

MARGARET RAYMOND
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PROFESSIONAL LEADERSHIP EXPERIENCE

Fred W. & Vi Miller Dean and Professor of Law 2011-2020
University of Wisconsin Law School, Madison, Wisconsin

Decisive, innovative, creative, dynamic and collaborative leader of renowned academic institution with \$35 million annual budget and 200 employees. Strong fundraiser, relationship-builder and executive with high integrity and powerful follow-through. Achieved the following outcomes:

Navigated transition to online learning while supporting students, faculty and staff during the COVID-19 epidemic. Managed unprecedented challenge of the pandemic while equipping faculty to deliver excellent remote instruction, creating remote learning and employment opportunities for students, and building new pathways for remote engagement, recruitment and community building.

Successfully led Law School through historically unprecedented downturn in applications, sustaining excellence, diversity, reputation and student access. Through creative, team-driven leadership, engagement with stakeholders, and collaboration with institutional partners, steered a course through five-year national downturn in law school applications while sustaining student quality and diversity, strategically adding excellent faculty hires, and improving student services and employment outcomes. Student-centered leadership involved both hands-on activities, including rich engagement with student recruitment, wellness and career development, and articulating and holding team accountable for focused priorities.

Built targeted, active and successful fundraising enterprise for the Law School. Radically increased level of donor contacts and stewardship; created new activities to support and advance philanthropy, including an annual two-day Dean's Summit for leadership and legacy donors and annual event to build student culture of gratitude and philanthropy. Stepped up alumni engagement opportunities and activities; updated and improved quality and frequency of print and online content; created and authored quarterly e-newsletter for leadership donors with 50% click-through rate. Developed strong advancement team, integrating campus partners and internal staff, to run effective major gifts, leadership annual giving, and annual fund enterprises. Led team in developing strategies to engage major gift donors and increase participation and annual giving.

Raised \$42 million, exceeding goal, in current campus-wide comprehensive campaign. Gifts included the Law School's largest gifts ever from a living donor and significant commitments to faculty (including endowment gifts to create a Distinguished Research Chair, numerous endowed faculty fellowships, and gifts to establish the first fully funded chair at the University of

Wisconsin named for an African American faculty member) and a rich range of endowed scholarships and programs.

Led processes of curricular reform and strategic planning. Guided revision of first-year J.D. curriculum, managing stakeholders through collaborative two-year process that produced a more writing-driven curriculum with greater opportunity for student choice and early specialization, and inclusive, participatory strategic planning process which involved all constituencies in development and affirmation of institutional mission, priorities and metrics for assessing success.

Supported faculty excellence, diversity and opportunity. Successfully retained excellent faculty with outside offers; reinstated lapsed sabbatical program; created program for providing top-up support that enabled faculty to accept prestigious research fellowships; mobilized university and unit resources to provide strong start-up packages for junior faculty and effective targeted opportunity hiring of faculty from underrepresented groups. Supported a strong program of mentorship, support and guidance for new faculty through the tenure and promotion process.

Revamped administrative structures and oversight. Regularized financial management; brought externally managed revenue in-house; clarified and strengthened lines of institutional fiscal clarity and accountability. Created committee process for allocating student activity resources aligned with institutional priorities. Rebuilt Board of Visitors as working board, using its talents to advance the Law School's interests; worked with leadership to revise bylaws, update financial management and investment strategies, and reinstitute Board terms, facilitating a more diverse, innovative, flexible and actively engaged Board.

Improved employment outcomes for graduates. Revamped career office staffing and structure; supported Associate Dean and staff in creating vigorous program of student engagement and education for professional success. Outputs included steady improvement in placement outcomes, better tracking and consistent data reporting and assessment, and a more supported, curated and positive student experience.

Improved visibility and reputation of institution. Increased law school's national reputation, recognition and national profile. Managed the Law School's ranking through careful attention to metrics and inputs. Built effective external affairs and communications enterprise. Successfully increased press visibility and social media presence; drove systematic process of generating nominations and recognition of faculty, staff, students and alumni for competitive national, state, professional and university awards and grants; vigorously engaged with legislators, Regents, alumni, the judiciary, and the professional community within the state and beyond, telling the Law School's story and building relationships and connections.

