

# Texas Christian University Fort Worth, Texas

## General Counsel

Texas Christian University seeks a seasoned leader to serve as its inaugural General Counsel. Reporting to the Chancellor, and serving as the chief legal counsel for the university, the general counsel will be looked to not only for legal acumen, but also for judgment in policy creation and interpretation. The successful candidate will be a counselor who understands the risks and opportunities inherent in the activities of a university and a partner to administrators, faculty, and students in moving TCU forward while also responding to both the celebratory moments and the problems that can arise on campus. Candidates must have the demeanor and experience to speak confidently as a member of the leadership team with trustees, students, staff, faculty, alumni, the public, and all of TCU's community.



### Background

TCU, founded in 1873 by brothers Addison and Randolph Clark, was originally known as the AddRan Male and Female College. Founded by the Disciples of Christ, a broadly ecumenical faith tradition, TCU today is a "spiritual campus" valuing the development of a personal spiritual life. From 13 students in 1873, the University now enrolls over

10,000 students studying in 119 undergraduate and 81 graduate programs. TCU's home is Fort Worth, Texas the 16<sup>th</sup> largest city in the country and a city that is consistently described as one of the nation's most livable communities. The *Chronicle of Higher Education* has rated TCU as one of the "Great Colleges to Work For" for the past seven years.

Texas Christian University	Collaborative Governance; Compensation & Benefits; Confidence in Senior Leadership; Facilities, Workspace & Security; Job Satisfaction; Professional/Career Development Programs; Respect and Appreciation; Supervisor/Department Chair Relationship; Teaching Environment (faculty only); Tenure Clarity & Process (faculty only/4-year only); Work/Life Balance
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Chancellor's Statement: With the Horned Frog as a mascot, you know Texas Christian University is unique. We invest in our people, harnessing their potential and equipping them to make a difference in the world. From rigorous academic curricula and leading-edge research to innovative programs and collaborative projects, we are making significant progress on our journey to be a world-class, values-centered university. It's different here, and we are proud of that. — Victor J. Boschini Jr.

<http://www.chronicle.com/interactives/greatcolleges17>

### **Our Mission**

To educate individuals to think and act as ethical leaders and responsible citizens in the global community.

### **Our Vision**

To be a world-class, value-centered university.

### **Our Core Values**

TCU values academic achievement, personal freedom and integrity, the dignity of and respect for the individual and a deep heritage that includes inclusiveness and service.

TCU is a student-centered university with just over half of its students coming from Texas, another 40% from other parts of the United States and another nearly 400 students representing 85 countries. Racial minority students make up approximately 22% of TCU's students and 60% of all students are female. A little less than half of the undergraduates are members of one of 41 Greek organizations. TCU has an annual operating budget of approximately \$700 million and an endowment of \$1.5 billion. Supported by 2,200 employees, the University has 630 full-time faculty members, 84 percent of whom hold a terminal degree.

TCU's academic program is organized into eight colleges and schools and five distinctive programs. For further information on these, please use the links in the list below identifying each college and program.

### **Colleges and Schools**

[AddRan College of Liberal Arts](#)

[Bob Schieffer College of Communication](#)

[College of Education](#)

[College of Fine Arts](#)

[College of Science & Engineering](#)

[Harris College of Nursing & Health Sciences](#)

[John V. Roach Honors College](#)

[Neeley School of Business](#)

### **University Programs**

[Intensive English Program](#)

[International Studies](#)

[Master of Liberal Arts](#)

[Ranch Management](#)

[Women and Gender Studies](#)

In 2019, pending accreditation, TCU will welcome its first MD school students as part of the expansion of a longstanding collaboration with the University of North Texas Health Sciences Center (UNTHSC), which is located in the cultural district of Fort Worth. With an initial enrollment of 60, TCU and UNTHSC hope to eventually enroll 240 students in the program.

<http://www.tcu.edu/mdschool.asp>



TCU is a member of the Big 12 Athletic Conference. Over 500 student-athletes participate in sports and TCU employs over 100 full-time administrators, coaches and staff.

