



**Search for the Executive Vice President and Provost
University of Richmond
Richmond, Virginia**

THE SEARCH

The University of Richmond seeks a distinguished academic and administrative leader to serve as its Executive Vice President and Provost. Richmond's profile is unique in higher education; it combines one of the best liberal arts colleges in the nation with excellent professional schools and an impressive record of scholarship. As the chief academic officer, the next Provost will serve as an important member of the senior leadership team, helping sustain and strengthen Richmond's positioning among the nation's leading institutions. Reporting to President Kevin Hallock, the Provost will play a key role in operationalizing a new strategic plan focused on holistic academic excellence, supporting the priorities of a new presidential administration as the University enters the next era of its dynamic trajectory.

The University of Richmond offers a distinctive educational experience where academic and campus life are well integrated and the faculty and student relationship is at the core. Ranked 18th among liberal arts colleges by *US News and World Report*, Richmond is home to an intellectually rich and diverse community of 3,300 traditional undergraduates, 850 graduate and adult learners, 1,200 staff, and 650 faculty. Organized into five schools (arts and sciences, leadership studies, business, law, and professional and continuing studies) and exceptionally well-resourced to meet its high ambitions, the University offers both the close-knit community of a small college and opportunities that rival those of larger institutions, including innovative research, a strong Division I athletics program, and the nation's only Spider mascot. The University is on a gorgeous campus and near a vibrant and dynamic city and region.

The Provost's purview at the University of Richmond is broad and diverse and includes all of academic affairs and research and scholarship. The position requires a leader who is comfortable navigating complexity and who has the collaborative talents necessary to bring together many constituents. In addition to advancing academic excellence, the next Provost will prioritize enhancing Richmond's integrated undergraduate student experience and champion diversity, equity, inclusion, and belonging (DEIB) initiatives on campus. They will also manage the strategic allocation of resources to support academic institutional goals and priorities. The successful candidate will bring a deep interest in shaping

the future of higher education through innovative and collaborative leadership and an outstanding record of scholarly achievement.

The University of Richmond has retained Isaacson, Miller, a national executive search firm, to assist in conducting this important search and to help identify outstanding candidates. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated below.

THE UNIVERSITY OF RICHMOND

The University of Richmond is the nation's only top liberal arts college that is also home to a top-20 undergraduate business school, the first undergraduate school of leadership studies in the nation, a highly regarded school of law, and a school of professional and continuing studies that reaches thousands of individuals in the region each year. Richmond's learning and research environment is grounded in the liberal arts and is enriched by a singular integration of learning and scholarship across its five schools. It is defined by a culture of mentorship, interdisciplinary connections, collaboration, small class sizes, and robust curricular and cocurricular opportunities, guaranteeing students close interaction with faculty and the ability to shape their academic experience. The University emphasizes the importance of international experiences and educationally grounded civic engagement in transforming student learning and preparing students to be engaged citizens in a complex world. Consistently recognized among the nation's most beautiful campuses, Richmond offers outstanding academic and residential facilities. Richmond also has an endowment of approximately \$3.1 billion as of June 30, 2022 and will embark on an ambitious philanthropic campaign in the near future.

For more information about the University of Richmond, visit: www.richmond.edu. For more facts, rankings, and accolades, please see: www.richmond.edu/about/facts.

HISTORY

The University of Richmond traces its roots to 1830, when Virginia Baptists opened a seminary for men. The seminary soon added a program for literary studies and was incorporated as Richmond College in 1840. In 1914, President Boatwright, who served in office for over 50 years, led the move from downtown Richmond to the University's current location: a 350-acre campus in the west end of Richmond. In conjunction with its move to a new campus, the University opened Westhampton College for women in 1914. In 1990, the academic missions of Richmond and Westhampton Colleges were combined to form the School of Arts and Sciences.

