Dean of the School of Arts & Sciences

The University of Richmond seeks an energetic and collaborative leader who will bring intellectual creativity and a holistic perspective to the role of Dean of the School of Arts & Sciences. The Dean will have the opportunity to lead a talented faculty in the well-resourced School of the Arts & Sciences, the heart of Richmond’s academic community and the most intellectually diverse of the five Schools at the University of Richmond. The School of Arts & Sciences is home to approximately 234 faculty, 49 staff, and 3,000 undergraduates. The Dean oversees 22 academic departments and 11 interdisciplinary programs as well as the Modlin Center for the Arts, three museums/centers, a budget of $42 million, and an administrative and professional office staff of 13. The Dean will lead the faculty and staff in building a distinctive and compelling vision for the School that capitalizes on the strengths of its many constituencies as well as the potential for innovative partnerships with Richmond’s other Schools. The Dean will empower the School of Arts & Sciences faculty to more fully articulate its unique combination of assets and ensure that this shared mission is inclusive and informs the educational experience for every Richmond undergraduate.

The University

The University of Richmond, a private university founded in 1830, is distinctive in higher education in the United States. Through its unique array of five Schools and its intentional, mission-focused campus programming, the University combines the best qualities of a small liberal arts college and a large university. Richmond’s fundamental mission is to sustain a student-focused, collaborative learning and research community that supports the personal and professional development of its members and the creation of new knowledge. With 4,181 students, an 8:1 student-faculty ratio, and 90% of undergraduates living on campus, the University is remarkably student-centered, focused on preparing students “to live lives of purpose, thoughtful inquiry, and responsible leadership in a global and pluralistic society.”

The University’s five schools are a rare combination of divisions and programs in an institution of its size and quality: the School of Arts & Sciences, the Robins School of Business, the Jepson School of Leadership Studies, the Richmond School of Law, and the School of Professional and Continuing Studies.
The University of Richmond has been consistently recognized as one of the best liberal arts colleges in the nation. It is ranked 32nd among national liberal arts colleges by U.S. News & World Report, and the Robins School of Business is ranked 16th among undergraduate business schools and its MBA program 21st (and 1st in Virginia) by BloombergBusinessweek. The University of Richmond School of Law is ranked 52nd by U.S. News & World Report. The University has also been cited as a “best value” college by U.S. News & World Report, SmartMoney, Kiplinger’s Personal Finance, and USA Today-Princeton Review.

The University has an unusual and longstanding commitment to ensuring the equity and accessibility of its transformative educational opportunities. Richmond is one of fewer than 40 colleges and universities that are both need-blind in admission and meet the full demonstrated need of admitted students. Through Richmond’s Promise to Virginia, Richmond also provides a financial aid award equal to tuition, room, and board to all Virginia students who are admitted and whose family income is less than $60k. The University is fortunate to have considerable resources, particularly for an institution of its size. The University’s endowment is valued at $2.3 billion, and its total operating budget is $280 million. Richmond is committed to careful stewardship of these resources as well as to ensuring that excellent students have access to a great education through robust financial aid. The University’s strong resource base has supported continued expansion of the faculty in recent years, as well as other investments in academic programs.

In December 2014, the University announced yet another extraordinary initiative which further reinforces its commitment to a distinctive undergraduate educational experience. Through The Richmond Guarantee, the University provides a fellowship of up to $4,000 for one summer research or internship experience for all traditional undergraduate students. This program was formally initiated in summer 2015.

The City of Richmond

The University of Richmond is advantaged by its location in the city of Richmond, Virginia. In 2015, The Huffington Post named Richmond one of the ten best U.S. cities to which to relocate, and the previous year Frommer’s travel guide named Richmond a top world-wide travel destination, citing Richmond’s historic sites, world-class food scene, and James River, which offers Class III and IV white-water rapids right in the heart of the city. Dynamic and cosmopolitan, Richmond is home to Fortune 500 companies, tech start-ups, a Federal Reserve bank, and the state capital. The city also consistently wins awards for its livability, affordability, and cultural riches. Within two hours of the Richmond metropolitan area is Washington, D.C. to the north, the Shenandoah Valley to the west, and Atlantic Ocean beaches to the east. The University is located just within the city limits, a 12-minute drive from downtown.

