean of the Michael E. Moritz College of Law. The College is a distinguished public law school and has achieved considerable successes in the last decade under the leadership of Dean Alan Michaels who is leaving his post at the end of the current academic year. Whether it is the College’s distinguished group of legal scholars; hiring a strong cadre of tenure and clinical-track faculty; high bar passage and career placement rates; developing new and exciting academic and clinical programs; to successful fundraising, the Moritz College is in a very strong position, and the next Dean will have the resources and the support of University leaders to achieve new levels of distinction.

Moritz is a collegial community of approximately 570 students and 54 full-time faculty. The College has an operating budget of $38.6 million, and its endowment is currently valued at approximately $86 million. Last year the College raised $7.2 million from foundation grants and individual contributions. Approximately 88% of its graduates passed the bar in 2017 and close to 90% were employed full-time following graduation. The College currently offers a Juris Doctorate (J.D.); a Master of Laws (LL.M.); a Master in the Study of Law (M.S.L.); and joint degree programs with the Fisher College of Business, the College of Public Health, the John Glenn College of Public Affairs, and the College of Medicine. While the College strives to be strong across the board in legal scholarship and professional development, Moritz has in particular developed depth and strength in alternative dispute resolution, election law, and law and leadership.

The successful candidate will be a dynamic and inclusive leader and should be an accomplished legal scholar, educator, and administrator who can advance the academic as well as the professional-school mission of the College. The next Dean must ensure that the Moritz College of Law continues to maintain and enhance its reputation for scholarly excellence. Raising the visibility of the College with the public and within the legal profession will be among the Dean’s most important external challenges, in addition to fundraising. As the head of a law school within a major land-grant university, the successful candidate’s enthusiasm for the public and civic engagement mission of Ohio State will be critical. The Dean will be tasked with addressing the status of clinical faculty within the College and with continuing efforts to expand diversity and inclusion among the College’s faculty, staff, and student populations. Finally, working as a collaborative and committed university citizen with other academic and senior university leaders will be essential qualities for a successful dean.

The Ohio State University has retained Isaacson, Miller to assist with this important recruitment. All applications, nominations, and inquiries should be directed to the search firm representatives as described at the end of this document.
The Ohio State University

Founded in 1870 as a land-grant university, The Ohio State University is one of the nation's finest institutions of higher education with annual research expenditures of approximately $850 million. OSU is the only public university in Ohio with membership in the Association of American Universities. Its main campus is located in the state capital of Columbus with regional campuses in Lima, Mansfield, Marion, and Newark. Together, these campuses serve students throughout the state. In addition to its regional importance, Ohio State has national and global impact. Many graduates remain in Ohio, but alumni are found throughout the world. The Ohio State University boasts 550,000 living alumni, and its endowment stands at $5.2 billion.

With 15 academic colleges and a wealth of disciplines, the University has astonishing intellectual range. All of the colleges are present on the Columbus campus, which opens up the possibilities for working across units. The institution has enormous ambition; through its *Time and Change* strategic plan, Ohio State aspires to be one of the nation's leading public land-grant research universities. Students are exposed to a vast array of ideas, experiences, and cultures at Ohio State; inclusive excellence is a central tenet of the institution.

At such a comprehensive institution, it might be expected that size would be an impediment to innovation. Not so at Ohio State. The University is serious about taking innovation in teaching and learning to scale. This fall, the University announced an initiative, through the University Institute on Teaching and Learning, to create incentives to engage in research-based best practices for improving instruction. Those incentives include increases in base pay for all instructional faculty, tied to engaging in strategic reflection and instructional assessment. Digital Flagship, a comprehensive University-wide digital learning initiative, supports educational innovation for students and economic development opportunities for the community.

Columbus is the state's largest city and the 15th largest in the nation. With a metropolitan area population of approximately two million Columbus reflects diversity in many dimensions from race, ethnicity, culture, political affiliation, and socioeconomic status. It has an immigrant population that is over twice the state's average in relative size. Columbus is a fast growing city with sustained population growth over the last decade. Current estimates project that it will add an additional one million inhabitants by 2050. The city is energetic and dynamic, and its relationship with Ohio State is enduring and close. Recently, Columbus beat out more than 70 competitors nationwide to be named the US Department of Transportation's Smart City, with Ohio State serving as the lead research partner in that effort. University faculty and facilities play a central role in implementing the $140 million program to develop model innovative transportation strategies for the region and nation.

