

GENERAL COUNSEL

POSITION PROFILE • OCTOBER 2025

Salisbury
UNIVERSITY





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Salisbury University is a proud member
of the University System of Maryland.

Salisbury University is an equal educational and employment opportunity institution.

Tomorrow Maker



One of 12 institutions of the University System of Maryland (USM), Salisbury University (SU) is well served by highly effective administrators, faculty, and staff who lead a community of more than 7,200 students, with increasing impact from 52 undergraduate and 17 graduate degree programs, and a community of nearly 65,000 alumni.

For a century, SU has been committed to meeting the emerging needs of students and families, the surrounding community, the State of Maryland, and the nation, earning acclaim for more than 25 years from national publications including *U.S. News & World Report*, *Forbes*, *Money*, *Kiplinger's Personal Finance*, *Washington Monthly*, and *The Princeton Review*, the latter of which has ranked SU's Patricia R. Guerrieri Academic Commons among the nation's 25 best college libraries.

THE ROLE

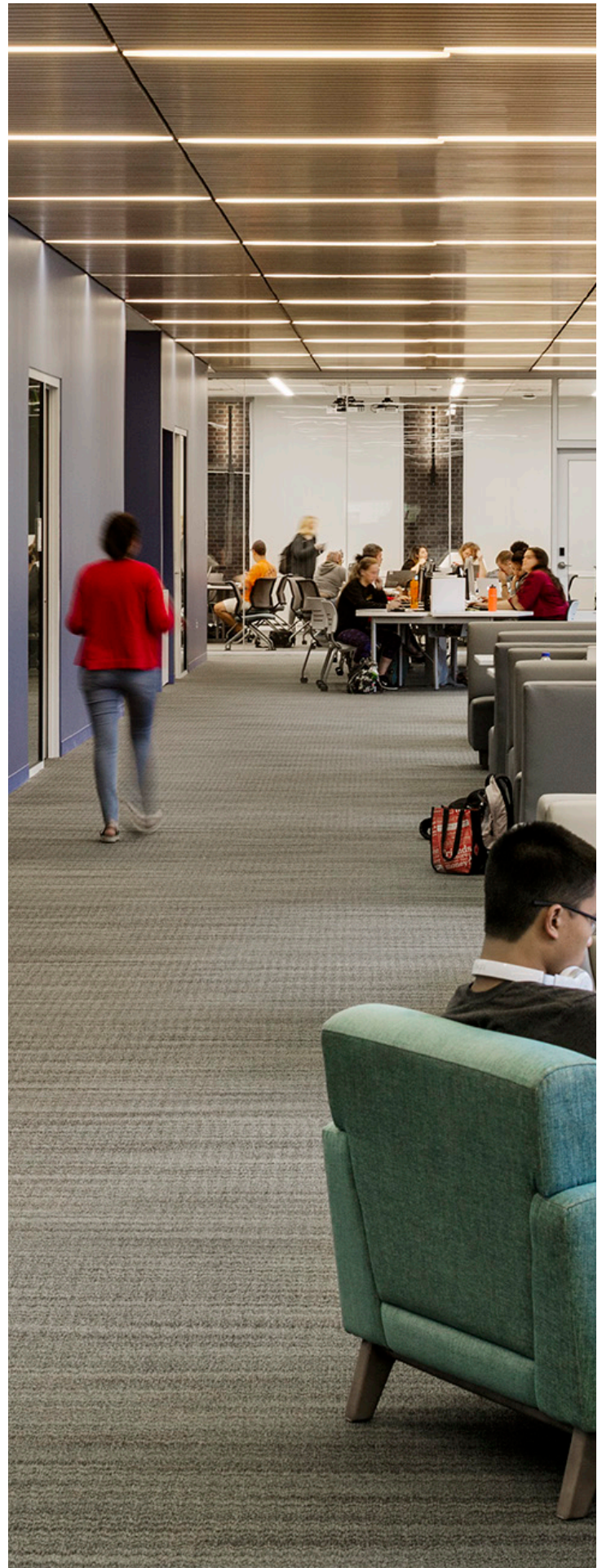
Salisbury University invites nominations and applications for the position of General Counsel. This senior leadership position serves as the chief legal officer for the University, providing strategic legal guidance to the President, President's Cabinet, and other senior leaders on a broad and complex range of matters affecting the university.

