POSITION SPECIFICATION

<table>
<thead>
<tr>
<th>Position</th>
<th>Dean, School of Law</th>
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<tr>
<td>Organization</td>
<td>Washington University in St. Louis</td>
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<tr>
<td>Location</td>
<td>St. Louis, Missouri</td>
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<tr>
<td>Reporting Relationship</td>
<td>Provost and Executive Vice Chancellor for Academic Affairs</td>
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<tr>
<td>Website</td>
<td><a href="https://law.wustl.edu">https://law.wustl.edu</a></td>
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THE OPPORTUNITY

Washington University in St. Louis (WashU) seeks an exceptional leader to serve as the next dean of the School of Law. Washington University in St. Louis School of Law (WashULaw) is a key part of WashU’s profile as an internationally ranked private research university. WashULaw is on the university’s main Danforth campus. Reporting directly to Dr. Beverly Wendland, the Provost and Executive Vice Chancellor for Academic Affairs, the WashULaw dean serves as its leader and as the principal academic and administrative officer of the school.

The next dean of WashULaw will join the law school and the university at an exciting moment. WashU recently announced a historic $1 billion investment in financial aid and adopted a need-blind undergraduate admissions policy. Significant funds have been designated for financial aid at the School of Law, among other professional and graduate schools. WashULaw has seen an impressive upward trajectory in recent years, and the new dean will have the opportunity to lead the school through the development and implementation of its strategic plan to lead WashULaw into the very top tier of law schools committed to academic distinction.

WashULaw seeks an experienced and ambitious leader familiar with the ever-evolving landscape of graduate and professional legal education. For candidates coming from legal academia, the successful candidate will be an outstanding legal scholar with academic credentials appropriate for a tenured appointment at the rank of professor, an accomplished administrator inspired by the opportunity to develop and implement a compelling strategic vision for the law school, a capable fundraiser, and a colleague committed to joining and supporting a diverse and inclusive law school community.

WashU, through the Provost and Executive Vice Chancellor for Academic Affairs, has appointed a search committee chaired by Professor Rafael Pardo, the Walter D. Coles Professor of Law, and has retained Dr. Josh Ward from Korn Ferry, a preeminent executive search firm, to assist in the search. All inquiries, nominations, and application materials should be directed to Dr. Ward as indicated at the end of this document.

THE SEARCH IN CONTEXT

Professor Nancy Staudt concluded her deanship at Washington University in St. Louis School of Law on October 1, 2021, after seven successful years. Succeeding Dean Staudt, Dean Russell Osgood has been skillfully leading the School over the past two years. The new dean will join
WashULaw at a very exciting moment, as the university and the law school demonstrate exceptional positive momentum across several dimensions. WashULaw has consistently maintained a high position in the national rankings. With a commitment to academic distinction, increased admissions selectivity, and one of the strongest career placement records, WashULaw has long been a top-20 law school in the U.S. News and World Report rankings.

The new dean will have the opportunity to advance the position of WashULaw as one of the very top law schools in the country and will enter at a time when the university is engaging in implementing its strategic plan, Here and Next. In leading WashULaw through the implementation of its own strategic plan, which includes increasing the size of the tenured and tenure-track law school faculty, the dean will identify ways to connect to Here and Next’s broader initiative. Through this process, the dean will surface and articulate the intellectual mission and tangible goals to continue to move the school forward, identify ways to integrate with other parts of the University, and emphasize and grow the strengths of WashULaw.

Both the university and the law school are in a strong financial position to continue this upward trajectory. The university’s endowment experienced an unprecedented 64.3% return during the 2020-2021 fiscal year and now has a value of $12.3 billion as of the close of the fiscal year on June 30, 2022. WashULaw is supported by $311 million of endowment, including $50 million from the university’s Gateway to Success investment, and has an annual operating budget of $52 million.

WASHINGTON UNIVERSITY IN ST. LOUIS

Washington University in St. Louis offers student-centered educational excellence within a world-class research-intensive university. WashU has eight academic divisions—Arts & Sciences, Brown School (Social Work and Public Health), McKelvey School of Engineering, Olin Business School, Sam Fox School of Design and Visual Arts, School of Continuing & Professional Studies, School of Law, and School of Medicine—and educates approximately 15,000 full-time students, divided almost equally between undergraduate and graduate/professional students. Over 90 fields of study lead to bachelor’s, master’s, and doctoral degrees in a broad spectrum of traditional and interdisciplinary fields.