The University is greatly respected and admired across the state. Many feel a connection and even ownership to the institution and want to see it succeed. In an era when there is great distrust of and disinvestment from institutions of higher education, leaders and citizens of varying political persuasions in the state stand out for their continuing and steadfast support for the University, including the Moritz College of Law.

**Leadership and Governance**

In 2014, Michael V. Drake became the 15th President of The Ohio State University. Before his arrival, he was Chancellor of the University of California, Irvine. He received his BA from Stanford University and his MD from the University of California, San Francisco. During Dr. Drake’s tenure, Ohio State has seen record highs in applications, graduation rates, academic excellence, diversity, and donor support, and
increases in NIH and NSF research funding. The Time and Change strategic plan, launched in August 2017 under his leadership, aspires to further strengthen Ohio State's position as a flagship public research university, setting forth five areas of focus: teaching and learning; access, affordability and excellence; research and creative expression; academic health care; and operational excellence and resource stewardship.

Bruce A. McPheron was named Executive Vice President and Provost in 2016, after serving as Interim Provost and, before that, Vice President for Agricultural Administration and Dean of the College of Food, Agricultural, and Environmental Sciences. He was Dean of the College of Agricultural Sciences at The Pennsylvania State University prior to joining OSU in 2012. He has placed particular emphasis on positioning the University to lead in issues of significance to communities at home, and across the globe. Along with his BS from Ohio State, Dr. McPheron holds MS and PhD degrees from the University of Illinois.

The University Senate, composed of 137 faculty, students, and administrators, is the shared governing body of the University. Ohio State is governed by a 20-member Board of Trustees.

More information about The Ohio State University can be found at https://www.osu.edu/.

The Michael E. Moritz College of Law

Founded in 1891, the Moritz College of Law has grown into one of the most respected law schools in the world. It is currently ranked 32nd nationally by US News & World Report and 12th amongst public law schools. The College is known for its rigorous academic program, the pioneering research of its world-class faculty, a deep commitment to teaching and professional training, and the development of future leaders.

Scholarship and Research

As a college of law at a premier research university, a commitment to productive and first rate scholarship is paramount. Since 2015, tenure-track and clinical-track faculty have written or edited at least 37 books, 142 articles or other pieces appearing in law reviews, and 31 book chapters. Faculty members have also received numerous awards recognizing their scholarly contributions. For instance, last year a faculty member received AALS’ Scholarly Papers Competition for a faculty member who has been teaching for five years or fewer. Another faculty member received the National Cancer Institute’s career development award for their work on the evaluation of tobacco products.

One of the College’s areas of greatest strengths is the publication of leading casebooks, treatises, and other course-related books. These are used in law schools and by lawyers and judges throughout the country. Over one third of the full-time faculty (including emeriti) have either published or are under contract to write at least 40 such books, in a wide variety of fields, including Administrative Law, Alternative Dispute Resolution, Civil Procedure, Climate Change Law, Contracts, Criminal Law, Criminal Procedure, Disability Law, Dispute Resolution, Election Law, Employment Law, Evidence, Family Law, Feminist Legal Theory, International Business Transactions, International Trade, Legal Ethics, Legal Research, Legislation and Regulation, Mediation, Mergers and Acquisitions, Secured Transactions, Sentencing Law, and Sexual Orientation and Gender Identity.

Since 2015, the faculty have published in many highly regarded journals, including the Administrative Law Review, Alabama Law Review, American Journal of Public Health, Boston University Law Review,

The College’s faculty also remains strong in terms of its scholarly impact. A 2015 study rated the College as tied for 29th among all law schools, based on Westlaw citations. A recent survey by the lead author of that report found over 3,807 citations to Moritz faculty between 2013 and 2017. The College’s own internal analysis finds between 1,657 and 1,995 citations to College’s faculty work each year in secondary sources between 2015 and 2017, with at least twenty citations each year in cases during that same period. The faculty has also made a concerted effort to enhance its scholarly presence on SSRN in recent years, encouraging faculty to post draft publications there. This effort has been very successful. As of April 2018, Moritz faculty recorded over 215,000 cumulative downloads on SSRN.