The University’s location allows for extraordinary teaching and research opportunities in the city, in the area schools, in the state museums, and on the James River. These resources are a laboratory for civic and experiential teaching and learning. The University’s downtown location, UR Downtown, provides a café and teaching and office space for students, faculty, visiting scholars, and business leaders.
Leadership and Governance

The University of Richmond is moving into an exciting phase of its evolution. On July 1, 2015, Ronald A. Crutcher took office as the tenth president of the University of Richmond. Dr. Crutcher, a national leader in higher education, a distinguished classical musician, a professor of music, and an accomplished administrator, served as president of Wheaton College in Massachusetts from 2004 to 2014. In summer 2014, the University welcomed a new Provost, Jacquelyn Fetrow, to whom the Dean of the School of Arts & Sciences reports. Dr. Fetrow, a nationally recognized computational biologist and professor of chemistry, served as Reynolds Professor of Computational Biophysics and Dean of the College at Wake Forest University before coming to Richmond. The new Dean will be a partner and close collaborator of these two distinguished academic leaders.

The Dean of the School of Arts & Sciences will serve as a member of Dr. Fetrow’s leadership team, comprised of the Deans of the School of Arts and Sciences, Robins School of Business, School of Law, Jepson School of Leadership Studies, and School of Professional and Continuing Studies; Associate Provost for Faculty; Dean of International Education; Executive Director of Bonner Center for Civic Engagement; Director of the Academic Advising Resource Center; Director of Institutional Effectiveness; Director of Research, Compliance, and Integrity; University Registrar; Director of Finance and Operations; Coordinator of the First-Year Seminar Program; Faculty Director of Sophomore Scholars in Residence; and Assistant Athletic Director for Academics.

The University’s most recent strategic plan, The Richmond Promise, was launched in 2009 and concluded in 2015. The plan consisted of five interlocking principles which articulate Richmond’s underlying values: fostering a learning environment unlike any other in higher education by offering a distinct academic experience that integrates the University’s five Schools; ensuring access to and the affordability of a Richmond education; promoting diversity in the University community and an inclusive environment for students, faculty, and staff; broadening the University’s engagement in the Richmond community; enhancing the student experience at all levels; and establishing meaningful ties between the institution and its graduates.

Academic Profile

The University offers 60 undergraduate majors, graduate degrees in law and business, and additional graduate and undergraduate programs through the School of Professional and Continuing Studies. The University has approximately 400 full-time faculty members, talented teacher-scholars who interact closely with their students inside and outside the classroom. With an 8:1 student-faculty ratio, students receive personalized attention from experienced faculty. No courses are taught by teaching assistants, and approximately 70% of undergraduate classes have fewer than twenty students. Richmond undergraduates work collaboratively with faculty on research and creative projects as early as their first year, utilizing state-of-the-art facilities to solve real-world problems.

Led by the Bonner Center for Civic Engagement and the Office of International Education, Richmond is strongly committed to delivering high-impact, civically engaged, and transformative learning experiences focused on local and global social issues. Nearly 60% of students study abroad, and through UR Summer Fellowships, living-learning communities, and other University programs, many students participate in short-term study, internships, and research opportunities abroad. Transformative learning experiences are supported by the University libraries through a broad
range of offerings to the campus, from extensive print, electronic and media resources, to rare books, manuscripts and book arts, to digital collections, as well as creating study, research and meeting spaces that make the library the heart of campus. Librarians have faculty status in the School of Arts & Sciences and the liaisons work with faculty and students to provide resources, services and support to all aspects of the curriculum.