WashU belongs to a small number of universities characterized by a deep commitment to excellence in education as well as in research and scholarship. Over the last two decades, the university has invested significantly in its student enterprise, constructing new residence halls, academic buildings, and a university center, expanding student services, and maintaining its strong commitment to personalized attention and small class size. The university’s undergraduate student-faculty ratio is 7:1, and over 65 percent of its classes have fewer than 20 students. Today, Washington University is one of the most selective institutions in the country, and its undergraduate program is ranked fifteenth in the nation by U.S. News and World Report. WashU’s FY2022 operating revenues were $4.44 billion, and its operating expenses were $4.08 billion.

WASHINGTON UNIVERSITY IN ST. LOUIS SCHOOL OF LAW

Founded in 1867, WashULaw is the oldest continually operating law school west of the Mississippi River. WashULaw is committed to the mission of equipping students with knowledge and skills to ethically and effectively practice law and pursue justice in a dynamic and globally interconnected legal environment.
Academic Programs

The majority of WashULaw students are enrolled in the JD program. Students can pursue degrees with certificates in public interest law, business and corporate law, or international and comparative law. There are also dual JD programs in business administration, social work, and public health. In addition, there are combined JD/LLM programs in negotiation and dispute resolution and in taxation.

WashULaw also offers degree options for students not pursuing a JD. The Master of Laws (LLM), Master of Legal Studies (MLS), and Doctor of Juridical Science (JSD) programs are offered. The LLM offerings include programs for international and U.S.-trained lawyers with options for certificates or further specialization in areas such as intellectual property and technology law. The MLS program is available to non-JD students, offering certificates in negotiation and dispute resolution, business and corporate law, international law, and intellectual property and technology law. Students also can pursue a Master of Legal Studies in Taxation, or a Master of Law Degree in either U.S. Law or Taxation.

Online programs include the online MLS, online LLM for international lawyers, online tax LLM, and online dual LLM for international lawyers. The Professional Institute at WashULaw offers both lawyers and other professionals short-term online courses in negotiation, contract management, arbitration, and mediation.

Faculty

As of fall 2023, there are 129 faculty at WashULaw, including 60 full-time faculty. In addition to their teaching responsibilities, the WashULaw faculty are engaged in research and generate cutting-edge scholarship across the spectrum of legal specialties. Faculty also collaborate at WashULaw’s institutes and centers, including the Center for Empirical Research in the Law, the Cordell Institute for Policy in Medicine & Law, and the Whitney R. Harris World Law Institute.

Students and Alumni

WashULaw has, by any measure, some of the very best and brightest law students in the nation. At matriculation, the class of 2025 consisted of 260 students, with a median LSAT score of 172 and a median undergraduate GPA of 3.94. The acceptance rate for the JD program is one of the most selective in the country. The school supports four student-edited law journals, as well as many lawyering skills competitions in which students consistently earn national and international recognition. There are 17 study abroad programs and exchange opportunities where students can explore their legal studies beyond the Danforth campus.

Recent alumni of the law school benefit from strong post-graduation placement. The class of 2022 saw an impressive 95% employment rate in positions requiring bar passage. Additionally, 8.5% of the class of 2022 secured federal clerkships. Of the current 3L class, 59% spent the summer in large law firms in major cities across the United States, including New York, Chicago, and San Francisco. WashULaw’s alumni include 14,742 graduates worldwide, including all 50 states and 86 countries. Our alumni have an ever-growing dedication to the continued success of the school’s graduates.
Staff

WashULaw staff members are committed to supporting the school’s academic excellence. With a dedicated career center, admissions department, office of student life, registrar, and other support services, the staff of the law school are focused on bolstering the law school student body and faculty in every facet of their WashULaw experience.

Diversity, Equity, Inclusion, and Belonging

WashULaw has a longstanding commitment to diversity, equity, inclusion, and belonging. Two years after opening its doors, the law school admitted the first two women in the United States to a chartered law school. The school is committed to making a WashULaw education accessible to as many students as possible, done in part by offering an array of scholarships. During the 2022-2023 academic year, 94% of students in the JD program received some form of grant or scholarship from the law school. WashULaw is unique among its peer institutions in ensuring these scholarships to all students throughout their enrollment: There are no academic standing requirements associated with this financial aid, and all scholarships are guaranteed for three years.

As of October 2022, 24% of enrolled students at WashULaw self-identified as coming from a minority racial or ethnic background. This number continues to increase: Approximately 36% of the students in the class of 2025 identify as people of color. That class also comprises about 10% international students and 18% first generation college students, numbers that hold steady for the law school overall.