While many law schools have experienced retrenchment and fiscal constraints on their ambitions since the Great Recession, Moritz has been able to move forward with its aspirations. For instance, since 2011 the College has hired 22 new faculty who have greatly contributed to the vibrant intellectual community not only at the College but the University as a whole. The next Dean will be poised to make additional hires due to impending retirements and an open endowed chair position. In recent years, the College has been able to raise funds and support for two new initiatives that could potentially serve as new centers of excellence. The first was $1 million for programs in data and governance and the second was approximately $4.5 million to study drug enforcement policy. These new initiatives, along with currently existing ones, are largely interdisciplinary and predicated on collaboration with other colleges at the University.

Preparing Students for the Future

The College recognizes that students’ intellectual and professional development are complementary and inseparable. The College thus strives for excellence in teaching, thereby ensuring successful outcomes for students following graduation. The College throughout its history has emphasized effective classroom teaching. Through an extensive system of review and feedback, the College strives to maintain its longstanding commitment to the quality of its teaching. Moreover, the College has recently established a Teaching Innovation Group. This effort brings together interested faculty, staff, students, and alumni to discuss and share insights around developments in law practices, innovations happening at other schools, and general best practice in legal education. Given the rapidly changing environment for the legal profession, the Moritz community recognizes that what worked well in one era will not necessarily be relevant and appropriate for the future. These efforts have shown up consistently in high ratings from students on teaching evaluations, and a number of the College’s faculty have received The Ohio State Alumni Award for Distinguished Teaching, the University’s highest teaching award.

Preparing and finding full-time employment for students has been another area of success for the College. With a full-time employment rate approaching 90%, Moritz can attribute such success to the commitment of its students; a stellar career services staff; an eagerness to mentor students by faculty; innovative partnerships with organizations in the profession; and curricular innovations. For instance, the Corporate Fellowship Practice places graduates in general counsel offices at major corporations. During the year-long fellowships during which the fellow engages in important legal work and experiences the intricacies
of legal practice not usually available to new graduates. The program has successfully placed over 100 fellows either in corporate general counsel offices or in private firms. A similar program for those interested in applying their legal training in the not-for-profit and government sectors exists as well. This Public Service Fellow Program has placed 30 fellows in related organizations.

The high full-time employment rate for graduates of the College is also a reflection of the diligent efforts to craft a modern-day law curriculum that prepares students for the legal practice of today. Recent years have seen the addition of a business law clinic; an expansion of the Legal Analysis and Writing program; additional upper level capstone classes; and a brand new Legal Practices and Perspectives Program (LP3). LP3 offers practical and theoretical courses designed to enrich the first-year curriculum by providing distinctive opportunities for problem-solving and discussion. These courses may also introduce students to new doctrinal principles as well as provide early practice in some of the skills that will be developed over the course of their law school studies and beyond.

Academic and Clinical Programs

Reflecting its place in a large comprehensive university, the Moritz College of Law has a breadth of impressive academic programs that leverage effectively the resources and assets at the University. Currently, the major programs provided are the Program on Dispute Resolutions; the Center for Interdisciplinary Law and Policy Studies; the Drug Enforcement Policy Center; Election Law at Moritz; Law, Finance, and Governance; the Program on Data and Governance; and the Program on Law and Leadership.

With origins dating back to 1935, Ohio State was an early pioneer in clinical legal education. As a result, faculty members of the College have long recognized that problem-solving, factual investigation, counseling, negotiation, and litigation skills are best learned by combining the actual practice of law with classroom education. Current clinical programs offered are in Civil Law; Criminal Defense; Entrepreneurial Business Law; Criminal Prosecution; Mediation; Justice for Children; and Legislation.

More information about the Moritz College of Law can be found at https://moritzlaw.osu.edu/.

The Role of the Dean

The Dean serves as chief academic officer and reports to the Provost of the University. The Moritz College of Law has developed a strong financial foundation through fiscal and operational prudence and success in fundraising. The central administration of Ohio State has been supportive over the years and recognizes the importance of a high quality law school as part of the University’s academic and public service mission. The University’s Responsibility Centered Management (RCM) budget model affords deans latitude for entrepreneurial activity. As such, the Dean is responsible for all areas of strategic planning and academic operations for the College, including management of faculty and staff, development of academic programs, delivery of student services, oversight of facilities, development of research, and fiscal management, including fundraising. The College has a strong shared governance culture and the success or failure of the Dean rests on how well s/he exercises leadership within this context.

The Dean leads a senior leadership team of 10 direct reports who are experienced, collegial, and highly capable professionals. These reports include: Director of Clinical Programs; Associate Dean for Academic Affairs; Associate Dean for Faculty; Associate Dean for Diversity and Inclusion; Assistant Dean for Information Services and Law Library; Assistant Dean for Admissions and Financial Aid;
Senior Director of Career Services; Chief Advancement Officer; Assistant Dean for Student Affairs; Director of Finance and Administration; and the Assistant Dean for International and Graduate Affairs.