ACADEMIC LIFE

Personal engagement of students with experienced, committed faculty is an institutional hallmark. The undergraduate student-faculty ratio is eight to one. Richmond's faculty exemplify the teacher-scholar model and are deeply dedicated mentors to students. Students participate in collaborative research and

other creative activity with faculty during, and in some cases prior to, their formal matriculation on campus. Students have received prestigious honors and awards in recent years, including Rhodes, Marshall, Goldwater, Clarendon, Truman, and Fulbright scholarships. The University has been named a Top Producer of Fulbright U.S. Students for four consecutive years. Over the past decade, Richmond faculty have attracted over \$32 million to the University in external funding to support research from a range of prestigious funders, including the Howard Hughes Medical Institute (HHMI), the National Endowment for the Humanities, National Science Foundation, National Institutes of Health, and the Andrew W. Mellon Foundation. Faculty include recipients of the National Humanities Medal, Guggenheim Fellowships, and Goldwater Scholars Faculty Mentor Awards. Of the 314 members of the tenured and tenure-track faculty, 20% identify as people of color, 2% are international, 54% identify as male, and 46% as female.

The University offers 64 traditional undergraduate majors as well as minors and concentrations. It offers a wide array of high-impact educational practices from undergraduate research to experiential education to living learning communities and more. The faculty have just completed a general education curriculum review to be implemented in fall 2024. Some examples of current university-wide academic initiatives include: creativity, innovation, and entrepreneurship; data analytics and data science; an integrated approach to the study of ethics; mindfulness; and inclusive pedagogy. Other longstanding programs including the First Year Seminar, Faculty Learning Communities, the International Faculty Seminar, and the Race and Racism Project contribute to the rich intellectual life of the campus community and a distinctive Richmond experience.

Approximately 90% of traditional undergraduate students live on campus, providing significant opportunity to integrate academic dimensions into residential life. Distinctive living learning communities blend academic and campus life and allow students to join a community who live together in a residence hall, take a class, do research, travel off-campus, and become engaged in a topic on a deeper level. Students engage in the community, have thoughtful conversations, build friendships with a diverse group of students, and find mentors in dedicated faculty members. The Richmond Endeavor is the University's premiere living-learning experience for first-year students. It begins the summer before matriculation, and students are assigned dedicated faculty and peer mentors, participate in a preorientation process, live together in a residence hall, and take linked topical courses throughout the year. Sophomore Scholars in Residence, called SSIR, is a distinctive year-long experience for second-year students. Students apply to a specific thematic SSIR program and take a one-unit fall course, half-unit collaborative project course in the spring, and engage in full-funded travel in the U.S. and/or abroad during school breaks. Finally, there are several themed residential communities such as UR Living Well, Lavender Living, and Earth Lodge.

The University's commitment to global education is significant, including more than 70 study abroad partnerships in 30 countries, and the award-winning EnCompass program providing fully-funded global experiences to students less likely to study abroad. Richmond has one of the highest student participation rates in study abroad in the nation. The University also leverages its location in the state capital to promote civic engagement through community-engaged courses and other cocurricular experiences.

Through the Bonner Center for Civic Engagement, students, faculty, and staff develop partnerships with local organizations, bringing life to learning and supporting the capacity building of organizations in the region. Programs in SPCS further connect the University to the community in addition to law clinics and community-engaged capstone courses and projects in the other schools.

SCHOOLS

The University of Richmond is organized into five distinct schools:

The School of Arts and Sciences is the heart of Richmond's undergraduate liberal arts program and the largest of the schools. All undergraduate students enter the University through the School of Arts and Sciences, and more than 60% of majors are earned in one of the Arts and Sciences disciplines. The School is home to 350 faculty in 24 academic departments and 12 interdisciplinary programs. The School of Arts and Sciences maintains a close partnership with the deans of Richmond College and Westhampton College, the former men's and women's colleges, working alongside both coordinate college deans to holistically guide students through their experience at Richmond. To that end, both coordinate college deans are also associate deans in the School.

Opened in 1992, the Jepson School of Leadership Studies is the nation's first-ever undergraduate school of leadership studies and a distinctive hallmark of the University. The Jepson School draws upon the liberal arts to advance the understanding of leadership and the challenges of ethical and effective engagement in society. The School investigates leadership not only as a position, but also as a process and a relationship among people. Jepson functions as a one-department school with 20 faculty. Nearly 10% of traditional undergraduate majors are earned in Leadership Studies.