ST. LOUIS, MISSOURI

As the second-largest employer in the metropolitan area, Washington University is an essential institution for St. Louis, and the city’s prosperity is essential to Washington University. The university has provided innovative leadership, and the entire region counts on the university as a key partner for its success. To underscore the institution’s commitment to the region, Chancellor
Andrew Martin announced in October 2019 the WashU Pledge, a bold new financial aid program that provides a free undergraduate education to incoming, full-time students from Missouri and southern Illinois whose families earn less than $75,000 a year.

Consistently ranked among the nation's most affordable and best places to live and raise families, the St. Louis region has excellent schools and offers many opportunities to watch or participate in a wide range of sports, recreational activities, and cultural events. St. Louis is highly accessible, and there are more free, world-class attractions in the city than any place in the U.S. outside Washington, D.C., largely due to the area's active philanthropic community. Not far from St. Louis's urban core are the beautiful rolling hills of the Ozark Mountain region. Forbes has recognized Washington University as one of the best employers in Missouri, ranking it first in 2021 and fourth in 2022.

**KEY RESPONSIBILITIES, OPPORTUNITIES, AND CHALLENGES**

Reporting to the Provost and Executive Vice Chancellor for Academic Affairs, the dean will be the chief academic and administrative leader of WashULaw, with oversight of a budget of $52 million. The dean’s core leadership team includes the Vice Dean for Research and Faculty Development; the Vice Dean for Academic Affairs; the Vice Dean for Institutional Success; the Senior Associate Dean for Finance; the Associate Dean and Chief of Staff; the Associate Dean for International and Graduate Programs; the Director and Associate Dean of the Law Library; the Associate Dean for Clinical Education; and the Associate Dean for Student Life.

Key responsibilities, opportunities, and challenges for the dean include:

**Continue the upward trajectory of the school by defining and articulating a clear intellectual vision and tangible goals:** Building from a solid foundation, the dean will engage the school in implementing WashULaw’s strategic plan and identify ways to engage with Here and Next, the university’s broader strategic planning initiative. From this collaborative process, the dean will articulate a vision that prioritizes academic distinction and an intellectual mission and set of core values that bolster WashULaw’s sense of identity and community. In close partnership with a skilled and committed leadership team, the new dean will develop an intellectual community and distinctive identity for the school, solidifying WashULaw as one of the top-ranked law schools in the United States and a premier institution of legal education centered on academic distinction.

**Recruit and retain exceptional faculty with a heightened focus on scholarly excellence:** As the chief academic leader of WashULaw, the dean will lead the faculty in the pursuit of scholarly excellence and academic distinction. The current strategic plan calls for continued significant expansion of the tenured and tenure-track faculty over the foreseeable future. The dean will thus have the opportunity to hire new faculty and will be a thoughtful strategist in terms of hiring priorities and approaches. The dean will carry forward a culture of rigorous scholarly engagement, high expectations, and deep mentoring of junior scholars. The law school recently hired a new library director to support the dean in a significant reinvestment in scholarship.

**Foster community:** Through collaborative leadership and effective communication, the dean will foster community and collegiality across levels and between tenured and tenure-track faculty, clinical faculty, professors of practice, and adjunct faculty, with particular attention to development and mentorship opportunities for newer faculty members.
Recruit and retain an outstanding student body with a steadfast commitment to the academic and professional success of students: Known for their spirit of collegiality, WashULaw students are bright, eager, and enthusiastic. With increased selectivity in the admissions process in recent years, the dean will be committed to continuing to recruit a diverse and high-caliber student body and will work closely with the school’s leadership to encourage student success. The dean will be committed to maintaining the high level of excellence that WashULaw is known for in its foundational legal curriculum. Additionally, the dean will increase opportunities for practical application and leadership development for students, leveraging the school’s strong clinical education program and supporting the first-year legal practice and legal research methodologies programs. The dean will be an enthusiastic ambassador for WashULaw students in the legal marketplace. Building from the school’s strong reputation and career placement trends, the dean will reinforce existing and establish new relationships with key employers, positioning students for successful legal careers. WashULaw students graduate with relatively low debt, and the dean will continue this trend and further prioritize public service.

Effectively lead and manage a strong senior leadership team and staff: The dean will be a skillful manager and a transparent and collaborative leader, working in close partnership with a core leadership team. The dean will emphasize clear, consistent communication with the staff of WashULaw and aim to foster positive community and morale. The dean will thoughtfully approach hiring and professional development in order to recruit and retain talented individuals in support of the school’s mission.