**Leadership Opportunities and Challenges**

Working in close collaboration with College faculty, staff, and students, and other University leaders, the Dean will be expected to provide leadership in addressing the following opportunities and challenges:

*Enhance the visibility and reputation of Moritz College of Law*

The Dean will play a strong external role in promoting the College’s accomplishments and strengths. For instance, the College has a distinguished faculty and programs that are comparable to top law schools but have not received adequate acknowledgement. The Dean will work to see that this is understood and recognized by the broader public and legal professionals. A hallmark of the College has been its close relationships with the world of legal practitioners. Continuing to develop connections and a presence among the larger legal profession and with the relevant associations (e.g. American Bar Association, Association of American Law Schools, American Law Institute, etc.) are further opportunities to enhance visibility.

Senior university leaders recognize the excellent features of the College and share the faculty’s ambition to see further enhancements to its excellence in scholarship, teaching, and public service. The Dean will therefore continue to ensure that faculty are held to the highest standards in scholarship and teaching. Given the opportunities for potential hiring, the Dean will have the opportunity to work closely with faculty and other stakeholders to identify where efforts and investments should be placed in order to further distinguish the College among its peer institutions. Moreover, the Dean will have the responsibility to engage with the faculty in a robust and broad discussion around academic and clinical programs and initiatives, so that the College can chart an innovative path leading to eminence within legal academe. Ensuring that the College continues to recruit a highly-qualified and diverse student body, and places graduates in meaningful full-time careers, will also be a task the Dean will enthusiastically embrace to further the College’s reputation and visibility.

**Contribute to the University’s land grant mission of public service and civic engagement**

As a public, land-grant institution, The Ohio State University has the distinct obligation to offer outreach and engagement activities for students, staff, and faculty. The Dean of the College will be expected to enthusiastically engage in this aspect of the University’s mission. This not only enriches the College’s academic, educational, creative, and research mission, but also nurtures a growing culture of campus-community partnerships that serve the public good. The College is well suited to contribute to the land-grant mission of Ohio State. Many of its academic and clinical programs are explicitly designed to apply knowledge in the service of society. In addition, many of the College’s graduates include justices of the Supreme Court of Ohio, federal appeals and district court judges, U.S. senators, U.S. representatives, governors, members and staff of the state legislature, and prominent attorneys in government service and public interest law firms. Public service to local, state, national, and international communities is something very much embedded in the ethos of the College.

**Promote diversity, inclusion, and equity**

The next Dean will be a skilled proponent of inclusion, equity, and diversity, including knowledge of, actual experience with, and a deep commitment to effective practices in these areas. Over the years, the
Moritz College has recognized the importance of diversity in its faculty, staff, and student population in preparing students for practice, in advancing legal scholarship that addresses difficult problems facing society, and in fulfilling its public mission. With respect to faculty hiring, the College has worked diligently to assemble diverse pools of candidates for its searches. It has had recent success in recruiting faculty from underrepresented minority group for tenure-track appointments, though there is a continuing need for further improvement. The next Dean will be expected to provide leadership in this critical area. The Dean must be committed and attentive to faculty and staff retention and professional development, and work with others to foster a respectful and inclusive climate. The Dean will also be expected to strengthen programmatic diversity, and ensure that diversity in all aspects is reflected in the College’s faculty, staff, and students.

**Continue to address the status of clinical-track faculty**

The next Dean will have the opportunity to lead the faculty and administration in examining the status of clinical faculty in the College. The clinical-track at the College includes an essential contingent of full-time, non-tenure track faculty who either teach in innovative live-client clinics or, more recently, the Legal Analysis and Writing program. Clinical faculty at the Moritz College play a crucial role in training students to be the very best practitioners in the modern day legal profession. In many ways, clinical faculty are at the frontlines of implementing the important mission of a professional school, and the additional investments in clinical personnel and programs have followed suit.

The difference in status of clinical faculty have in particular centered on compensation, their role in governance and hiring, job security, and how research in pedagogy and legal writing is evaluated for promotion and possible tenure-track status. The College’s Administration Committee examined these issues and reported them out to the faculty last year. The Long-Range Planning Committee is continuing to study the issue during the 2018/2019 academic year.

