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 3,150 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 425 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 intellectual partners to their students, 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 and, assisted by the Office of Scholars and Fellowships, guide students to do the same. Since 2005, Richmond students have received the Rhodes, Marshall, Goldwater, Clarendon, Truman, and Fulbright scholarships, among many others. In 2019–20, the University of Richmond was listed as a top producer of both Fulbright U.S. Scholars and Fulbright Students. UR is among only 20 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 2021 rankings, the University’s highest ranking in this category to date and its fourth consecutive year in the top 25.

Richmond Spiders — a singular mascot in collegiate sports — compete at the Division I level in 17 varsity sports, primarily as a member of the Atlantic 10 athletic conference. Richmond’s programs and competitors regularly win conference championships and compete in national tournaments. In fall 2020, the University opened the Queally Athletics Center, which houses the Spider Leadership Initiative and the Student-Athlete Academic Services for all 17 intercollegiate programs. The 2019–20 year was academically the strongest on record for Spider student-athletes, surpassing records set the previous year.

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STEWARDING THE UNIVERSITY’S RESOURCES
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.

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Richmond’s endowment portfolio is managed by Spider Management Company, the University’s wholly controlled investment office. Through the Richmond Fund, LP, Spider Management Company also provides investment management services for the endowments of more than 20 other educational institutions and other nonprofit entities. The University is known to be the first institution in higher education to provide endowment management services to other unaffiliated nonprofit institutions.

Strategic investment of the University’s resources over generations has propelled its current success and positioned it to enthusiastically pursue ambitious, long-term aspirations. Its generous financial aid policies allow talented students to pursue a University of Richmond education regardless of financial background or means. This commitment to access is a strategic priority. The University is one of only a few institutions which meets 100% of demonstrated financial need for all traditional undergraduate students and is need blind in the admission of U.S. citizens and permanent residents. Richmond’s Promise to Virginia provides grant aid equal to full-time tuition, room, and meal plan for admitted undergraduates who are Virginia residents whose families have annual income less than $60,000. Additional policies and programs extend the promises of access and affordability throughout the undergraduate experience. With the Richmond Guarantee, every undergraduate student is eligible to receive a fellowship of up to $4,000 for an unpaid or underpaid summer internship or faculty-mentored research project.

The University of Richmond is also at the leading edge of a national movement toward student well-being. In fall 2020, Richmond opened the state-of-the-art Well-Being Center, which brings health and well-being services together under one roof and allows the University to offer a comprehensive range of services, ranging from physical and mental health to mindfulness and nutrition education.

The Well-Being Center and the Queally Athletics Center are recent examples of Richmond’s strong and growing philanthropic tradition. Both received lead funding from alumni couples associated with Richmond’s board of trustees and significant additional support, including from parents and families. New gifts and commitments to the University in FY19 reached the highest total in 20 years, and FY20 fundraising exceeded the University’s cash revenue goal and included the highest Annual Fund total in more than five years. Continuing this philanthropic growth is an institutional priority.

MAKING EXCELLENCE INCLUSIVE
At the University of Richmond, diversity (including diversity of thought), equity, and inclusion are inextricably linked to educational excellence for our students. The health and vibrancy of our intellectual community depend on the rigorous and respectful exchange of different perspectives. In order to fulfill our mission to “educate students for lives of purpose, thoughtful inquiry, and responsible leadership in a diverse world,” we work together to make the campus a welcoming place for people from all backgrounds, identities, viewpoints, and experiences and to ensure that all members of our community can fully participate in the life, opportunities, and success of the institution.

A PLACE OF AMBITION
The University of Richmond is now at a powerful inflection point in its history, ripe with possibility. Successes across the University continue to raise both its national profile and its own stakeholders’ expectations. This powerful dual effect gives it the opportunity to become an even stronger exemplar in higher education in the United States and, indeed, the world.
Private, highly selective liberal arts university
*founded in 1830*

Suburban 350-acre campus located six miles from downtown *Richmond, Virginia*, and 90 miles from Washington, D.C.