As a collaborative partner, the General Counsel works to promote sound decision-making and mitigate institutional risk, ensuring SU's policies and practices align with legal requirements and best practices in higher education.

Additionally, the General Counsel is responsible for ensuring the University's compliance with applicable federal and state laws, regulations, and University System of Maryland policies, while proactively managing legal risks and safeguarding the University's interests. This includes oversight of the University's compliance program, centralized policy management system, and Enterprise Risk Management process.

The General Counsel will be engaged across campus by serving as a trusted advisor, responding to legal inquiries, and sharing timely updates on evolving legal and regulatory issues. This role requires handling sensitive and high-profile matters, including employment-related concerns and cases, governance and compliance matters, and contracts.

The role of General Counsel requires visible and meaningful involvement with the University community while allowing for discretion in how professional responsibilities are carried out. The General Counsel will bring exceptional judgment, integrity, and the ability to navigate complex legal landscapes while supporting the University's mission.







PRINCIPAL DUTIES & RESPONSIBILITIES

STRATEGIC LEGAL LEADERSHIP & ADVISING

- Serve as the chief legal advisor to the President, President's Cabinet, and senior leaders on all legal, regulatory, and compliance matters.
- Provide clear, strategic, and practical legal guidance to support institutional priorities and mitigate legal risks.
- Monitor and interpret changes in federal and state laws, regulations, and USM policies, advising on their implications for the University.
- Serve on University and USM committees to contribute legal expertise to institutional planning and decision-making.

POLICY, COMPLIANCE, & RISK MANAGEMENT

- Oversee the University's centralized policy management system to promote clarity, compliance, and accountability
- Lead the University's Enterprise Risk Management process, identifying and addressing potential risks to institutional operations and reputation.
- Ensure the University meets all legal and regulatory reporting (e.g. University System of Maryland; Maryland Higher Education Commission) obligations in coordination with relevant departments.
- Oversee and manage all Maryland Public Information Act (MPIA) requests received by the University, ensuring timely acknowledgement, legal review, and proper disclosure with state law.

LEGAL REPRESENTATION & CASE MANAGEMENT

- Manage and oversee all legal issues involving the University, including advising on procurement law, real estate transactions, and intellectual property.
- Coordinate representation of the University in administrative proceedings, litigation, and other legal disputes.
- Review, draft, and negotiate contracts, agreements, and other legal documents to protect the University's interests.

COLLABORATION & COMMUNICATION

- Build and maintain strong working relationships with internal and external stakeholders, including University leadership, faculty, staff, government agencies, and the Office of the Attorney General.
- Communicate complex legal concepts in a clear and accessible manner to various audiences.
- Work closely with campus partners to ensure consistent, transparent, and legally sound practices.



PROFESSIONAL QUALIFICATIONS

The successful candidate will be an experienced, strategic legal professional with demonstrated expertise in higher education law, compliance, and a proven ability to navigate complex legal landscapes in a collaborative environment.

MINIMUM QUALIFICATIONS INCLUDE:

- Juris Doctor (J.D.) from an accredited law school and a member of the Maryland State Bar or eligible to practice law in the State of Maryland within one year or less.
- A minimum of 10 years of progressively responsible legal experience or 5 years in a senior legal counsel role or equivalent leadership position; experience in higher education, government, or public sector preferred.
- Proven experience managing complex and high-profile legal matters with discretion, sound judgment, and a focus on institutional mission and values.
- Ability to provide proactive, practical legal advice to stakeholders and to communicate complex legal issues clearly and effectively.