Engaged collaboratively in campus-wide initiatives. Played a leading campus role in developing strategies and policies to address alcohol use, sexual assault, violence, and harassment; served on search and screen committee for Vice Provost for Diversity and Inclusion; developed and led cross-campus initiative on coordinating graduate and professional experiences in rural Wisconsin. Engaged, trusted and respected senior leader.

OTHER ACADEMIC EXPERIENCE

Distinguished Visiting Professor of Law 2022-present
Seton Hall Law School, Newark, New Jersey

Warren P. Knowles Professor of Law 2021-present
University of Wisconsin Law School, Madison, Wisconsin
Currently on leave

William G. Hammond Professor of Law 2010-2011
Professor of Law 1999-2010
Associate Professor of Law 1995-1999
University of Iowa College of Law, Iowa City, Iowa

Taught courses in Criminal Law, Criminal Procedure, Professional Responsibility, and Federal Income Taxation and a seminar on the Supreme Court; participated in planning for and taught in Philip G. Hubbard Law School Preparation Program, a summer program for undergraduates from groups historically underrepresented in the legal profession who are considering law school. Recipient of Collegiate Teaching Award. Scholarship focused on constitutional criminal procedure, criminal law, and legal ethics. Member of state ethics rules drafting committee and regular provider of continuing legal education in professional responsibility to bar groups and attorney organizations.

Served as President of the University Faculty Senate and as co-chair of university-wide Budget Committee.

Visiting Professor of Law Spring 2010
University of Miami Law School, Coral Gables, Florida

Visiting Professor of Law Spring 2006
Vermont Law School, South Royalton, Vermont

Consultant 1994-1995
The Asia Foundation, Bangkok, Thailand

Special Assistant to the Dean 1994-1995
Faculty of Law, Chulalongkorn University, Bangkok, Thailand

PROFESSIONAL EXPERIENCE

Associate 1991-1992
Hoffman & Matasar, Portland, Oregon

Sole associate in small criminal defense firm. Argued appeals, conducted jury trials, and performed research and investigation in criminal and postconviction cases.

Associate 1987-1988
Morrison & Foerster, New York, New York

Civil litigation associate in national firm. Took depositions, argued motions, conducted research and drafted briefs in antitrust, intellectual property, and general commercial disputes.

Judicial Clerk 1986-1987
Hon. Thurgood Marshall, Supreme Court of the United States
Washington, DC

Judicial Clerk 1985-1986
Hon. James L. Oakes, United States Court of Appeals for the Second Circuit
Brattleboro, VT

EDUCATION

Columbia University School of Law J.D. 1985
Editor-in-Chief, Columbia Law Review
John Ordronaux Prize
(awarded to student ranked first in graduating class)

Carleton College, Northfield MN B.A. (Chemistry, *cum laude*) 1980

Hunter College High School, New York, NY 1976

BOARD SERVICE

Member, Board of Directors, Wisconsin Lawyers Mutual Ins. Co. 2019-present
Member, Board of Directors, Equal Justice Works 2017-2020

SELECTED PROFESSIONAL AND COMMUNITY SERVICE

Member, AAUW International Fellowships Review Panel 2022
Member, Supreme Judicial Court of Massachusetts Steering Committee
on Bar Admission Alternate Pathways Subcommittee 2021-present
Subject Matter Expert (Professional Responsibility),
National Conference of Bar Examiners 2021-present
Member, State Bar of Wisconsin Standing Committee on
Professional Ethics 2013-2019
ABA Law School Accreditation Site Visitor 2002-2006
(served on four teams, chaired two)
Member, Iowa Rules of Professional Conduct Drafting Committee 2000-2002