University of Richmond students have distinguished academic records and earn many honors and awards, including Rhodes, Marshall, Goldwater, Clarendon, Truman, and Fulbright scholarships. The first-year retention rate for students in the fall 2014 entering class was 93%, and the most recent four-year graduation rate is 84%. The University’s successful graduates form a dedicated alumni base, with alumni chapters across the country and approximately 50,000 alumni residing all over the U.S. and in more than 60 countries.

About the School of Arts & Sciences

The School of Arts & Sciences is the heart of the liberal arts intellectual community at the University of Richmond. Encompassing about 3,000 undergraduates, 234 full-time faculty, 49 professional and support staff, 22 departments, and 11 interdisciplinary programs, Arts & Sciences is the University’s largest and most intellectually diverse school. It stands at the center of the University’s academic mission. All incoming undergraduate students enter as Arts & Sciences students and roughly 55% complete their degrees in the School. The School’s world-class faculty takes advantage of the University’s unusual resources to support top-tier research programs, while teaching in the small, intimate classrooms of a liberal arts college.

Teacher-scholars in the truest sense of the word, the 234 faculty of Arts & Sciences are intentional in how they connect their research programs and their pedagogy. For a faculty whose primary school-year mission is teaching undergraduates, the faculty of Arts & Sciences sustain vibrant research programs and boast a number of leading national research fellowships, including grants from Fulbright, Guggenheim, NSF, and NIH. In the last five years, faculty were awarded over $14 million in research funding. Faculty are committed to a student-centered experience and devote significant time to teaching, advising and mentoring their students. The result is a vibrant and collaborative undergraduate community where students across all disciplines work closely with faculty on a wide range of intellectual endeavors beyond the traditional classroom experience such as summer research projects, living and learning communities, community-based learning classes, First Year Seminars, and the Sophomore Scholars in Residence program.

Students and faculty in the School of Arts & Sciences also benefit from the various partnerships and initiatives that connect all of Richmond’s five Schools. The University’s other Schools include:

- **Robins School of Business**: One of the nation’s top undergraduate business schools, the Robins School offers undergraduate majors in accounting, business administration, and economics as well as MBA and executive education programs.

- **School of Law**: The School of Law, ranked #52 by *U.S. News & World Report*, provides a rigorous and student-focused legal education through a combination of classroom instruction, an extensive selection of clinical placements, and experiential learning opportunities in the city of Richmond.
- **Jepson School of Leadership Studies**: The first undergraduate school of leadership studies in the nation, the Jepson School encourages students to think critically about the topic of leadership and prepares them to make meaningful contributions to organizational, political, and social life. This school provides a model emulated by leadership schools around the world.

- **School of Professional & Continuing Studies**: The School of Professional and Continuing Studies brings the world-class academic experience of the University of Richmond to non-traditional adult students and provides a strong connection to the Richmond community, offering a variety of degree, certificate, noncredit, and online programs.

The ways in which the Schools might deepen and further enrich the connections between them is a continuing conversation at Richmond and one in which the School of Arts & Sciences will play a key role.

**Campus and Undergraduate Student Life**

Nestled among 350 acres of hundred-year-old pines, rolling hills, and inspiring architecture surrounding a 10-acre lake, the University is consistently cited by *The Princeton Review* as one of the most beautiful campuses in the nation.

More than 9,900 students applied for admission to the fall 2015 entering class of 807 students, and the average SAT score for the enrolled class is 1315. Undergraduate students at the University of Richmond come from 46 states, Washington, D.C., the Virgin Islands, Puerto Rico, and 61 countries. Nine percent of Richmond’s undergraduates are international citizens and another 70 to 90 international students study at Richmond each year through exchange partnerships. In addition, 26% of Richmond’s domestic undergraduates are students of color. The University is committed to affordability for its students and each year Richmond provides more than $60 million in merit and need-based financial aid to more than 60% of its students. Undergraduates may use their financial aid awards to study abroad with partner institutions, which helps support strong study-abroad participation rates. The campus is primarily residential, with 90% of undergraduates living on campus, many newly renovated housing options, and a strong residential life program.