PREFERRED QUALIFICATIONS INCLUDE:

- Broad and deep understanding of areas relevant to higher education, including risk management, contract law, employment law, student affairs, University governance, and real estate and intellectual property law.
- Knowledge of and experience with state and federal regulatory frameworks, as well as University System of Maryland policies and procedures.
- A record of success in policy development, compliance program oversight, and enterprise risk management.
- Strong leadership and management skills, with the ability to collaborate across divisions and build trust with senior leadership, faculty, staff, and external partners.

PERSONAL QUALIFICATIONS

- High degree of integrity, ethics, and professional responsibility.
- Exceptional interpersonal skills with the ability to establish credibility at all levels of the institution.
- Strong organizational, planning, and prioritization abilities, with a commitment to follow-through and timely responsiveness.
- Capacity to manage multiple priorities and projects simultaneously in a fast-paced environment.
- Ability to work both independently and collaboratively in a team-oriented setting.
- Commitment to maintaining a visible presence amongst the campus community, fostering a culture of transparent accountability and trust.
- Excellent oral and written communication skills, with the ability to communicate complex issues in clear terms and tailor messaging for various audiences (including faculty, staff, and students).

PROCEDURE FOR CANDIDACY

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a cover letter addressing the themes in this profile.

Visit our website salisbury.edu/hr/careers to apply online and submit a resume and cover letter by November 14, 2025, to be given full consideration.

The position will remain open until filled. Only applications submitted through Salisbury University's Online Employment Application System will be considered. Any other documents must be uploaded with your online application. No documents will be accepted via email. Three professional references will be requested and required before the final stages of the search. Candidates will be notified prior to references being contacted.

Salisbury University has a strong institutional commitment to diversity and equal educational opportunities. To that end, the University prohibits discrimination on the basis of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, genetic information, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristics. Direct all inquiries regarding the nondiscrimination policy to the Office of Institutional Equity/ Title IX Coordinator, 1216 Camden Ave., Salisbury, MD 21801, 410-543-6426.

The material presented in this Position Profile is provided for informational purposes only. The material has been compiled from various Salisbury University documents and is believed to be accurate at the time of this document's creation.



UNIVERSITY DIVISIONAL ORGANIZATIONS

ACADEMIC AFFAIRS

The Division of Academic Affairs is primarily responsible for the academic functions on Salisbury University's campus. This includes supporting and overseeing curriculum initiatives, student success programs, faculty research and teaching, and all academic departments and programs.

The division oversees many programs and offices including SU's seven schools and colleges (Fulton School of Liberal Arts, Henson School of Science and Technology, Perdue School of Business, Seidel School of Education, College of Health and Human Services, Clarke Honors College, and Graduate School), Center for Student Achievement (i.e. tutoring, supplemental instruction, student success coaching), University Writing Center, Academic Advising, Nationally Competitive Fellowships Office, and Libraries.

ADMINISTRATION & FINANCE

The Administration and Finance Division directs the financial management, administrative, and business planning activities of Salisbury University in collaboration with leaders from the campus' academic and administrative units. The division focuses on implementing effective business processes to improve services for the University's employees and students and helps advance SU's strategic goals by securing resources from state and auxiliary revenue streams.

The division is comprised of University Police, IT, Facilities and Capital Management, Financial Services, HR, Bookstore, Dining Services, and Delmarva Public Media.

ADVANCEMENT & ALUMNI ENGAGEMENT

The Division of Advancement and Alumni Engagement connects Salisbury University with its external community – alumni, friends, donors – by building relationships that strengthen the University's impact for generations to come.

University Advancement inspires and stewards support through fundraising initiatives, donor engagement, and management of the SU Foundation, Inc.; and Alumni Engagement keeps alumni connected through events, programs, and communications. Through these efforts, the division fosters pride in SU, generates philanthropic support and advocacy, and helps ensure our students have the resources and opportunities to succeed.