Continue and enhance the school’s commitment to diversity, equity, inclusion, and belonging: WashULaw is committed to equity, fairness, and inclusive excellence and is known for its engaged and diverse community. The dean will ensure that WashULaw remains a space where students, faculty, and staff can engage freely and openly in discourse. The dean also will ensure that the values of diversity, equity, inclusion, and belonging are incorporated into every area of the school, including classes, programs, initiatives, plans, and processes.

Continue to grow and enhance the school’s resources to position it for long-term success: A skilled fundraiser and fiscal operator, the dean will continue to position the school for financial success. With an eye toward the long-term positioning of the school, the dean will thoughtfully assess and, where appropriate, enhance resources, with a particular focus on improving the school’s technology infrastructure, strengthening the caliber of the school’s library, hiring extraordinary faculty, and increasing personnel to ensure students are receiving appropriate support. The dean will also continue to develop and strengthen relationships with members of the Board of Advisors.

Strengthen connections across the university: As part of a strong community of deans at WashU, the new dean of WashULaw will strengthen partnerships with other schools across the university. The dean will support initiatives already in place, such as the Cordell Institute, a partnership between the law school and the medical school that focuses on human health and information policy, while identifying new opportunities with other academic divisions at WashU, including Arts & Sciences, Olin Business School, McKelvey School of Engineering, and more. The dean will explore multidisciplinary opportunities and joint degree programs to ground students and faculty in a broader view of the law and position them for the changing landscape of legal practice.

Strengthen connections with the St. Louis community: The dean will build stronger connections with the local St. Louis community and surrounding region. The dean will continue to support WashULaw’s clinical education program, which is among the best in the country, in its provision of free legal services and partnerships with community-based organizations, while identifying new
opportunities to strengthen ties between the school and St. Louis. The dean will be a committed, consistent presence within the region and will bring WashULaw and St. Louis closer together.

**PROFESSIONAL EXPERIENCE / PERSONAL QUALIFICATIONS**

The School of Law emphasizes the importance of having a dean who:

- has the ability to surface and articulate a mission that collectively inspires the institution;
- has a strategic, transparent, and collaborative leadership style;
- has an energetic, creative, visionary, and innovative spirit;
- empathetically nurtures the sense of community among employees, students, and alumni so that all persons feel seen, appreciated, and valued;
- is culturally competent and is committed to diversity, equity, inclusion, and belonging;
- possesses emotional intelligence, astute intellectual abilities, and financial literacy and judgment;
- is committed to helping students achieve their educational and professional goals, so that they receive great value from their investment in WashULaw;
- appreciates the importance of faculty scholarship and service and sees that they are essential to good teaching and the school’s mission of training rising lawyers who are principled, integrity-led, service-driven, and responsive to the needs of a changing society; and
- is able to balance the need to engage with internal and external stakeholders to trumpet the school’s story and advance its mission, fully understanding it and eloquently articulating it to donors and other supporters.

**EDUCATION AND FACULTY RANK REQUIREMENTS**

The dean should have an earned J.D. or equivalent and, for candidates coming from legal academia, possess a record of recognized university teaching, scholarship, and service sufficient to merit a faculty appointment of professor with tenure.
COMPENSATION
Washington University in St. Louis offers an attractive compensation-and-benefits package, commensurate with the successful candidate’s background and experience.

NOMINATIONS AND APPLICATIONS
Washington University in St. Louis has retained the services of the executive search firm Korn Ferry. Applicants should submit the following two documents (in two separate PDF files):

1. An up-to-date and detailed curriculum vitae.
2. A brief letter of interest (2-4 pages) describing why you are interested in the role of Dean of Washington University in St. Louis School of Law, why you would be successful based on your professional experience, and why the timing is right for you to consider this opportunity.

For priority consideration, please send the two PDF documents directly to Dr. Josh Ward at Josh.Ward@KornFerry.com by Friday, October 20, 2023. It is anticipated that the dean will take up the position by summer 2024. However, the exact start date is negotiable to fit the individual circumstances of the successful candidate.

KORN FERRY CONTACT

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<th>Josh Ward, PhD, MPhil</th>
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<td>Senior Client Partner</td>
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<tr>
<td>Education</td>
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<td>Korn Ferry</td>
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<td><a href="mailto:Josh.Ward@KornFerry.com">Josh.Ward@KornFerry.com</a></td>
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<td>(405) 640-3994</td>
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Washington University in St. Louis is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration without regard to an individual’s sex, race, color, religion, age, disability status, protected veteran status, national or ethnic origin, gender identity or expression, or sexual orientation. Women, minorities, protected veterans, and the disabled are strongly encouraged to apply.