Dean of the School of Arts & Sciences
Position Profile
THE UNIVERSITY OF RICHMOND seeks an energetic and collaborative leader who will bring intellectual and administrative acumen to the role of Dean of the School of Arts & Sciences. The Dean will have the opportunity to lead a talented faculty in the 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. UR’s nearly 3,200 undergraduate students begin their studies in the School of Arts & Sciences. The School of Arts & Sciences is also home to approximately 280 faculty and 50 staff. The Dean oversees 23 academic departments and 13 interdisciplinary programs as well as the Modlin Center for the Arts, three museums/centers, a budget of $51.5 million, and an administrative and professional office staff of 12.

A champion of the liberal arts, the Dean will lead the faculty and staff in further developing and implementing a compelling vision for the School that capitalizes on the strengths of its many constituencies as well as the potential for continued innovative partnerships with Richmond’s other Schools. The Dean will empower the School of Arts & Sciences faculty to leverage its unique combination of assets and talent, and ensure that the mission they share is inclusive and supports a transformative educational experience for every Richmond undergraduate.
ABOUT THE UNIVERSITY OF RICHMOND

The University of Richmond is a private, highly selective, residential liberal arts university founded in 1830. It offers undergraduate, master’s, and professional degrees through its five schools: The School of Arts & Sciences, Robins School of Business, Jepson School of Leadership Studies, School of Law, and School of Professional & Continuing Studies. On its 350-acre suburban campus — located six miles from downtown Richmond, Virginia, and 90 miles from Washington, D.C. — it enrolls approximately 3,200 undergraduates from nearly every U.S. state and territory and more than 60 countries, and approximately 4,000 students overall. Small classes and personal attention are hallmarks of a Richmond education. Approximately 375 full-time undergraduate faculty maintain an 8:1 student-faculty ratio, and two-thirds of Richmond undergraduates study abroad.

One of Richmond’s singular curricular strengths is the way it combines the power of a liberal arts education with experiences and opportunities typically available only at larger universities. Richmond faculty are true teacher-scholars and mentor their students to become intellectual partners, and are accomplished leaders in their disciplines with research pursuits generally found at comprehensive research universities. They regularly earn the most prestigious national and international grants and fellowships supported by the Office of Foundation, Corporate and Government Relations and assisted by the Office of Scholars and Fellowships to guide students to do the same. Since 2005, Richmond students have received the Rhodes, Marshall, Goldwater, Gilman, Truman, and Fulbright scholarships, among many others. For the third consecutive year, in 2020–21, the University of Richmond was listed as a top producer of both Fulbright U.S. Scholars and Fulbright Students. UR is among only 17 institutions in the country to be honored in both categories. U.S. News & World Report ranked Richmond No. 22 among national liberal arts institutions in its 2022 rankings, the University’s highest ranking in this category to date and its fifth consecutive year in the top 25. In 2020, the University of Richmond was once again awarded the elective Carnegie Community Engagement classification and is one of 359 institutions and 54 liberal arts institutions that now hold this honor.

The current University endowment market value totals approximately $2.4 billion, reflecting both exceptional donor generosity and excellent long-term investment management. That total equates to more than $680,000 per full-time Richmond student, substantially exceeding the national average for private colleges and universities. Endowment income contributes approximately 40% of the University’s $303 million annual budget.
DIVERSITY, EQUITY, INCLUSION, AND ACCESS
The University of Richmond has strengthened and accelerated its ongoing commitment to diversity, equity, inclusion, and access, first as pillars of two strategic plans and now in its stated University values. The University over the last 13 years has seen an increase in students of color from 13% of all students to 28%. An additional 9% of students are international. Over the past three years, 23 of 39 new faculty tenure track hires were international or faculty of color. In 2019, our campus community identified and adopted the interlocking goals of representation, belonging, and capability in the Making Excellence Inclusive Plan (2019–22) as the focus of our shared work to become a thriving, inclusive, anti-racist institution. We also began implementing distributed leadership to further these goals and demonstrate institutional accountability for our progress. The President; senior leadership team; academic deans; Institutional Coordinating Council, and engaged students, staff, and faculty across campus work together to advance our vision to become a skilled intercultural and anti-racist community where each person can belong and thrive.

Over the past two years, the University has completed many of the action items called for in the report while also creating and implementing new actions to respond to the needs of our campus community. Our commitment to and work on diversity, equity, inclusion and belonging and our goals remain steadfast. The next Dean of the School of Arts & Sciences will join a senior leadership team dedicated to DEI actions and accountability and a campus community committed to becoming more equitable and inclusive.