INCLUSION, ACCESS, AND BELONGING

The Division of Inclusion, Access, and Belonging (IAB) is the newest division at Salisbury University, created in 2024. IAB takes the lead on matters of inclusion, access, and belonging by providing guidance and support to SU to help navigate complex challenges. The division aims to create inclusive learning environments, develop experiences for the SU community that offer perspectives and bridge cultural knowledge, and ensure equal access to SU's courses, programs, activities, opportunities, and services.

The division is comprised of the Office of Access and Accommodations (OAA), the Office of Diversity and Inclusion (ODI), the Office of Institutional Equity (OIE), and the Charles A. Wight Multicultural Center for Equity, Justice, and Inclusion.

PUBLIC AFFAIRS

The Public Affairs Division works to amplify Salisbury University's unique voice, image, and reputation; partner across campus to synchronize marketing and communications efforts to ensure our brand promise is delivered; develop and execute marketing and communications strategies that advance SU and share our excellence; and produce dynamic content across communication channels, spotlighting stories, achievements, and initiatives that raise awareness about SU regionally and nationally. Public Affairs collaborates with stakeholders across campus and the state to amplify the SU experience with creativity and enthusiasm.

The Public Affairs division is comprised of Creative Services and Brand Strategy, Digital Strategy, Government and Community Relations, and Public Relations.

PRESIDENT'S OFFICE

The Office of the President provides leadership and support for the President and Salisbury University, ensuring that the institution fulfills its mission and strategic goals. The office carries out a wide range of responsibilities including coordinating events sponsored by the President's Office and Cabinet, crisis management and executive communications, and cultivating relationships with key partners such as the University System of Maryland, the Board of Regents, community stakeholders, and donors. The Office also plays a central role in strategic initiative planning, policy development, institutional advocacy, and community partnerships, serving as the hub for University-wide leadership and coordination.

In addition, the Office provides executive oversight and alignment for Athletics, Enrollment Management, and the Office of General Counsel. Athletics strengthens campus spirit, community engagement, and national visibility; Enrollment Management drives student recruitment, access, and retention; and the Office of General Counsel ensures the University's operations are legally sound, ethically responsible, and aligned with state and federal regulations.

STUDENT AFFAIRS

The Student Affairs Division at Salisbury University consists of a dedicated group of professionals and student leaders who strive to integrate our students' educational experiences into a campus community filled with opportunities, services, and offices that promote their development both inside and outside the classroom.

The Student Affairs Division includes Career Services, Housing and Residence Life, Center for Student Involvement and Leadership (i.e. student clubs and organizations), the TRiO program, and the Dean of Students Office.

SALISBURY UNIVERSITY OVERVIEW

Salisbury University sets success in motion. As a student-centered, public regional comprehensive University, SU provides a high-quality undergraduate education, along with excellent graduate and certificate programs. Located on Maryland's Lower Eastern Shore, the friendly campus has a powerful sense of community and "just right size" feel, and our beautiful grounds are a nationally recognized arboretum.

At SU, anyone can "Make Tomorrow Yours." We are known for our:

- Warm and Friendly Environment
- Faculty and Staff Who Open Doors for Students
- Opportunities for Students
- Affordability and Return on Investment

ENROLLMENT

Over 7,200 students attended SU in the 2024-25 academic year, with over 6,400 undergraduate and 760 graduate students.

With a student-to-faculty ratio of 14:1, the University fosters close engagement between students and faculty, and brings together talented students from across campus in collaborative research, professional development, and experiential learning opportunities. Students come from 36 states and 37 foreign countries.

RESOURCES

SU has sound financial footing, with a Fiscal Year 2026 budget of approximately \$227 million. For the 2025-26 academic year, tuition and fees are estimated to be \$11,306 for in-state undergraduate students and \$22,810 for out-of-state.

SU's Business, Economic and Community Outreach Network (BEACON) has estimated the University's regional economic impact at some \$600 million.