Richmond students participate in a variety of extracurricular activities through more than 185 student organizations, including honorary societies, religious groups, fraternities and sororities, a student newspaper, and a radio station. Student volunteerism continues at exceptional levels with nearly two-thirds of undergraduate students involved in community-service projects each year. Richmond students have the opportunity to incorporate international experiences throughout campus and student life programs, including summer research fellowships, internships abroad, and faculty-led short-term international experiences.

The University’s outstanding student-athletes successfully compete in 17 Division I varsity sports. Student-athletes also compete well in the classroom, consistently ranking among the nation’s best in graduation success rate. In addition, Richmond offers numerous intramural and club sports for all students.
Role of the Dean of the School of Arts & Sciences

Reporting to the Provost, the Dean of the School of Arts & Sciences will provide intellectual and administrative leadership to the School of Arts & Sciences and peer leadership on both the Deans’ Council and the Academic Affairs Leadership Team. The Dean will harness the strengths and commitment of the faculty, and will be the catalyst for the creation of a compelling vision for the future of Arts & Sciences at Richmond. S/he will be responsible for stewarding the school’s large and complex budget and its nearly 300 faculty and staff. The Dean will also represent the school in administrative matters at the next levels of university administration, most crucially in the Deans’ Council chaired by the Provost and in the University’s budgetary Planning and Priorities Committee. He/she will be responsible for articulating the School’s critical role in the intellectual and personal development of each undergraduate within the University and for further strengthening the sense of shared purpose and community among the School’s faculty.

The Dean develops and supports faculty leadership and enables faculty to develop their scholarly and pedagogical visions so that their strengths can be fully realized. Current key projects within the School include the Humanities and Arts Initiatives, as well as interdisciplinary science programs which have been regularly funded by the Howard Hughes Medical Institute. The Dean provides the necessary administrative and intellectual connections to foster interdisciplinary work and innovative teaching between faculty from various departments, disciplines, programs, and Schools. S/he also works with faculty to leverage technology to enhance the teaching, scholarly, and creative work of the faculty and capitalizes on the momentum of the Digital Scholarship and GIS Laboratories. With the Provost, all five Deans have initiated strong faculty development opportunities, including supporting Faculty Learning Communities. These faculty-led programs allow faculty to pursue together new questions and areas of interest to further their scholarship, teaching, and service to the community.

The Dean of Arts & Sciences is responsible for ensuring a coherent and meaningful undergraduate academic experience for all Richmond students, building upon university-wide programs such as the first-year seminars, summer research and internship fellowships, and study abroad programs. By channeling the faculty’s intellectual energy, leveraging current pedagogical successes, and weaving together faculty-driven innovation within the School and across the University, the Dean ensures that the collective impact of the School of Arts & Sciences is greater than the sum of the parts.

The Dean oversees 22 academic departments and 11 interdisciplinary programs as well as management of the Modlin Center for the Arts, the Joel and Lila Harnett Museum of Art, the Joel and Lila Harnett Print Study Center, and the Lora Robins Gallery of Design from Nature. The Dean manages a significant budget of over $42.7 million (including salaries), of which $5.1 million is reserved for the operation of the Dean’s office. The School’s budget derives from a variety of sources, including endowed funds, grants and contracts, university funds, and ticket revenues from the Modlin Center for the Arts.