THE CITY OF RICHMOND
The University of Richmond is advantaged by its location in the city of Richmond, Virginia. U.S. News and World Report named Richmond one of the best places to live in the USA. National Geographic has named it a top 10 international food travel destination, while The New York Times included the city among its list of 52 places worldwide to visit. The James River is the centerpiece of Richmond’s thriving outdoor scene and distinguishes the city as the only one in America with Class IV white water rapids within city limits. Dynamic and cosmopolitan, 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.

UNIVERSITY LEADERSHIP
The University of Richmond is moving into an exciting phase. On August 15, 2021, Kevin F. Hallock took office as the 11th president of the University of Richmond. Dr. Hallock, whose Ph.D. is in economics from Princeton University, is an accomplished administrator, serving most recently as Dean of the SC Johnson College of Business at Cornell University. On July 1, 2017, Dr. Jeffrey Legro became the Executive Vice President and Provost at the University of Richmond. He is also a Professor of Political Science. Previously, Dr. Legro was the Vice Provost for Global Affairs and Taylor Professor of Politics at the University of Virginia. He is an expert on international affairs, and the author of numerous books and articles, including Rethinking the World: Great Power Strategies and International Order. The Dean of the School of Arts & Sciences will serve as a member of the Deans Council and Academic Cabinet, both led by the Provost.
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. All incoming undergraduate students enter as Arts & Sciences students, and three out of five students choose to stay in A&S to complete their degrees. The School’s world-class faculty takes advantage of the University’s generous 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 approximately 280 faculty of Arts & Sciences are intentional in how they connect their research programs and their pedagogy. The faculty of Arts & Sciences sustain vibrant research programs and boast a number of leading national research fellowships, including grants from Fulbright, Guggenheim, NSF, NEH, and NIH. Richmond faculty members make invaluable contributions to society through their research and have attracted more than $17.3 million in grant funding over the past five years. 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 for first and second year students, community-based learning classes, and First-Year Seminars.

In 2021, the School of Arts & Sciences celebrated its 30th year and strives to foster a community of learners who thrive by questioning, knowing, and acting. The School of Arts & Sciences prepares students to be committed lifelong learners who challenge societal and intellectual barriers, who provide ethical leadership, and who lead sustainable and meaningful lives. Recent steps forward include the creation of an Associate Dean for Diversity, Inclusivity, and Thriving, a Sabbatical Fellowship pilot project, and a cluster of co-curricular programs focused on identity and social justice (Arc of Justice, Race and Racism, Asia Connect, and Critical Race Connect) as well as the creation of an Africana Studies program.
Signature programs within the School of Arts & Sciences include:

The Humanities Initiative, which offers faculty and student opportunity to come together and discuss the important role of the humanities in today’s ever-changing world. This initiative includes student and faculty fellows programs that will now be housed in a new Humanities Commons, a gathering and programmatic space for humanists across the University.

The Integrated Inclusive Science program, which encourages STEM-interested students, particularly those who are underrepresented in the sciences, pursue and persist in STEM disciplines and careers through a cohort model of first-year programming; team-taught, problem-based introductory course sequences; and meaningful co-curricular programming, including faculty- mentored summer research opportunities.

A&S Next, a career program specifically for A&S students, giving students the tools to understand their personal strengths and how they can translate their broad-based Richmond education into a career that they love.

A new department of Health Studies, building on the success of the prior Healthcare Studies program.

In addition, interdisciplinary majors and minors cross departmental boundaries and include the new Africana Studies program, biochemistry and molecular biology, global studies, and PPEL (philosophy, politics, economics, and law). The School is also home to a robust visual and performing arts program, including the Modlin Center for the Arts, offering student and professional performances, and the University Museums, allowing students to explore professional museum opportunities.

In 2019 the University completed a $38MM renovation of its Arts facilities and this summer finished a $21MM renovation of Ryland Hall that now houses a number of departments (History, English, Philosophy, and Classics) along with a new tower where the Humanities Commons is located.

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 #53 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 & 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.

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 including Ethics at UR, Creativity-Innovation-Entrepreneurship, Data Analytics/Data Science (and a new High Performance Computing cluster), Sustainability, and extensive Community-based Learning in the city of Richmond. The Dean of Arts & Sciences will play a leadership role in deepening and further enriching the connections between the Schools and with these programs.