COMMUNITY

SU is a campus of more than 1,600 staff and 600 full- and part-time faculty. These dedicated and devoted faculty and staff value a culture of collaboration and shared governance, and a creative and engaged student population that is increasingly comes from various backgrounds.

SU graduates join a growing network of nearly 65,000 alumni worldwide, working for corporations including Amazon, JPMorgan Chase & Co., NASA, Perdue Farms, Under Armour, and the Walt Disney Co., to name just a few. The average salary of recent graduates is \$58,000.

The University houses several centers of excellence, including:

- Charles A. Wight Center for Equity, Justice, & Inclusion
- Institute of Public Affairs & Civic Engagement
- Dave & Patsy Rommel Center for Entrepreneurship
- Business Economic & Community Outreach Network
- Mid-Atlantic Sales & Marketing Institute
- Edward H. Nabb Research Center for Delmarva History & Culture
- Bosserman Center for Conflict Resolution
- Eastern Shore Regional GIS Cooperative
- Eastern Shore Child Care Resource Center

STRATEGIC PLAN GOALS

SU is guided by a Strategic Plan developed through broad collaboration. The plan reflects analysis and discussion with faculty, staff, students, and other constituents. The five overarching goals are:

1. Enrich Academic Success and Student Development
2. Inspire a Campus Culture of Inclusive Excellence, Support, and Collaboration
3. Support Access, Affordability and Academic Excellence
4. Deepen Engagement with Our Community
5. Enhance Environmental, Social, and, Economic Sustainability

ACADEMICS

The University seeks to provide all of its students rich opportunities, a broad worldview, and a balance of challenge and support to use their talents to shape the future. SU offers 52 bachelor's degrees, and 17 master's and doctoral programs, with several online options. Believing that affordable access to public higher education is essential, the University's highest purpose is to empower students with the knowledge, skills, and core values that contribute to active citizenship and gainful employment in an interdependent world.

SU is home to seven schools and colleges:

- College of Health and Human Services
- Glenda Chatham & Robert G. Clarke Honors College
- Charles R. & Martha N. Fulton School of Liberal Arts
- Richard A. Henson School of Science and Technology
- Franklin P. Perdue School of Business
- Samuel W. & Marilyn C. Seidel School of Education
- Graduate School

RANKINGS & ACCOLADES

- Since 2011, SU students have won more than 100 national and international fellowships, including the National Science Foundation Greater Research Fellowship, Charles B. Rangel Scholarship, Barry M. Goldwater Scholarship, Critical Language Scholarship, David L. Boren Scholarship, and Gates Cambridge Scholarship, including 41 Fulbright Students
- SU is consistently named among the best universities in the U.S. by guides including *U.S. News & World Report*, *The Princeton Review* and *Forbes*.
- *U.S. News & World Report*, *Money*, *Kiplinger's Personal Finance*, *Forbes* and *Washington Monthly* have named SU among the best college values in the nation.
- *U.S. News & World Report* has named SU's M.B.A. and nursing programs among the nation's best online graduate programs.
- SU's Patricia R. Guerrieri Academic Commons has twice been named a "Best College Library" (top 25 in the U.S.) by *The Princeton Review*.
- *The Princeton Review* and *U.S. Green Building Council* have named SU among the nation's top 50 "Green Colleges."
- SU is home to 23 varsity athletics programs, with 23 NCAA Division III team championships and 24 individual national championships.



SALISBURY UNIVERSITY PRESIDENT

DR. CAROLYN RINGER LEPRE

Dr. Carolyn “Lyn” Ringer Lepre became Salisbury University’s 10th president on July 15, 2022. She came to the Delmarva Peninsula from Radford University in Virginia, where she formerly served as interim president.