As a highly ranked business school at a top 20 liberal arts university, the Robins School of Business challenges and encourages students to draw real-world connections across disciplines. The School offers undergraduate, graduate, and executive education programs. The Robins School's curriculum is built on high-quality classroom teaching reinforced by scholarship, heightened experiential learning outside of the classroom, and strong ties and relationships with reputed corporate and government entities. Robins is home to 100 faculty and 50 graduate business students. Approximately 30% of traditional undergraduate majors are earned in the Robins School.

The School of Law combines a rigorous and high-touch academic program with an extensive selection of clinical placements and experiential learning opportunities to create a cadre of lawyers uniquely prepared to meet the challenges of today's world. The Law School is known for having one of the most productive small law faculties in the country; for its leadership and service to the bench and bar; and for its graduates, who join the profession with a commitment to community engagement, a practice-ready skillset, and a passion for the profession. The School of Law enrolls 425 JD and LLM students and is home to nearly 100 faculty.

The School of Professional and Continuing Studies (SPCS) extends the strengths and values of a liberal arts education to adult students and working professionals in the Richmond region. The School offers undergraduate and graduate degree and certificate programs, enrichment opportunities, professional education, and summer programs to part-time and non-traditional students of all ages. Established in 1962, SPCS has deepened the University's ties to the local Richmond community and served as important economic and social force for good. Each year SPCS serves 365 learners with more than 70 faculty.

ENROLLMENT

The University is committed to access and affordability and is one of only approximately 80 institutions in the country that is both need-blind and meets full need for domestic traditional undergraduate students. The Richmond Guarantee bestows each undergraduate student up to \$5,000 to participate in a faculty-mentored summer research project or an internship. Undergraduate Virginians with family income under \$60,000 receive a grant equal to tuition, room, and board (no loans), and full need is met through grant aid (no loans) for graduates of Richmond Public Schools and participants in designated community partner programs. The University also has a robust merit aid program. The institution's commitment to access and affordability is strengthened by ongoing efforts to support diversity, equity, and inclusion in pursuit of creating a campus where all students, faculty, and staff feel a sense of welcome and belonging.

Richmond enrolls approximately 3,300 traditional undergraduate students in the School of Arts and Sciences, Robins School of Business, and Jepson School of Leadership Studies, as well as 850 students in the School of Law (JD and LLM), School of Professional and Continuing Studies (graduate, undergraduate, and certificate programs), and Robins School of Business (MBA) programs. Richmond enrolls approximately 820 first-year and 60 undergraduate transfer students annually. The undergraduate student body currently represents 48 U.S. states and 77 countries. Retention and graduation rates are excellent for students from all backgrounds.

The University has more than doubled undergraduate applications since fall 2007 from approximately 6,650 to over 14,000. During that time, domestic students of color in the first-year class have grown from 11% to 26%, and the percentage of Pell-eligible students has grown from 9% to as high as 16%, while average SATs for incoming classes have increased nearly 200 points.

As with each entering undergraduate class for the past four years, the 2022 fall entering class set a new standard for academic quality. The average high school GPA was 3.9 and, for students who applied with testing, the SAT was 1485. Over one quarter of students were U.S. students of color, and 12% are first-generation college students. Eleven percent are international citizens. Among domestic students, 45% are from the Northeast, 33% are from the South (including Virginia), 6% are from the Midwest, and 5% are from the West. 55% are from public high schools and 45% are from independent high schools.

ATHLETICS

The University's student body includes over 400 NCAA Division I student-athletes. The Spiders have won 70 conference championships since 2000, including the 2022 A-10 Men's Basketball tournament title. Student-athletes have a graduation success rate of 96%, with five sports ranking among the top 10% for academic performance as recognized by the NCAA's academic progress rate. The Athletics strategic plan, completed in 2021, helps to ensure that student-athletes are able to take full advantage of a Richmond education, supports competitive success of the University's Division I program, and imagines new ways for Athletics to contribute to a thriving University community. The Spiders' primary athletic conference affiliation is the Atlantic 10. Football competes in the Colonial Athletic Association, men's lacrosse in the Southern Conference, and women's golf in the Patriot League.