The Dean’s 13-person administrative and professional office staff includes:
• Three Associate Deans
• Director of Budgets and Operations
• Grants & Research Specialist
• Budget Specialist
• Associate Director, Academic Advising Resource Center
• Administrative Coordinator, Academic Advising Resource Center
• Academic Employment Coordinator
• Communications, Account Coordinator
• Communications, Content Coordinator
• Administrative Coordinator
• Assistant to the Dean

In addition, the Dean oversees the Executive Director of Museums and the Director of the Modlin Center for the Arts. And since the Dean is a key partner with the Division of Student Development, s/he also leverages the talents of the Deans of Richmond and Westhampton Colleges (the male and female undergraduate colleges, respectively). The Richmond and Westhampton College Deans hold joint appointments as associate deans in the School of Arts & Sciences and help the Dean of Arts & Sciences ensure that all facets of the undergraduate student experience at the University are mutually reinforcing.

Opportunities and Challenges

The opportunities and challenges for the next Dean of the School of Arts & Sciences include:

• **Leading the development of a competitive and holistic strategic plan for the School:** As the University prepares to develop a new strategic plan under President Crutcher’s leadership, the Dean will bring a compelling and collaborative vision of liberal arts education and its future in order to facilitate the School’s own strategic planning process. The Dean will lead an inclusive, transparent, and informed strategic planning process for the School that will unite the many strengths of Arts & Sciences into a holistic vision.

• **Bringing dynamic innovation to further strengthen the pedagogical and curricular distinctiveness of the University:** As an expert on best practices in the national liberal arts landscape, the Dean will serve as a collaborative partner to the School’s talented faculty to envision new ways of supporting student learning. Consulting with the faculty, the Dean will provide the administrative, intellectual, and logistical support necessary to enable faculty to empower and enhance their current projects and to conceive and implement new programs and initiatives. Additionally, the Dean will have the opportunity to work with the faculty to examine the School’s curriculum and determine ways of capitalizing on, and enhancing, its existing high-impact educational practices.

• **Developing and catalyzing the creative talents and strengths of the faculty and staff:** The Dean will help faculty and staff cultivate their talents and skills, bringing together their many strengths to inspire collaboration within the School and across the University in a way that allows the School to achieve more than what departments, disciplines, and programs can accomplish individually. The Dean will build on existing momentum,
harnessing the strengths of the faculty and staff to capitalize on their ongoing programs and talents to maximize the University’s distinctive academic and educational environment.

- **Assessing the current structure of shared governance within the School to be sure that it optimizes meaningful faculty participation in academic decision-making:** Building on the exciting development of the University Faculty Senate, the Dean will inspire Arts & Sciences faculty to evolve their own processes of representative governance, encouraging faculty to engage regularly and substantively in the progress of the School’s mission.

- **Championing the critical value and power of the liberal arts both inside and outside the University:** The Dean will be a passionate advocate for the relevance and importance of the liberal arts and be able to articulate the strengths of Richmond’s liberal arts programs at the campus, regional, and national levels. The Dean will be equally persuasive in conversation with prospective students and parents as with national grant-makers.

- **Developing and enhancing major partnerships with other Schools at the University and with other academic units:** Building on existing relationships between the School of Arts & Sciences and other Schools at the University, the Dean will work closely with the Deans of the Schools of Business, Law, Leadership Studies, and Professional and Continuing Studies to craft new and exciting initiatives that further integrate the liberal arts within and beyond Arts & Sciences with pre-professional experiences for undergraduates. As a strong believer in the importance of experiential education and study away, the Dean will be an enthusiastic collaborator and co-leader with the Executive Director of the Bonner Center for Student Engagement and the Dean of the Office of International Education.

- **Ensuring that the University’s commitment to access, diversity, and inclusion is powerfully incorporated into the academic experience of all undergraduates:** Richmond’s Promise to Virginia – the University’s no-loan full scholarship program which makes certain that gifted Virginia students are never denied a high-quality education because of their financial backgrounds – has doubled the University’s enrollment of first-year students receiving Federal Pell Grants since 2007. The School of Arts & Sciences, as the academic home of all first-year students, is uniquely positioned to build upon this important initiative by supporting the academic success and intellectual enrichment of the entire undergraduate community as a whole.