<http://www.gofrogs.com/>

### **The Leadership Team**

Dr. Victor J. Boschini, Jr. has led TCU since 2003 and is its 10<sup>th</sup> Chancellor. TCU has experienced remarkable growth under the Chancellor's leadership. With the TCU Board of Trustees and members from across the campus community, Chancellor Boschini launched

the *Vision in Action* strategic process that has guided growth and development on the TCU campus. <https://strategicplan.tcu.edu/>. The Campaign for TCU, which ended in 2012, raised \$434 million, resulting in the doubling of scholarship support for undergraduates and construction of more than a dozen academic facilities and residence halls. The next phase of the *Vision, The Academy of Tomorrow*, focuses on increasing innovative programs. Below are some of the major accomplishments achieved through the *Vision*:



- Development of the Brown-Lupton University Union and Campus Commons
- Construction of the Intellectual Commons
- Establishment of the John V. Roach Honors College
- Establishment of the MD School, pending accreditation, in collaboration with UNT Health Science Center
- Membership in the Big 12 Conference
- Renovation of the Amon G. Carter Stadium
- Renovation of the Daniel-Meyer Athletic Complex featuring the Ed and Rae Schollmaier Coliseum

The Chancellor convenes a cabinet of 15 members including the Provost, Vice Chancellors for Student Affairs, Finance and Administration, Human Resources, Marketing and Communication, and Advancement, the Chief Officers for Investment, Inclusion, Technology, and University Compliance, the Director of Athletics, the Chief of Staff and Interns. The General Counsel will join this group in leading TCU. <http://www.chancellor.tcu.edu/cabinet.asp>

### **Living in Fort Worth**

Fort Worth is a city of 800,000 characterized by a friendliness that can make it feel like a small town. It features big city amenities without big city congestion. Easily accessible to the Dallas/Forth Worth International Airport and with a vibrant cultural and commercial district, Fort Worth is considered one of the most livable cities in the nation by the National Civic League. <https://www.fortworthchamber.com/explore-fort-worth/moving-to-fort-worth/> Newcomers to Fort Worth find housing affordable, a diverse community, and excellent public and private schools. <http://datausa.io/profile/geo/fort-worth-tx>



### **The Role of the General Counsel**

In deciding to add a general counsel to the leadership team, the Chancellor is signaling increased attention to the complex legal needs of a major and growing institution of higher education. During its history, TCU has been well served by attorneys in the greater Fort Worth area as well as by others nationwide who have brought significant expertise to the University. These services have ensured that the University has been operating with needed and excellent legal advice. However, TCU seeks to manage its legal affairs in a significantly more coordinated fashion and with a general counsel that stresses the role of ‘counselor,’ while overseeing all the legal matters of the University.

As a member of the senior leadership team, the general counsel will participate in the planning of the strategic and innovative initiatives that have supported TCU’s growth in physical plant as well as reputation and competitiveness. The general counsel will be called upon to manage legal affairs within the context of a student-centered culture that is highly relational and accepts risk as part of the entrepreneurial nature of the institution. As one senior administrator put it, “We run towards the fire.” Understanding the risks inherent in the activities of TCU, especially those involving students, will be crucial to the success of the general counsel. Legal acumen is a given for any candidate for this position, but bringing the experience and judgment that comes from understanding the academy is a necessary framework for the general counsel’s role. The general counsel will be called upon to develop relationships with trustees, students, staff, faculty, alumni, the public, and all of TCU’s community in order to understand the broader context of managing the University’s legal affairs.

## Opportunities for the General Counsel

- The general counsel will have the opportunity to establish a new office in an environment that includes other well-established senior leadership positions and offices. The senior leadership team has been stable and includes members who have held other positions within TCU, making their relationship to the University, in some cases, decades long.
- As part of creating the new office, understanding the services of the existing legal advisers to TCU and developing the role of in-house counsel are essential. Auditing the immediate needs and the continuing services senior administrators are accustomed to having, will be high on the list during the first 100 days of the general counsel's work. In establishing the role, the inaugural general counsel must take care not to become a 'bottle neck' for a senior staff accustomed to accessing outside counsel directly.
- In 2015, TCU entered into a memorandum of understanding with the University of North Texas Health Sciences Center to create a medical school (MD school) in Fort Worth. The dean was named in 2016 and, pending accreditation, the first cohort of 60 students is expected to enroll in 2019. The general counsel will be a key member of the administrative team responsible for ensuring the successful and smooth launch of this new venture.
- The cost of legal services will be the responsibility of the general counsel. Managing and auditing the cost of services both in terms of personnel time and retention of outside counsel are expected.
- TCU is an integral part of the city of Fort Worth and the strong relationships of key members of the community and University are critical to the success of the University. The general counsel will need to appreciate and become a part of and foster this interwoven University-Fort Worth community.
- The successful candidate must be able to establish and maintain strong partnerships with internal University audiences. TCU is a student-centered University where serving students' education is paramount. The faculty as well as the student body have experienced growth and increased sophistication in the activities that support student learning. The general counsel will be looked to for advice and collaboration in how best to address activities from study abroad to the growth of faculty-created intellectual property.
- Significant effort and oversight in areas relevant to TCU as a private non-profit University in Texas including specific areas, enumerated below, will shape the work of the general counsel.

