



## **Dean of the Robins School of Business**

The University of Richmond seeks a collaborative, strategic, inclusive, and forward-thinking Dean to lead the Robins School of Business. The next Dean will have the extraordinary opportunity to shape the future of business education by leading the only highly ranked, AACSB-accredited, undergraduate business school within a top-ranked liberal arts college. The School's distinctive combination of small size, undergraduate focus, and professional business education immersed in the liberal arts has long been the foundation of its success. Recognized as a Top 50 undergraduate business school by Bloomberg Businessweek since the ranking's inception and currently 21<sup>st</sup> in Poets and Quants' ranking of undergraduate business programs, Robins is well positioned for the future. The next Dean will be asked to work closely and collaboratively with the School's faculty, staff, students, alumni, and friends to imagine ways in which they can preserve and further capitalize on Robins' unique strengths in order to elevate it to even greater heights of visibility, prominence, and societal impact.

### **ABOUT THE UNIVERSITY**

Founded in 1830, the University of Richmond enjoys a learning and research environment grounded in the liberal arts and enriched by its distinctive array of schools, with a singular integration of learning and scholarship across campus. It is defined by a culture of interdisciplinary connections, collaboration, and creativity, guaranteeing students close interaction with faculty and the ability to craft their academic experience. With 4,002 on-campus students, an 8:1 student-faculty ratio, and over 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 is the nation's only top liberal arts college that is also home to a top-ranked business school. Richmond is also home to the first undergraduate school of leadership studies in the nation, a highly ranked school of law, and a school of professional and continuing studies that reaches thousands of individuals in the region each year. Thus, the University of Richmond offers the

intimacy of a small college and the opportunities that rival those of larger institutions, including a strong Division I athletics program.

The University of Richmond has been consistently recognized as one of the best liberal arts colleges in the nation. It is ranked 25<sup>th</sup> among national liberal arts colleges by *U.S. News & World Report*. The University of Richmond School of Law is ranked 50<sup>th</sup> by *U.S. News & World Report*. The University has also been cited as a “best value” college by *U.S. News & World Report*, *Kiplinger’s Personal Finance*, and *Princeton Review*.

The University distinguishes itself in its commitment to ensuring the equity and accessibility of its transformative educational opportunities. Richmond is one of very few colleges and universities that are both need-blind in admission for U.S. citizens and Permanent Residents and meet the full demonstrated need of all admitted undergraduate students. Through Richmond’s Promise to Virginia, Richmond also provides a financial aid award equal to tuition, room, and board to all students from Virginia whose family income is \$60K or less. The University is fortunate to have considerable resources, particularly for an institution of its size. The University’s endowment is valued at \$2.5 billion, and its total operating budget is \$300 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; more than 650 students participated in summer 2017.

## ABOUT THE ROBINS SCHOOL OF BUSINESS

The Robins School of Business’s mission is to inspire students, scholars, and decision-makers to ask meaningful questions and to guide them towards discovering solutions that address major business and societal issues. The School creates a rigorous, tailored learning experience for tomorrow’s leaders in a welcoming and increasingly diverse and inclusive culture. Its faculty proudly identify as teacher-scholars: they share a deep and readily visible commitment to the undergraduate learning experience while simultaneously pursuing scholarship and research that enriches the classroom, the profession, and the world.

The Robins School focuses its main resources on undergraduate education but also has small graduate and executive education programs. It has more than 57 full-time tenured or tenure-track faculty, approximately 20 staff, over 500 undergraduate majors and 73 MBA students (predominantly part-time professionals). The School has been ranked as a Top 50 undergraduate business school by Bloomberg Businessweek since the ranking’s inception, and is currently ranked 21<sup>st</sup> by the Poets and Quants ranking of undergraduate business programs. The MBA program also ranks highly in *U.S. News and World Reports* Best Part-Time MBA program ranking, most recently being recognized as the 42<sup>nd</sup> best program of that type. Robins is also distinguished by its academic and co-curricular offerings. [Q-Camp](#), a program that prepares business students for future social

and professional interactions by immersing them in seminars and networking activities with alumni, faculty, and corporate friends, is one such opportunity.