- **Retaining, mentoring, recruiting, and supporting faculty and evolving a nurturing and inclusive environment that supports the success of faculty at all stages of their careers:** The School of Arts & Sciences is proud of its outstanding faculty members. As the leader of the School, the Dean will maintain and cultivate a strong community of faculty. He/she will also oversee the hiring of new faculty to augment diversity and excellence within the School. Moreover, the Dean will communicate clearly the path to tenure and expectations for promotion and ensure that all members of the faculty have the opportunity and support to thrive as teachers and scholars throughout their careers.

- **Deepening the partnership between the Division of Student Affairs and the School to deliver an even more powerfully integrated educational experience for all**
undergraduates: The Dean has the rare opportunity to work directly with the Deans of Richmond (male students) and Westhampton (female students) Colleges – who have reporting relationships to him/her – to create structures and programs that support, challenge, and energize undergraduates both inside and outside the classroom.

- Strategically managing, allocating, and reallocating the School’s budget as well as attracting and deploying additional resources to fulfill the mission of the School: As the largest School at the University, the School of Arts & Sciences enjoys a generous budget and can further enhance its impact by attracting grants and gifts that are in harmony with its mission.

Desired Qualities and Qualifications

The ideal candidate will bring many of the following professional qualifications and personal characteristics:

- **Academic and administrative accomplishments as a foundation for leadership:** Academic credentials and accomplishments that command the respect of the academic community and that are consistent with appointment to a tenured faculty position as full professor at the University of Richmond, as well as significant and complementary administrative experience appropriate to the size and complexity of the School;

- **Demonstrated experience in transforming ideas into reality:** An internal drive to collaboratively lead conversations that bring to life new and evolved programs and structures and a willingness to take informed risks in order to do so; courage, ambition, and ability to inspire others not only to dream big but to follow through with implementation;

- **Demonstrated commitment to developing and sustaining a diverse, inclusive, and nurturing community:** A passion for enabling faculty, staff, and students to realize their full talents and for developing an environment in which all community members thrive;

- **Experience with national and global innovations in pedagogy and curriculum:** An awareness of best and high impact practices as a foundation for student-centered academic experience; personal, applied experience with enhancing teaching and learning at the undergraduate level in ways that are thoughtfully integrated with the prevailing culture and values; an ability to articulate connections across disciplines and between the liberal arts and professional experiences;

- **Organizational, budgetary, and human resource management skills:** Experience in organizational management, including assessing staffing, structure, policies, processes, and resource allocation; experience managing complex budgets; a history of understanding and identifying priorities and aligning resources to meet those strategic priorities; experience working with the hiring and promotion of faculty members;

- **Experience supporting effective structures to maintain and enhance strong shared/representative governance and operational/administrative organization:**
Deep appreciation of shared and transparent governance and an understanding of the difference between governance and operational management, to enable the Arts & Sciences faculty to contribute their expertise and energies in effective and meaningful ways; proven commitment to building trusting and collaborative relationships with faculty through transparent and informative governance and administrative structures;

- **Excellent communication, interpersonal, and listening skills**: Proven ability to speak compellingly, write persuasively, and respond empathetically to the concerns of groups and individuals; a commitment to building strong and transparent relationships with faculty and staff; an ability to handle difficult conversations and circumstances with grace and confidence;

- **Talent for building relationships and collaborating across campus**: An ability to lead conversations to establish shared priorities and values among faculty, administrators, staff, and students; convince others to actively contribute to common goals; and collaborate across various campus divisions;

- **A personable and accessible presence**: Energy, optimism, creativity, integrity, warmth, intellectual curiosity, and an eagerness to be an active and visible participant in all aspects of School and University life.

**Contact**

Please send nominations, applications, and queries in confidence and electronically to:

Sue May, Principal  
Helen Pho, Associate  
Storbeck/Pimentel & Associates, LP  
RichmondDeanAS@storbeckpimentel.com

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