FINANCIAL STRENGTH

Through generations of extraordinary philanthropic support and prudent stewardship, the University of Richmond has maintained an excellent financial position. The University's annual operating budget is \$330.7 million, and its endowment stands at \$3.1 billion as of June 30, 2022. The University's bond ratings are excellent - Moody's Aa1 (November 2021) and S&P AA+ (April 2022) - both of which reflect the University's sterling balance sheet, an ethos of careful budget management, and strong student demand.

The University's annual fundraising in the past five years has averaged \$29 million. Increasing fundraising and alumni engagement are a priority, and early planning for the University's first major comprehensive campaign in more than a decade is underway.

CAMPUS AND FACILITIES

The University's 350-acre campus is built in the Collegiate Gothic style on the hillsides surrounding a lake. It is consistently recognized among the nation's most beautiful campuses. Major capital improvements to the campus in recent years have included significant renovation to the University's performing and visual arts facilities; expansion of the main humanities building; a multiphase library renovation; updates of existing campus student residences; a new Center for Admission and Career Services; and a state-of-the-art Well-Being Center. There is a dedicated budget for ongoing classroom renovations to ensure that all teaching spaces are continuously refreshed. All new buildings constructed on campus are required to achieve Leadership in Energy and Environmental Design (LEED) Silver status or better, or an equivalent green building standard. There are now 17 certified green buildings on campus, an eco-corridor, pollinator meadow, and solar array.

RICHMOND, VIRGINIA

Richmond, the capital of Virginia, is host to a number of federal and state agencies, a dynamic biotech research center, a highly respected teaching hospital, a Federal Reserve Bank, two of the nation's top 100

law firms, and five Fortune 500 companies. The metropolitan population is 1.128 million, and Richmond's neighborhoods showcase a diversity of settings, building styles, and demographics. The campus location in the west end provides options for urban, suburban, or rural residential lifestyles within a few easily commutable miles of campus.

The city has a strong network of public and private schools both within and outside the city limits and is home to seven colleges and universities as well as the Virginia Museum of Fine Arts; the Richmond Symphony; the Virginia Opera; the Richmond Ballet; the Lewis Ginter Botanical Gardens; and the Flying Squirrels, a double-A San Francisco Giants affiliate baseball team. The James River runs through the center of the city and offers white-water rafting, canoeing, kayaking, tubing, and fishing. The city and surrounding area have a great local food scene, with some 900 restaurants offering a wide variety of cuisines, plus many microbreweries, distilleries, and wineries. The city of Richmond was recently ranked in *Forbes* magazine as the fifth best U.S. city for jobs and is frequently recognized for creativity and livability. For more information about Richmond and the surrounding area, visit: www.visitrichmondva.com.

PRESIDENT HALLOCK

Dr. Kevin Hallock became the University of Richmond's 11th President in August 2021. Prior to coming to Richmond, President Hallock spent a total of 26 years on the faculties of the University of Illinois and Cornell University. Most recently he was Dean of the Cornell SC Johnson College of Business and served as Joseph R. Rich '80 Professor and Director of the Institute for Compensation Studies at Cornell.

An award-winning teacher, President Hallock is a labor market economist and author or editor of 11 books and over 100 publications. President Hallock's research has included areas such as the gender pay gap, executive compensation, quantile regression, and job loss. He teaches a course to first-year Richmond students on why people earn what they earn. President Hallock graduated summa cum laude and Phi Beta Kappa with a bachelor of arts degree in economics from the University of Massachusetts at Amherst and earned a PhD in economics from Princeton University. He is a fellow of the National Academy of Human Resources and a research associate at the National Bureau of Economic Research.

In his inaugural address in April 2022, President Hallock identified five key areas of opportunity for the University of Richmond: academic excellence, belonging, access and affordability, well-being, and experiential learning and community engagement. With these priorities as guiding lights, UR is poised to build on its already remarkable strengths to become known as the best small university in the world. A current strategic planning process is underway and slated to be completed just before the incoming Provost joins the Richmond community to help operationalize these five focus areas and leverage the many opportunities on the University's horizon.