**Five schools** offering undergraduate, master’s, and professional degrees:
- School of Arts & Sciences
- Robins School of Business
- Jepson School of Leadership Studies
- University of Richmond School of Law
- School of Professional & Continuing Studies

3,136 undergraduates from 47 states, Washington, D.C., Puerto Rico, and 62 countries; 4,057 total University enrollment

Highlights from the 2020 incoming class:
- 12,060 applicants
- 811 enrolled
- 27% students of color
- 10% international citizens
- 12% first-generation students
- 17% receiving Pell Grants

Approximately 58,000 alumni residing in all 50 states, Washington, D.C., and more than 60 countries

**ACADEMICS**

More than 60 undergraduate majors

Approximately 425 full-time undergraduate faculty

8:1 student-faculty ratio (undergraduate)

Zero classes taught by teaching assistants

Approximately 75 study-abroad programs around the world

**ADMISSION & AID**

Need-blind in admission for U.S. citizens and permanent residents and meet 100% of demonstrated need regardless of citizenship

$53,629 Average need-based aid award for the 2020 entering class

Admitted Virginians with parental income of $60,000 or less receive full tuition, room, and board scholarships.

**FINANCIAL**

Endowment: $2.4 billion

FY21 operating budget: $303 million

Total net assets: $2.6 billion
THE UNIVERSITY OF RICHMOND’S NEXT PRESIDENT will chart a course for the future of the institution, influencing its strategic direction and driving academic and operational excellence. Building on the University’s upward trajectory, the President will continue to move the University forward from a position of strength while navigating through the wake of the global pandemic and the rapidly changing higher education ecosystem.

Working in close collaboration with the faculty, staff, students, alumni, and trustees, the President will articulate a compelling vision that can translate into a robust plan, outlining the strategic, operational, and financial steps the University should take to advance its position — driving distinctive academic excellence and innovation, building on the University’s considerable financial strength, and enhancing its reputation and stature nationally and internationally. The President will champion the educational mission of the University of Richmond, leveraging the University’s unique strengths, and seizing opportunities to expand its impact and competitiveness. The President will embrace and further the University’s deep commitment to inclusion and equity and will continue to build, recruit, and retain a best-in-class team of academics and administrators, while fostering a culture of collaboration, innovation, and community.

**KEY RELATIONSHIPS**

Reports to  
Board of Trustees

President’s Cabinet  
EVP and Provost  
EVP and Chief Operating Officer  
VP for Advancement  
VP and Chief Information Officer  
VP and Director of Athletics  
VP for Enrollment Management  
VP and General Counsel  
VP for Planning & Policy  
VP and Secretary  
VP for Student Development  
VP for University Communications/Chief Marketing Officer  
Senior Administrative Officer for Equity & Community  
Assistant to the President

Academic Deans  
Dean, School of Arts & Sciences  
Dean, Robins School of Business  
Dean, School of Law  
Dean, Jepson School of Leadership Studies  
Dean, School of Professional & Continuing Studies
KEY PRIORITIES

The key priorities of the University of Richmond’s next President will be to:

• Advance the University’s performance on multiple fronts including strategic focus, academic excellence, student outcomes, and innovation. Expand and enhance the University of Richmond’s national profile and distinctive strategic position, identifying priority areas where the institution can excel, and making strategic investments in those areas.

• Attract the philanthropic support and capital necessary to enable significant investments in future priorities, including the University’s commitment to need-blind admission and to meeting the full demonstrated need of admitted students.

• Continue to attract high-achieving students from across the country and around the world who excel academically and bring a strong set of values that align with the University of Richmond’s culture and community. Continue to enhance the University’s distinctive residential college experience, where the majority of students live on campus and benefit from physical and socio-emotional learning and engagement in a diverse array of community opportunities.

• Continue the University’s advancement of diversity, inclusion, and equity across campus through targeted policies and programs, with the goal of making measurable impact. Ensure that systems and structures are in place to fully support student success, faculty and staff diversification, and the ongoing development of a highly inclusive campus culture, where all forms of diversity, including viewpoint diversity, thrive.

• Recruit and retain exceptional academic talent for the faculty and empower a high-performing senior leadership team.

• Embrace innovation and leverage technology to enhance the University of Richmond’s reach and impact.

• Engage deeply with the city of Richmond and the local region to further develop strategic partnerships and opportunities for engagement and community service.

• Partner with the Board of Trustees to ensure strategic engagement and good governance.
Candidate Profile

The successful candidate will be institutionally ambitious and will have an outstanding track record of impactful leadership. The President will demonstrate the ability to successfully navigate strategic, financial, and operational complexity in organizations characterized by intellectual discourse and discovery, innovation, mentorship, diverse perspectives, and shared governance and be deeply committed to the transformative power of a liberal arts education. The leader will be a trusted partner to the Board and a dedicated leader and institutional citizen alongside a committed and talented faculty, staff, and student body.