The School consists of five departments, each led by a chair: Accounting, Economics, Finance, Management, and Marketing. The School also has 10 endowed Chairs and Faculty Fellows:

- The Patricia A. and George W. Wellde, Jr. Distinguished Chair in Finance
- W. David Robbins Chair in Strategic Management
- E. Claiborne Robins Distinguished Professorship in Business
- David Meade White, Jr. Chair in Business
- CSX Chair in Management and Accounting
- F. Carlyle Tiller Chair in Business
- Joseph A. Jennings Chair in Business
- The Rigsby Fellow in Economics
- Robins School of Business Teaching Fellows (2)

The School's facilities are exceptional in both size and quality. Queally Hall, a 37,000-square-foot addition to the School's pre-existing 51,000 square feet, opened in January 2010. The space includes classrooms, a restaurant, group study and conference rooms, a state-of-the-art trading floor equipped with Bloomberg terminals, faculty offices, and dedicated spaces that reflect the school's mission. These dedicated spaces include offices for the Center for Professional Skills Development, the Center for Active Business Education, and the Center for International Programs. A new iLab dedicated to innovation and entrepreneurship and a new 30-seat classroom were completed in the summer of 2017. The combination of classrooms, study spaces, co-curricular support spaces, a dining facility, and common areas creates an atmosphere conducive to community building.

The School's faculty recently engaged in a strategic visioning process as part of a University-wide initiative. At the conclusion of the University's strategic planning process in 2017, President Crutcher asked each of the five schools to articulate its own strategic goals for the next five years. The Robins School faculty approved in 2018 the following areas as priorities for continued focus and growth:

- Providing a rigorous and innovative academic experience in a student-focused environment.
- Fostering a vibrant community of teacher-scholars invested in achieving excellence in both teaching and scholarship.
- Creating a diverse and thriving business school community of students, faculty, and staff
- Building deep-rooted relationships with alumni, businesses, and our larger professions
- Further integrating the business school into the larger community

The new Dean will have the opportunity to work collaboratively with faculty and staff to imagine new ways in which they can further capitalize upon these existing strengths and raise higher the visibility of Robins' distinctive offerings and character.

## THE CITY OF RICHMOND

The University of Richmond is advantaged by its location in the city of Richmond, Virginia, which has a population of 1.25 million. 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 worldwide 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 capitol. The city consistently wins awards for its livability, affordability, and cultural riches; it was also [named one of CNBC's best places to start a business](#). 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.

## 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 over 332 full-time faculty members with rank, 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. The Institute of International Education ranks Richmond second among leading baccalaureate institutions for total number of students who study abroad and seventh among the top 40 baccalaureate institutions for the total number of international students in 2016-17. More than 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, from extensive print, electronic, and media resources, to rare books, manuscripts, and book arts, to digital collections, as well as 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. More than 11,800 students applied for admission to the fall 2018 entering class of 832 students, and the average SAT score for the enrolled class is 1364. The first-year retention rate for students in the fall 2017 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.

## THE FIVE SCHOOLS OF THE UNIVERSITY OF RICHMOND

Through its five schools, the University offers a distinctive blend of liberal arts and pre-professional education at both the undergraduate and graduate levels. Each school excels on its own merits while also contributing to the collegial atmosphere of this closely knit campus community. In addition to the Robins School of Business, the five schools include:

- **[School of Arts & Sciences](#)**: Encompassing approximately 2,500 undergraduates, 205 full-time faculty, 22 departments, and 10 interdisciplinary programs, Arts & Sciences is the University's largest and most intellectually diverse school. All incoming undergraduate students enter as Arts & Sciences students and roughly 53% complete their degrees in the School. The School's world-class faculty take 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.
- **[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 and its 14 multi-disciplinary, full-time faculty draw upon the liberal arts to provide a model emulated by leadership schools around the world.
- **[School of Law](#)**: The School of Law, ranked #50 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. The 44 full-time law school faculty (with rank) are experts in their fields and some of the best teacher-scholars in the nation.
- **[School of Professional & Continuing Studies](#)**: The School of Professional and Continuing Studies brings the world-class academic experience of the University of Richmond to graduate and non-traditional adult students and provides a strong connection to the Richmond community, offering a variety of degree, certificate, and noncredit programs.

## 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.

Four out of five undergraduate students at the University of Richmond are from outside Virginia, including students from 48 states, Washington, D.C., the Virgin Islands, Puerto Rico, and 63 countries. Ten percent of Richmond's undergraduates are international citizens and another 60-70 international students study at Richmond each year through exchange partnerships. In addition, 27% 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 \$74 million in merit and need-based financial aid to more than 60% of its students. The number of first-year students who receive Pell grants has more than doubled since 2007. 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 over 90% of undergraduates living on campus, many newly renovated housing options, and a strong residential life program. Richmond is distinguished by its coordinate system, under which students belong to one of two colleges, Richmond College and Westhampton College.