**ROLE OF THE DEAN OF THE SCHOOL OF ARTS & SCIENCES**

Reporting to the Executive Vice President and Provost, the Dean of the School of Arts & Sciences will provide intellectual and administrative leadership to the School of Arts & Sciences. The Dean will elevate the strengths of the faculty, further strengthen the School’s sense of intellectual community, and bring energy and enthusiasm to championing the mission of Arts & Sciences at Richmond. The Dean will be responsible for stewarding the School’s large and complex budget and its nearly 330 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 University budget and planning processes. The Dean articulates 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 and staff.

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 benefactors such as the Mellon Foundation and the Howard Hughes Medical Institute. The Dean pro-
vides the necessary administrative and intellectual connections to foster interdisciplinary work and innovative teaching between faculty from various departments, disciplines, programs, and Schools. The Dean 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. The University-wide Faculty Hub and each of the Schools offers strong faculty development opportunities in teaching and scholarship.

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 in conjunction with the Dean of International Education. By channeling the faculty’s intellectual energy, building on 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 three divisions (Humanities, Natural Science, and Social Science) with 23 academic departments and 13 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 of Arts & Sciences participates in shared governance with the Faculty of A&S and consults regularly with the Chair of the Faculty, the Faculty Steering Committee, and other committees. The three-year-old A&S shared governance structure aims to promote transparency and support the respective responsibilities of the Dean and the Faculty through regular consultations and meetings — in some matters, such as curriculum, the Faculty is the deciding body, while in most matters the faculty committees advise the Dean as matters of importance to the School are being contemplated. There is also a robust reporting system that allows for open and collaborative discussion.

Shared governance at the University of Richmond was pioneered by the six-year-old University Faculty Senate, a representative body consisting of elected members of all five schools.

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

- **Leading the development of collaborative and holistic planning for the School:** As the University heads into its next phase under President Hallock’s leadership, the Dean will bring a compelling and collaborative vision for the future of liberal arts education in order to enhance the Arts & Sciences community and facilitate the School’s direction and development. The Dean will be consultative and transparent in the process of learning about the greatest aspirations and critical needs of the School and formulating plans for accomplishing these goals.

- **Developing and catalyzing the creative talents and strengths of the faculty:** The Dean will help faculty 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.

- **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, and working with the Faculty Hub where appropriate, the Dean will provide the administrative, intellectual, and logistical support necessary.
and grants that are in harmony with the Arts & Sciences mission.

- Developing and enhancing major partnerships with other Schools at the University and with other 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 School of Business, School of Law, Jepson School of Leadership Studies, and Professional & 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. The Dean will be an enthusiastic collaborator with a number of initiatives and units on campus including the Bonner Center for Student Engagement, the Office of International Education, Student Development, and Career Services.

- 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, diverse community of faculty. The Dean will also oversee the hiring of new faculty to augment 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.

- Enhancing the current structure of shared governance within the School to ensure continued meaningful faculty participation in academic decision-making: The Dean will work with Arts & Sciences faculty to ensure continued, meaningful faculty participation in the shared governance of the School. A new model of governance was developed by the faculty and has now been in place for three years.

- Championing the critical value and power of the liberal arts and the school both inside and outside the University: The Dean will be a passionate advocate for the centrality and vitality 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 persuasive in conversation with prospective students and parents, potential donors, and with national grant-makers.

- Strategically managing the School’s budget and attracting additional resources to fulfill the mission of the School: The Dean must be an effective manager of resources and their deployment across the School. The next dean will also be responsible for attracting philanthropy to enable faculty 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, contribute to a new General Education curriculum and find ways of capitalizing on, and enhancing, its existing high-impact educational practices.

- Ensuring that the University’s commitment to access, diversity, inclusion, and belonging is powerfully incorporated into the academic experience of Arts & Sciences: From continuing to recruit and retain diverse faculty, to supporting the newly established Africana Studies Program, and emerging DEI requirement in General Education, to partnering with the Associate Dean of Thriving, Inclusion, Diversity and Equity, senior leaders, and the Equity and Community office to further representation, belonging, and capability in Arts & Sciences and at UR, the next Dean will advance our DEIB work.

- 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 and Westhampton Colleges — who have reporting relationships to the Dean — as well as with colleagues across Student Affairs, to create structures and programs that support, challenge, and energize undergraduates both inside and outside the classroom.
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 developing opportunities for faculty, staff, and students from a wide spectrum of diverse backgrounds to fulfill and capitalize on their experiences and talents in order to develop an environment in which all community members feel they belong and 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 and staff 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:** Intellectual curiosity, energy, optimism, creativity, integrity, warmth, 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:

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