Progress has occurred on these issues and recent conversations have been marked by professionalism and respect. For instance, clinical faculty on nine-month contracts are now eligible for summer research grants. To the extent it is possible, the next Dean will provide the leadership to facilitate continued collegial and productive deliberations around remaining issues.

**Expand financial resources**

The modern day university dean must be an eager and skilled fundraiser and revenue generator. Acquiring resources needed to support the academic mission of any school is more competitive than ever, given declining government support for higher education and a smaller potential student population to draw from. The Moritz College has nevertheless been very successful in navigating this environment, and the same effort will be expected of the next Dean.

The University is currently in the silent phase of its upcoming capital campaign, and the Dean will work closely with University leaders towards that effort. Greater financial resources, for example, will be required for student scholarships, as well as to address the College’s current facilities’ needs. One big expectation from the University with respect to fundraising has been for colleges and schools to work together around boundary-spanning efforts. The Moritz College has been an integral part of such efforts. The most prominent example was the $4.5 million grant from the Charles Koch Foundation for the Drug Enforcement and Policy Center where the law school collaborated with the College of Public Affairs. While the Moritz College has had a history of identifying and nurturing its own designated donors, the University is seeking more collaborative efforts, and the next Dean should be ready to seize those opportunities.
Beyond traditional fundraising, the Dean will, where appropriate, explore opportunities to potentially expand and develop feasible degree programs that align with the academic mission and culture of the College and expand its student population beyond the J.D. program. Opportunities exist to do more in developing robust certificate and online programs and better scaling the current M.S.L. program. Should other opportunities arise for the College to develop programs beyond the traditional J.D., the Dean must be prepared to make a persuasive case to the faculty and University leadership.

**Collaborate with other units and administrative leaders of the University**

Collaborating and cooperating across different academic units is achievable and very much expected at Ohio State. For the field of law in particular, there are many other areas and disciplines with which the College intersects, whether in public health, education, medicine, the environment, public policy, technology, etc. Given the massive breadth of research areas at the University, the Dean will be expected to strengthen existing programs, as well as fostering new collaborations where appropriate.

Beyond working with various university stakeholders around scholarly and research-related activities, the Dean will also serve as a collegial and effective advocate for the College in a complex university setting with many priorities and activities. To do this well, the Dean will be expected to build mutually advantageous and lasting relationships and goodwill with fellow deans and with senior leaders across the University administration. While there is a good deal of autonomy for the Moritz College, more durable and lasting accomplishments will be possible by working with and garnering the support of larger portions of the OSU community.

**Qualifications**

While no single individual will possess all the desired experiences and qualifications, the successful candidate should possess many of the following characteristics:

- A J.D., or other terminal degree in law, at least ten years of experience in the teaching and/or practice of law, and accomplishments meriting tenure at the rank of professor under the College’s criteria are strongly preferred;

- A commitment to scholarly and teaching excellence;

- A commitment to public service and the mission of a public land grant university;

- A leadership style characterized by inclusiveness, transparency, and integrity, as well as a history of considering multiple perspectives and building consensus and community;

- A demonstrated commitment to, and success in, building teams and organizations that value and practice diversity and inclusion and equal opportunity;

- Demonstrated success in managing and leading large and complex organizations with multiple stakeholders and accountabilities;

- Ability to communicate passionately the College’s vision within the University community and to diverse external constituencies, including alumni, donors, bench, bar, business leaders, and state government;
• Ability to develop a strong record of fundraising success;
• An appetite for innovation and entrepreneurship;
• Strong listening skills, intellectual curiosity, and the ability to learn from others;
• Decisiveness and ability to multi-task as well as a willingness to delegate appropriately.

**Process for Applications, Nominations and Inquiries**

Interested applicants are required to send a cover letter and resume to the following web address: [www.imsearch.com/6806](http://www.imsearch.com/6806). Nomination and inquiries must also be submitted to the same web address with correspondences addressed to the search firm representatives noted below. Application reviews will begin immediately and continue until the completion of the search process. Please note that all applications, nominations, emails, and other inquiries are subject to Ohio Public Records Law (Ohio Revised Code, chapter 149.43).

Tim McFeeley, Kahn Lee & Sherlene Parsons
Isaacson, Miller
1300 19th Street NW, Suite 700
Washington, DC 20036

*The Ohio State University is committed to equal employment opportunity, and does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, protected veteran status, or any other bases prohibited by law, in its activities, programs, admission, and employment.*