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.

## **FINANCES**

The University's fiscal year 2019 operating budget totals \$300 million and as of June 30, 2018, the University's total net assets stood at \$2.5 billion. Comprehensive charges including tuition, room, and board for traditional undergraduate students total \$64,860 for the 2018-19 academic year. Approximately two-thirds of the University's undergraduate students receive some form of financial assistance as part of the University's robust financial aid program. The University's \$2.5 billion endowment provides a strong financial foundation and extraordinary annual support for University operations.

The five academic schools are funded by the central University budget with many of the schools also benefitting from sizable school-specific restricted endowments. The University consistently operates within its annual operating budget and is committed to appropriate long-term stewardship of its financial and human resources while also remaining steadfast in its care for its remarkable facilities and beautiful campus.

## UNIVERSITY LEADERSHIP

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.

Throughout his career, Dr. Crutcher has actively promoted access, affordability, diversity, and inclusivity. He was a member of the Board of the Posse Foundation and received the Posse Star award, which recognized his leadership, significant contributions to the field of education, and positive effects on individual students' lives. As President of Richmond, he leads a highly selective private university that is one of the few institutions in the country that is both need-blind in admission decisions for domestic undergraduate students and committed to meeting the full demonstrated need of all admitted students.

Dr. Crutcher writes and speaks widely on the value of liberal arts education and the democratic purposes and civic mission of higher education. He is founding co-chair of Liberal Education and America's Promise (LEAP), the Association of American Colleges & Universities' (AAC&U) national campaign to demonstrate the value of liberal arts education and currently serves on the boards of the American Council on Education (ACE) and AAC&U.

Jeff Legro joined the University of Richmond as Executive Vice President and Provost in July 2017. As the chief academic officer, he is responsible for the academic mission of the University including the curriculum, research programs, academic budgets, and faculty development. He oversees the five schools, the divisions of student development, enrollment management, planning and policy and the departments of community initiatives, international education and the library. Previously, Dr. Legro was the Vice Provost for Global Affairs and Taylor Professor of Politics at the University of Virginia.

## ROLE OF THE DEAN OF THE ROBINS SCHOOL OF BUSINESS

The Dean of the Robins School of Business provides strategic leadership for the 75 full-time faculty and 20 staff of the School, advocating for their needs while also working creatively and collegially with others across the University to advance their shared mission. The Dean reports to Executive Vice President and Provost Jeff Legro and serves alongside the deans of the University's four other schools on the Provost's Dean's Council, which works to advance the strategic objectives of the University as a whole.

Other key responsibilities for the Dean include serving as a visible and accessible leader for the School with a wide range of both internal and external stakeholders. The Dean oversees the School's Academic Council which includes the five department chairs and three associate deans:

- Associate Dean for International Programs
- Associate Dean for Undergraduate Programs
- Associate Dean for Graduate Programs

The Dean also benefits from the contributions of an engaged Executive Advisory Board, which provides advice and counsel on a wide variety of matters. In addition, the Dean works closely with the senior administrators of the University including interactions with the President and the University's Board of Trustees. It is expected that the next Dean will also have new and expanded opportunities to cultivate relationships with alumni, friends, donors, and external organizations in order to generate additional supporters and resources for the advancement of the School.

As the public face of the School, the Dean forges new and strengthens existing relationships with industry, foundation, civic and other leaders throughout the region, nation, and larger world without ever losing sight of the students, faculty, and staff at the core of the Robins School mission.

## OPPORTUNITIES AND CHALLENGES

The next Dean will find the School to be strong on the fundamentals and ideally positioned for continued success. The opportunities and challenges for the next Dean include the following:

- **Work collaboratively with faculty, staff, and students to refine, articulate and implement a strategic vision for the Robins School that capitalizes upon its distinctive character and strengths and elevates it to an even greater level of visibility and prominence:** The Robins School is home to a unique configuration of programs that have the potential to be not just distinctive, but to set the standard for business education across the nation and around the globe. How might the liberal arts context of the highly personal undergraduate business education that is Robins' signature be deployed even more powerfully through deeper inter-school collaboration? What possibilities lie untapped at the graduate level within the boundaries of a national liberal arts college such as the University of Richmond? How can the distinctive size and focus of Robins be leveraged and celebrated for the good of its people, its graduates, and society as a whole? These are the questions the next Dean will explore in partnership with the School and campus community as well as with industry and other leaders locally, nationally, and globally.
- **Serve as a positive, inspiring leader within the School and a generous, creative collaborator beyond it:** The next Dean will be pleased to discover that the Robins School has a strong sense of identity and takes well-deserved pride in its work and accomplishments. The Dean will champion and be accessible to the School's faculty, staff, and students without ever losing sight of the School's context within the larger university community. The Dean will embrace the liberal arts core of business education at Richmond and work closely with the other Deans, the Executive Vice President and Provost, and many others to brainstorm and bring to life academic and co-curricular initiatives that will enrich the experience of all members of the University community, including but not limited to those within the Robins School.
- **Advance diversity and inclusion within the Robins School and across campus to ensure that all students, faculty, and staff are welcomed, valued, and respected:** A key tenet of the University's recently completed strategic plan is ensuring that students, faculty, and staff will reach their full potential and thrive as part of the University community. The next Dean will be a vocal advocate and energetic leader for faculty,

students, and staff in ensuring that Robins fulfills this promise to its people and to the larger community. The Dean will also bring a sophisticated understanding of and practical experience with initiatives designed to attract, mentor, and retain students, faculty, and staff from underrepresented groups. In addition, the Dean will work collaboratively to review the ways in which curricular and co-curricular programs might be strengthened by consideration of a wider range of perspectives.

- **Support, mentor, and provide professional development opportunities for faculty and staff across the School, in all stages of their careers:** The Dean will advocate for and facilitate the success of the talented teacher-scholars who make up the Robins' faculty, and will embrace their varied expertise. Since the most senior generation of faculty within the School may be expected to retire in the coming years, the Dean will also participate in the hiring of a new cadre of diverse, excellent faculty. The Dean will also ensure that newly hired and pre-tenure faculty are well supported and resourced on their path to tenure, and that similarly, mid- and later-stage career faculty continue to be recognized, supported, and challenged in their work as well. The Dean will also recognize that Robins' success depends on the work of talented staff members throughout the School and will support their continued growth and development as well.
- **Further expand the School's network of friends and affiliates locally, nationally, and globally in pursuit of the School's mission:** The School aspires to have an even more robust set of relationships with alumni, friends, foundation and corporate leaders, and others who share and can help to advance the School's goals, values, and culture of engagement and philanthropy. Working creatively and persistently to increase the number and diversity of individuals and organizations who donate their time and resources to the School, who recruit Robins' students for internships and jobs, and who partner with faculty on research will be a key priority for the new Dean. The School's relationship with the City of Richmond is another area in which even greater investment and growth is desired, as the connection between the city and the University has never been stronger or richer. And from a global perspective, Robins seeks to develop additional programs and relationships with global organizations and institutions to complement and build upon the current high levels of student participation in study abroad.

## DESIRED QUALITIES AND QUALIFICATIONS

The ideal candidate will bring a distinguished record that commands the respect of the academic community and merits appointment as a tenured full professor at the University of Richmond. In addition, the next Dean of the Robins School of Business will possess many of the following qualities and experiences:

- Deep knowledge of and passion for the possibilities for undergraduate business education, including a nuanced understanding of the critical challenges facing the field today;
- A genuine commitment to the value and relevance of the liberal arts as a crucial facet of professional business education in order to produce graduates who are optimally prepared to address the world's most complex challenges;
- Experience leading an organization toward a shared vision and building consensus among a diverse group of stakeholders;

- Demonstrated commitment and practical experience with creating, maintaining, and ensuring an inclusive and welcoming climate in which people of all backgrounds can thrive;
- The interpersonal skills and emotional intelligence to build strong relationships with multiple external constituencies, ranging from corporate and foundation leaders to public officials to advisory board members and university trustees;
- The desire and talent to tell Robins' unique story powerfully and persuasively to alumni, friends, and other potential supporters of the School's mission;
- A transparent and approachable style of leadership, coupled with the ability to make decisions respectfully and with high levels of integrity;
- A strong track record of successful personnel management, including experience mentoring talented faculty, staff, administrators, and students to perform at their best;
- Budgetary and financial management skills sufficient to oversee a large office and a complex organization;
- Familiarity with AACSB accreditation standards and requirements at a high level; and,
- An entrepreneurial, energetic, and optimistic approach to leadership and a bedrock belief in the power of higher education to positively impact our world.

## CONTACT

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

**Sue May, Partner**  
**Matthew Marsallo, Senior Associate**  
**Storbeck/Pimentel & Associates, LP**  
[RichmondDean@storbecksearch.com](mailto:RichmondDean@storbecksearch.com)

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