THE ROLE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

The Executive Vice President and Provost reports to President Hallock, serving as the President's chief deputy responsible for the academic excellence of the institution and is a key member of the senior leadership team. The Provost, working with the academic Deans, has responsibility for supporting the faculty and advancing teaching and scholarship.

The new Provost will join the President's Cabinet in playing a key role in the development and support of the University's strategic priorities. This will include a major campaign in the near term, the first in over a decade. The Provost serves as the chief academic officer and manages a large and complex division. The Provost's portfolio includes all of academic affairs including the five schools and their deans, planning and policy, equity and community, international education, and the library. They oversee a team of very talented direct reports, including vice presidents, who are experts in their respective fields. All told, the Provost manages a team of 13 direct reports, 4 staff, and an academic affairs budget of \$140 million. The Provost is also a key consultant to the [Institutional Coordinating Council \(ICC\)](#), the University's distributed DEIB leadership model, which apportions responsibility for and ongoing attention to Richmond's DEIB work among the President and the senior leadership team. The Provost will join a cabinet and senior team in this new presidential administration that is exceptional and that is characterized by a culture of collaboration and deep engagement, where data, logic, and good ideas win the day no matter their origin.

The University of Richmond seeks a leader with an established record of success as a teacher-scholar and academic administrator; a proven ability to serve as a trusted and valuable advisor to institutional leadership and senior colleagues; a profound appreciation for excellence in liberal arts undergraduate education; a deep commitment to access, affordability, inclusivity, and belonging; and a thorough understanding of challenges and opportunities facing higher education. The leader who will succeed in the University of Richmond culture must be highly collaborative, as well as skilled in data-informed decision making.

KEY OPPORTUNITIES AND CHALLENGES

Specifically, the Executive Vice President and Provost will work to address the following opportunities and challenges:

Provide strategic intellectual leadership and vision for the future of the University of Richmond

The University of Richmond has large ambitions for excellence, and resources must be both enhanced and wisely allocated to realize them. The University invests systematically, uses its wealth of resources strategically, and has greatly strengthened both its research and teaching missions. As the chief academic officer of the University, the Provost will be responsible for operationalizing the academic priorities of the soon-to-be complete strategic plan. These priorities will also establish the roadmap for future campaign fundraising goals and objectives, and the Provost will play an important role as an external ambassador

and advocate for Richmond. In collaboration with the President, students, staff, faculty, and greater campus community, the Provost will champion a strategic academic vision that is responsive to the changing higher education landscape and leverages its many assets and distinctive strengths.

Recruit, retain, and develop a distinguished faculty

The quality of Richmond's academic disciplines is essential to the University's scholarly mission and its identity as a top-tier liberal arts institution. The Provost is the chief academic officer as well as an intellectual and administrative leader on campus. The Provost will ensure success through careful investment and planning, strong hiring and talent development, and constant encouragement to the school Deans and faculty more broadly. They should collectively galvanize existing strengths and future potential, further enhancing the academic profile of the University. Strategic investment in faculty hiring, mentoring, research and creative activity support, and retention will be central to Richmond's pursuit of academic excellence. The Provost must be intellectually curious about all disciplines and professions represented across the five schools; sensitive to the needs of faculty in today's world; and supportive of strengthening Richmond's unique balance of the tripartite teaching, scholarship, and service missions.

Further strengthen the Richmond student experience

Richmond is an institution that recruits exceptional students. Its continuing commitment must be to provide those students an equally exceptional experience during their time at the institution through excellent advising and mentoring, innovative teaching and curricula, appealing extracurricular programming and events, and sustaining a focus on student-centered support in a residential environment. The Provost will work in conjunction with the Deans and Vice President for Student Development to ensure that the University continues to provide a vibrant, engaging, and supportive campus environment for all students that integrates the curricular and cocurricular experiences in unique ways only possible at a place like Richmond. The new Provost should possess an understanding of the needs and expectations of today's students as well as an interest in engaging with pressing student issues, including campus issues related to diversity and belonging, attention to student mental health, sexual assault, and alcohol and substance use.