Founding member, Iowa City Police Citizens Review Board 1997-1999

SELECTED UNIVERSITY SERVICE

University of Wisconsin-Madison
Provost's Advisory Group on Sexual Assault and Misconduct Search and Screen Committee, 2016-2020
Vice Provost for Diversity and Inclusion 2014-2015
University of Wisconsin Alcohol Policy Review Task Force 2012-2013
Mentor, undergraduate Chancellor's Scholar 2013-2017

University of Iowa
Search Committee, Provost and Executive Vice President 2007-2008
Co-chair, University Faculty-Staff Budget Committee 2004-2005
President, University of Iowa Faculty Senate 2003-2004
Member, General Education Fund Task Force
(charged by University President to recommend reductions in University spending) 2004
Chair, President's Ad Hoc Investigative Committee
(chaired investigative committee on university's response to sexual assault allegations against a student athlete) 2002-2003

Service at University of Iowa College of Law included work on Appointments, Curriculum, Speakers, and Admissions Committees and a term as Collegiate Ombudsperson.

ACADEMIC LEADERSHIP ACTIVITIES

Millennium Leadership Institute 2013-2014
Higher Education Resource Services (HERS)
Management Institute for Women in Higher Education Administration at Wellesley College 2006-2007
Fellow, Committee on Institutional Cooperation (CIC) Academic Leadership Program 2003-2004

BAR ADMISSIONS

New York, Wisconsin (active)
Oregon (inactive)

CERTIFICATIONS

Certified EMT in New York State; NREMT

SELECTED PUBLICATIONS

Casebooks:

Raymond, *The Law and Ethics of Law Practice* (1st ed. 2009).
Raymond & Hughes, *The Law and Ethics of Law Practice* (2d ed. 2015).

Articles:

Work and Life and Death: A Law School Dean's Perspective, 48 *Toledo L. Rev.* 303 (2017) (solicited essay published in dean's issue).

Professional Responsibility for the Pro Se Attorney, 1 *St. Mary's Journal on Legal Malpractice & Ethics* 2 (2011) (symposium paper).

Looking for Trouble: Framing and the Dignitary Interest in the Law of Self-Defense, 71 *Ohio St. L. J.* 287 (2010).

Inside, Outside: Cross-Border Enforcement of Attorney Advertising Restrictions, 43 *Akron L. Rev.* 801 (2010) (symposium paper).

On Legalistic Behavior, the Advocacy Privilege, and Why People Hate Lawyers, 55 *Buffalo L. Rev.* 929 (2007).

Book Review: *Midnight Assassin*, by Patricia Bryan and Thomas Wolf, 57 *Journal of Legal Education* 293 (2007).

The Right to Refuse and the Obligation to Comply: Challenging the Gamesmanship Model of Criminal Procedure, 54 *Buff. L. Rev.* 1483 (2007).

"No Fellow in American Legislation": *Weems v. United States* and the Doctrine of Proportionality, 30 *Vermont L. Rev.* 251 (2006).

Penumbral Crimes, 39 *Am. Crim. L. Rev.* 1395 (2002).

Fool for a Client: Some Reflections on Representing the President, 68 *Ford. L. Rev.* 851 (1999).

Down on the Corner, Out in the Street: Considering the Character of the Neighborhood in Evaluating Reasonable Suspicion, 60 *Ohio St. L.J.* 99 (1999).

Rejecting Totalitarianism: Translating the Guarantees of Constitutional Criminal Procedure, 76 N.C. L. Rev. 1193 (1998).

SELECTED PRESENTATIONS

Panel participant, “Deans as Managers—The Internal Work of the Dean,” 2019 ABA/AALS/LSAC/NALP/Access Lex Deans’ Workshop, Denver, CO, June 14, 2019.

Moderator, Plenary Session, “The Rule of Law and the Role of the Supreme Court in a Time of Political Turmoil,” Seventh Circuit Bar Association and Judicial Conference of the Seventh Circuit Annual Meeting, Milwaukee, WI, May 6, 2019.

Panel participant, “Chutes and Ladders for Lawyers,” CLE at Wisconsin State Bar Annual Meeting, Wisconsin Dells, WI, June 14, 2017.