At Salisbury, she has set goals of increasing enrollment and retention rates; creating a plan to increase the sense of belonging across campus; making SU a top 25 campus in *U.S. News & World Report* rankings; placing a greater emphasis on study abroad and study away programs; creating a facilities plan to attract students and support high-quality educational experiences; restructuring the SU budget to ensure the University’s spending is the most strategic it can be; adding new varsity sports; creating 100 new endowed scholarships as part of fundraising efforts for the University’s 100th anniversary in 2025; and continuing to tell the SU story through its “Make Tomorrow Yours” brand.

Lepre began her academic career as a faculty member at California State University, Chico; the University of Tennessee, Knoxville; and Marist College in Poughkeepsie, NY. During her tenure at Marist, she served as chair of the Department of Communication and director of the college’s Honors Program. In 2013, she was named assistant dean of Marist’s School of Communication and the Arts, advancing to interim dean in 2014 and then dean in 2016.

She joined Radford as provost and vice president for academic affairs in 2020. In that position, she collaborated with the academic leadership team and the student-centered faculty and staff to advance critical initiatives designed to foster the delivery of high-quality academic programs and experiences, and support the University’s strategic plan.

These endeavors included launching the Academic Success Center; launching a distinctive new general education curriculum, which empowers students to be in control of their coursework from day one and provides an individualized path

to degree completion; establishing a stand-alone School of Nursing; establishing a partnership with the Appalachian School of Law that created dual-degree programs; and developing three online fast-track degree programs (R.N.-to-B.S.N., M.B.A., and M.S.N.).

In addition to her academic work, Lepre has extensive professional experience in the communication industry, having worked for various national publications and media outlets. Her research has focused on media representation of gender and diversity, health communication and mass communication education, and she has published more than 40 book chapters, refereed journal and conference articles. She also is the co-author of *U.S. Media and Diversity* (Wiley-Blackwell), now in its third edition.

Lepre earned her B.A. in English and journalism at Miami University (OH), her M.S. in journalism from Ohio University and, her Ph.D. in mass communication from the University of Florida.



PRESIDENT’S CABINET

- Provost and Senior Vice President for Academic Affairs
 - Associate Provost and Acting Vice President of Academic Affairs
- Vice President of Administration and Finance
- Vice President of Student Affairs
- Vice President of Advancement and Alumni Engagement and Executive Director, SU Foundation, Inc.
- Vice President of Inclusion, Access, and Belonging
- Chief of Staff and Vice President of Public Affairs, and Strategic Initiatives
- General Counsel

THE SALISBURY SEVEN

During SU President Carolyn Ringer Lepre’s inaugural State of the University Address she outlined the pursuit of specific goals and initiatives aligned with seven priorities – the Salisbury Seven:

1. We will invest in the people who deliver on our promises to students
2. We will provide a rigorous, student-centered academic program led by world-class educators on a world-class campus
3. We will maintain a continual commitment to access, opportunity, equity, and foster a strong sense of belonging
4. We will pursue strategic growth to meet the needs of the Eastern Shore, Maryland, and the nation, while staying true to our identity as a student-focused institution
5. We will be recognized for innovative, high-impact practices and for educating the whole student for a lifetime of leadership and service
6. We will secure resources to support SU programs, students, and culture
7. We will strengthen our institutional identity and reputation

SALISBURY, MARYLAND

Perfectly located between Atlantic Ocean beaches and the Chesapeake Bay, the City of Salisbury is the largest city on the Eastern Shore of Maryland and the economic and cultural hub of the Delmarva Peninsula. *U.S. News & World Report* has rated Salisbury among the nation's top 20 Fastest Growing Cities and Safest Places to Live, and in the top 100 Best Places to Live. Realtor.com has called Salisbury the No. 1 Best College Town for Families.

SU boasts a strong relationship with the city and its leaders, and contributes to an engaged community fostering an exciting downtown revitalization. The city is home to an arts and entertainment district, the Salisbury Zoo, and City Park, and is surrounded by a region known for its charming small towns and refreshing outdoor activities. The city and campus are close to Ocean City, MD, and two hours from the metropolitan areas of Washington, Baltimore and Philadelphia.





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