In particular, the next President will be/have:

IDEAL EXPERIENCE

A dynamic, inspiring leader who will raise the profile of UR and attract financial resources by effectively communicating a compelling narrative and vision to a broad network of constituencies.

Proven measurable success in creating a diverse and inclusive environment where differences of all kinds are celebrated and embraced and where students are prepared to succeed in a global environment.

Actively engaged in strategy development and implementation with a track record of making priority decisions and delivering measurable results.

Strong operational and financial acumen with the ability to manage and allocate resources in support of an institution’s values and strategic goals.

Academic stature, intellectual curiosity. Deep commitment to excellence in teaching and scholarship.

Deep knowledge and respect for higher education and a forward-thinking approach to emerging trends, innovations, and opportunities.

A leadership style characterized by collegiality, transparency, collaboration, and efficacy.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Direction

The University of Richmond seeks a dynamic leader whose intellectual depth, curiosity, and commitment to excellence will match those of its faculty, staff, students, and alumni. The next President will:

• Articulate a vision and set aspirational goals for the future of the institution that reflect its mission, values, academic excellence, and strong momentum;

• Establish priorities focused on short-term needs and long-term health of the institution to further strengthen the University’s position;

• Attract, mentor, support, and hold accountable a talented, diverse leadership team that capably implements the University’s strategies;

• Seek to develop the University’s programs by reinforcing its strengths, identifying areas for further investment, and allocating resources that support its strategic goals and priorities;

• Provide the leadership and business acumen to manage an operationally complex institution and empower an administrative team to achieve measurable positive impact across multiple dimensions including academic vitality, diversity, financial sustainability, and resource growth; and,

• Understand and anticipate the changing landscape of higher education and work alongside the community in thinking creatively and boldly about how best to position the University of Richmond for continued excellence.
Profile Raising Including Fundraising
With increased pressures on both revenues and expenses at residential liberal arts institutions, the next President will have well-honed executive leadership skills. The President will:

• In partnership with the Advancement team, be a leading fundraiser for the University. Develop an ambitious strategy for the positioning of the institution and for fundraising goals while working with other leaders of the University to increase its exposure, reputation, and resources;

• Engage a deeply committed alumni community that represents an increasingly diverse set of perspectives, experiences, and institutional connections; and,

• Be an inspiring and exceptional communicator and serve as the voice of the University for both internal and external constituencies.

Community Building and Inclusive Excellence
In an institution that values collaboration, the University of Richmond’s President will have a leadership style characterized by thoughtful listening, active inquiry, and a passion for engagement. The next President will:

• Bring a record of collaboration and build equitable environments that enable all in the community to thrive. Support an environment where open dialogue and viewpoint diversity are welcomed;

• Be a unifier who will seek opportunities to build bridges and sustain a culture founded in trust and transparency. Develop results-oriented plans and priorities that reflect the perspectives and input of the community;

• Articulate and define measurable goals for a campus climate that is inclusive and acknowledge the role of diversity, equity, and inclusion in institutional effectiveness;

• Ensure recruiting and hiring practices to attract underrepresented talent to the institution;

• Be an active and engaged presence with the students, faculty, and staff; and,

• Continue to build strong rapport with the local and regional Richmond communities, building relationships that will leverage the University’s setting in a vibrant city and region.

Scholarly Values
The President will bring a demonstrated commitment to, and experience with, Richmond’s distinctive array of academic offerings, the liberal arts, and the value of a residential learning community. As such, the President should be prepared to engage with the faculty to guide and shape the programmatic priorities of the institution. The President will:

• Bring intellectual depth and curiosity to catalyze discussions on and off campus about the changing nature of the liberal arts in this rapidly evolving, increasingly global and technologically connected world; and,

• Support the University’s teaching intensive environment and value, respect, and further research and scholarship.

OTHER PERSONAL CHARACTERISTICS
• Inspiring vision.
• High EQ. Empathetic relationship builder.
• Balance of confidence and humility to listen. • Authentic. Personable.
• High integrity.
• Sense of humor.

THE SEARCH PROCESS
The University of Richmond is being assisted in this recruitment by the international leadership advisory firm Spencer Stuart and welcomes nominations or expressions of interest. To submit comments, nominations, or expressions of interest, please send an email with any supporting materials to the confidential address: URPresident@spencerstuart.com.

The University has a policy of non-discrimination with regard to race, religion, national or ethnic origin, age, sex, sexual orientation, gender identity, gender expression, disability, status as a veteran, or any classification protected by local, state, or federal law.