Panel participant, “Fantasy Legal Ethics Football,” CLE at Wisconsin State Bar Annual Meeting, Green Bay, WI, June 15, 2016.

Panel participant, “Legal Ethics on Television: The Not-So-Good Wife,” CLE at Wisconsin State Bar Annual Meeting, Lake Geneva, WI, June 26, 2015.

Panel participant, “Kobayashi Maru: Reprogramming Your Practice,” CLE at Wisconsin State Bar Annual Meeting, Lake Geneva, WI, June 27, 2014.

“Multiple Party Representation in Transactions,” CLE at the University of Wisconsin Law School, January 10, 2014.

“Lost and Found: The Lost Lawyer, Twenty Years Later,” Section on Professional Responsibility, Association of American Law Schools Annual Meeting, New York, N.Y. Jan. 3, 2014.

Panel participant, “Access to Legal Education,” Association of American Law Schools Annual Meeting, New York, N.Y. Jan. 4, 2014.

“Multiple Party Representation in Transactions,” AALA Annual Agricultural Law Symposium, Madison, Wisconsin, Nov. 2, 2013.

“Some Questions (and Answers) About Attorneys’ Fees,” CLE presentation, Legal Association for Women, Madison, Wisconsin, Dec. 12, 2012.

“Legal Ethics and New Technologies,” CLE Presentation to the Johnson County Young Lawyers Division and the Linn Law Club, Coralville, Iowa, Dec. 9, 2010.

“Looking for Trouble: Framing and the Dignitary Interest in the Law of Self-Defense,” University of Miami School of Law Faculty Workshop, Feb. 2, 2010.

“Inside, Outside: Cross-Border Enforcement of Attorney Advertising Restrictions,” Symposium on Lawyers Without Borders and Practicing Law in the Electronic Age, The University of Akron School of Law, Joseph G. Miller and William C. Becker Institute for Professional Responsibility, Oct. 8-9, 2009.

“Identifying and Understanding Common Ethical Issues in Sexual Assault Cases,” part of training course on “Offender Focused Prosecution,” U.S. Army Legal Services Agency Trial Counsel Assistance Program, Orlando, Florida, July 24, 2009.

“The Sting of the Lash: An Evaluation of Attorney Sanctions in the Eighth Circuit,” Eighth Circuit Judicial Conference, Chicago, Illinois, August 13, 2008.

“Everything You Always Wanted to Know About Lawyers’ Duties to the Court Under the Iowa Rules of Professional Conduct,” Iowa Judicial Institute, August 6, 2008.

“On Conflicts of Interest, and Other Conundrums of Twenty-First Century Practice,” CLE Presentation to the Scott County Bar Association, Patricia Rhodes Cepican CLE Series, Davenport, Iowa, June 19, 2008; Johnson County Bar Association, Iowa City, Iowa, November 27, 2007.

“Speak the Rules,” CLE Presentation to the Iowa Academy of Trial Lawyers, Des Moines, Iowa, March 2, 2007; Iowa Trial Lawyers Association, Des Moines, Iowa, November 10, 2006; University of Iowa College of Law, Iowa City, Iowa, October 7, 2006; Linn Co. Lawyers, Cedar Rapids, Iowa, July 13, 2006.

“The Right to Refuse and the Obligation to Comply,” Vermont Law School Faculty Workshop, Nov. 2005.

“Athletes and Sexual Assault,” Panel Presentation at “Making Teamwork Work,” AAUP’s 2003 Governance Conference, Indianapolis, Indiana, October 2003.

“Speed Traps and Social Norms: Considering the Phenomenon of Penumbra Crimes,” Paper Presentation, Law and Society Association, Vancouver, B.C., June 2002.

“The Problem With Innocence,” Paper Presentation, Conference on “Toward More Reliable Jury Verdicts? Law, Technology and Media Developments Since the Trials of Dr. Sam Sheppard,” Cleveland State University, Cleveland-Marshall College of Law, April 2001.