Champion diversity, equity, inclusion, and belonging and ensure the University is a welcoming and supportive place for all to study, work, and live

The University has worked explicitly to recruit undergraduate and graduate students from diverse ethnic, racial, and socio-economic communities. The profile of the student body has noticeably changed. Those efforts continue, but they will need resources to thrive and meet the aspirations of the University community. At the same time, Richmond continues to focus attention to recruit and retain diverse staff, faculty, and administrators to support excellence. The next Provost must provide personal leadership of the University's commitment to a culture of diversity and inclusion in its intellectual and community life, and across its student, faculty, and staff populations, and they should possess an understanding of

effective strategies for promoting inclusion in higher education. The Provost will work in collaboration with senior colleagues and the school Deans to implement recruitment strategies and professional development opportunities that support a diverse faculty and staff and ensure an intellectual environment that is enriched by diversity of perspectives in and across the curriculum.

Lead a diverse and complex portfolio and enhance cross-school, interdisciplinary investment

The breadth of the Provost's division presents the opportunity for greater alignment and coordination across the academic program, student experience, and the critical functional units that support Richmond's mission and strategic direction. The Provost must work to develop a cohesive academic vision for Richmond's future that brings together all schools and disciplines and builds creatively on existing strengths and to put in place structures that better facilitate collaboration across this unique combination of schools. By establishing incentives for collaboration, breaking down barriers between disciplines, and fostering a team culture among the Deans, the Provost will ensure that Richmond is leveraging all of its assets.

CHARACTERISTICS AND QUALIFICATIONS

The University of Richmond seeks in its new Provost a superb scholar and experienced administrator who combines an ability to communicate effectively with a commitment to collaboration and shared governance. Candidates should have significant experience in academic leadership and a demonstrated ability to cultivate consensus and a sense of shared purpose in a diverse community.

The search committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- Successful and significant experience in academic administration;
- Experience guiding the implementation of a comprehensive strategic plan;
- Budgetary experience and an astute understanding of university finances;
- Proven commitment to the importance of undergraduate education and academic excellence in graduate and professional programs and the ability to articulate the value of a liberal arts education;
- Significant intellectual acumen and wide-ranging intellectual curiosity and the ability to learn areas outside their own expertise quickly;
- Dedication to diversity, equity, inclusion, and belonging, including demonstrated experience successfully recruiting, retaining, and developing a more diverse campus community of faculty, staff, and administrators;
- Experience effectively leading change; exceptional organizational, project management, and problem-solving skills, and the ability to consider and take calculated risks when appropriate;

- Ability to exhibit and foster creativity and innovation institutionally and in the process and product of a team's work;
- Emotional intelligence, intercultural competence, and awareness; a demonstrated ability to communicate with nuance and foresight; demonstrated experience with and a commitment to engaging and listening to diverse constituencies and audiences;
- Integrity of the highest order, strong listening skills, and a transparent and open style;
- Willingness to work hard and respect the hard work of others, balanced with the capacity to foster and model a culture of well-being;
- Fortrightness combined with tact and diplomacy; ability to handle challenging questions with empathy and grace and to mediate and make tough decisions when needed;
- Interest to learn and cultivate appreciation and respect for the University's distinctive culture and traditions;
- Ability to serve as an excellent ambassador for the University of Richmond and to engage effectively with alumni, donors, parents, and external audiences on behalf of the institution; and
- A doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching requisite for a tenured appointment as a full professor at the University of Richmond.

TO APPLY

Confidential inquiries, nominations/referrals, and applications (including CVs and letters of interest responding to the opportunities and challenges outlined above) should be sent electronically to the Isaacson, Miller executive search team via the link below.

Kate Barry, Partner
Elizabeth Dorr Weithman, Managing Associate
Isaacson, Miller
www.imsearch.com/search-detail/8781

The University of Richmond is committed to developing a diverse faculty, staff, and student body, and to modeling an inclusive campus community which values the expression of differences in ways that promote excellence in teaching, learning, personal development, and institutional success. In keeping with this commitment, our academic community strongly encourages applications from candidates from diverse backgrounds and candidates who support diversity.