## **Specific Responsibilities of the General Counsel**

- Structure and manage the university's internal legal function and staff
- Serve as a key advisor to the Chancellor and the Board of Trustees as appropriate
- Participate in the definition and development of TCU policies, procedures, and programs and provide continuing legal counsel and guidance on all matters
- Serve as key lawyer/legal advisor on all major business transactions
- Advise senior leaders on a broad range of federal, state, and local regulatory and compliance matters
- Actively participate in executive level meetings related to the future direction of the university
- Oversee contract administration
- Represent and oversee the representation of TCU in all contested matters including judicial and administrative proceedings, and in negotiations with federal and state agencies; in such proceedings, work with senior administrators to determine strategic goals and to approve settlements where warranted
- Coordinate with the Chief University Compliance Officer to ensure the university conducts its business in compliance with applicable federal, state, and local laws and regulations
- Advise on the legal aspects of student activities including student discipline, admissions, financial aid, housing, athletics, and student conduct
- Advise on all legal aspects of employment matters including faculty employment, tenure and promotion, and athletic coaches' contracts
- Oversee the selection, retention, management and evaluation of all outside counsel
- Advise on legal aspects of the university's financing, including assessing and advising on current future business structures and legal entities
- Serve as liaison to regulatory and legislative bodies, courts, and attorneys general

## **Desired Characteristics of the Successful Candidate**

- Knowledge of federal, state, and local applicable laws and regulations
- Excellent problem-solving skills and analytical habits
- Significant experience working with business, government, other non-profit institutions as partners, grantors, and contractors
- Demonstrated excellence in managing, developing and leading teams, and delegating
- Experience effectively representing complex clients such as the University in a variety of settings
- Demonstrated ability to advise senior leadership in all legal matters
- Demonstrated ability to review and make recommendations to improve, streamline processes, and be in compliance with policies
- Experience training and leading staff
- Demonstrated engagement in managing matters related to diversity and inclusion
- Good sense of humor and sense of self

### **Required Education and Experience:**

- Juris Doctorate (J.D.) from an accredited law school
- Membership in the Texas State Bar Association and authorization to practice law in the State of Texas or eligibility for membership within six months of employment
- A minimum of 10 years of broad general legal practice, including increasingly responsible experience at a senior level in a law firm or in-house with an institution of comparable complexity to TCU
- Experience advising on governance matters within a university or an organization with a similar governance structure including a board of directors or trustees
- Experience managing other attorneys and supervising support staff with cost-effective management of legal resources
- Experience in directing strategy and managing complex litigation

### **Preferred Experience**

- 15 plus years of experience in legal practice
- Specialization in a legal practice serving institutions of higher education
- Prior experience representing an institution of higher education in-house
- Prior experience representing a medical school

### **How to Apply**

Confidential inquiries and nominations may be made by contacting AGB Search Executive Consultants Georgia Yuan, at [georgia.yuan@agbsearch.com](mailto:georgia.yuan@agbsearch.com) or at 202-590-7590 or Carlton Brown, at [carlton.brown@agbsearch.com](mailto:carlton.brown@agbsearch.com) or at 912-247-8661.

To apply, please send a letter of interest addressing the leadership characteristics described in this profile, a curriculum vita, and the names of five references including your relationship to them, phone numbers, and email addresses. References will not be contacted without the permission of the candidate. Please submit this information in MS Word or PDF format to [TCUCounsel@agbsearch.com](mailto:TCUCounsel@agbsearch.com). To ensure full consideration, applications must be received by **December 1, 2017** though applications will continue to be accepted until a successful candidate has been named.



As an AA/EEO employer, TCU recruits, hires, and promotes qualified persons in all job classifications without regard to age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, genetic information, covered veteran status, or any other basis protected by law.