



## Director of Scholars and Fellowships

The University of Richmond seeks an experienced, energetic, and collaborative professional to serve as the inaugural Director of the Office of Scholars and Fellowships. The Director will have the opportunity to recruit, mentor, and support the University's highest achieving students throughout their undergraduate years. The University has established the Office of Scholars and Fellowships in order to provide greater administrative and organizational support in two key areas, both of which provide exceptional educational opportunities for the University's most talented students. The Office's dual priorities include: 1) day-to-day oversight of the [Richmond Scholars](#) program, a collection of generous merit scholarships that incorporate student programming and events throughout the undergraduate years, and 2) expansion of the pool of students interested in exploring national and international fellowships (e.g., Fulbright, Goldwater, Marshall, Rhodes, Mitchell, Churchill, and Truman) as vehicles for pursuing their highest educational and personal goals.

The Director will be highly knowledgeable about best practices in national and international fellowship application processes, experienced in close collaboration with faculty, and share a genuine interest in the educational development of undergraduates in a liberal arts environment. The Director will be deeply integrated into the academic life of the University and partner closely with the Faculty Director of Scholars and Fellowships, the Provost, the Richmond Scholars Steering Committee, and the Fellowships Advisory Committee. The Director will report to the Vice President for Enrollment Management and supervise an Assistant Director and part-time student assistants, as well as any future positions in the Office.

### The University

The University of Richmond, a private university founded in 1830, is distinctive in higher education in the United States. Through its unique array of five schools and its intentional, mission-focused campus programming, the University combines the best qualities of a small liberal arts college and a large university. Richmond's fundamental mission is to sustain a student-focused, collaborative learning and research community that supports the personal and professional development of its members and the creation of new knowledge. With 4,181 students across five schools, an 8:1 student-faculty ratio, and 90% of undergraduates living on campus, the University is remarkably student-

centered, focused on preparing students “to live lives of purpose, thoughtful inquiry, and responsible leadership in a global and pluralistic society.”

The University’s five schools are a rare combination of divisions and programs in an institution of its size and quality: the School of Arts & Sciences, the Robins School of Business, the Jepson School of Leadership Studies, the Richmond School of Law, and the School of Professional and Continuing Studies.

The University of Richmond has been consistently recognized as one of the best liberal arts institutions in the nation. It is ranked 27th among national liberal arts colleges by *U.S. News & World Report*, and the Robins School of Business is ranked 46th among undergraduate business schools by *Bloomberg Businessweek*. The University of Richmond School of Law is ranked 55th by *U.S. News & World Report*. The University has also been cited as a “best value” college by *U.S. News & World Report*, *SmartMoney*, *Kiplinger’s Personal Finance*, and *USA Today-Princeton Review*.

The University has an unusual and longstanding commitment to ensuring the equity and accessibility of its transformative educational opportunities. Richmond is one of fewer than 40 colleges and universities that are both need-blind in admission and meet the full demonstrated need of admitted students. Through Richmond’s Promise to Virginia, the University also provides a financial aid award equal to tuition, room, and board to all Virginia students who are admitted and whose family income is less than \$60k. The University is fortunate to have considerable resources, particularly for an institution of its size. The University’s endowment is valued at \$2.4 billion, and its total operating budget is \$280 million. Richmond is committed to careful stewardship of these resources as well as to ensuring that excellent students have access to a great education through robust financial aid. The University’s strong resource base has supported continued expansion of the faculty in recent years, as well as other investments in academic programs.

In December 2014, the University announced yet another extraordinary initiative which further reinforces its commitment to a distinctive undergraduate educational experience. Through *The Richmond Guarantee*, the University provides a fellowship of up to \$4,000 for one summer research or internship experience for all traditional undergraduate students. This program was formally initiated in summer 2015; over 600 students participated in 2016.

### **The City of Richmond**

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

The University’s location allows for extraordinary teaching and research opportunities in the city, in the area schools, in the state museums, and on the James River. These resources are a laboratory

for civic and experiential teaching and learning. The University's downtown location, UR Downtown, provides a café and teaching and office space for students, faculty, visiting scholars, and business leaders.

### **Leadership and Governance**

The University of Richmond is moving into an exciting phase of its evolution. On July 1, 2015, Dr. 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. During his graduate study he received a Fulbright Fellowship, a Ford Foundation Doctoral Fellowship, and a Woodrow Wilson Fellowship. Dr. Crutcher has also served on the board of the Fulbright Association and has actively participated in campus events to share his experiences abroad and to encourage the more than 60 percent of UR students who study abroad to apply for Fulbright awards. President Crutcher is supported by a 13-member cabinet, which includes Vice President for Enrollment Management, Dr. Stephanie Dupaul, to whom the Director of Scholars and Fellowships reports.

Shortly after the arrival of President Crutcher in 2015, the University embarked on developing a new strategic plan. Under the guidance of a steering committee appointed by the President, the strategic planning process invited individuals from across the community to help affirm its mission, articulate its values, and develop a shared vision for the University around four important themes that will inform its priorities in the years to come: Academic Excellence, Intellectual Community, Access and Affordability, and Thriving and Inclusive Community. Working groups are developing ambitious goals and initiatives that will help the University achieve its shared aspirations for the future. At each significant juncture in the strategic planning process, the University community will be asked to provide input, and the planning process will be strengthened by the active participation of faculty, staff, students, alumni, and parents. At the conclusion of this highly participatory process, the strategic plan will be presented to the University community in spring 2017 for review and endorsement, with implementation beginning in the fall of 2017.

### **Academic Profile**

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

The first-year retention rate for students in the fall 2015 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.

## Campus and Undergraduate Student Life

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

More than 10,400 students applied for admission to the fall 2016 entering class of 815 students, and the average SAT score for the enrolled class was 1314. Undergraduate students at the University of Richmond come from 46 states, Washington, D.C., the Virgin Islands, Puerto Rico, and 61 countries. Eleven percent of Richmond's undergraduates are international citizens and another 70 to 90 international students study at Richmond each year through exchange partnerships. In addition, 26% of Richmond's domestic undergraduates are students of color. The University is committed to affordability for its students and, each year, Richmond provides more than \$60 million in merit and need-based financial aid to more than 60% of its students. Undergraduates may use their financial aid awards to study abroad with partner institutions, which helps support strong study-abroad participation rates. The campus is primarily residential, with 90% of undergraduates living on campus, many newly renovated housing options, and a strong residential life program.

## About the Five Schools

**School of Arts & Sciences:** The heart of the liberal arts intellectual community at the University of Richmond. Encompassing about 2,400 undergraduates, 234 full-time faculty, 49 professional and support staff, 22 departments, and 11 interdisciplinary programs, Arts & Sciences is the University's largest and most intellectually diverse school. It stands at the center of the University's academic mission. All incoming traditional undergraduate students enter as Arts & Sciences students and roughly 55% complete their degrees in the School.

**Robins School of Business:** A premier undergraduate business school accredited by the Association to Advance Collegiate Schools of Business (AACSB), 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 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.

## **Role of the Director of Scholars and Fellowships**

Reporting to the Vice President for Enrollment Management, the Director of Scholars and Fellowships will lead and develop the newly created Office of Scholars and Fellowships. The goals of the Office are to recruit engaged and talented students to campus as Richmond Scholars; support and develop them through strong mentorship and programming; advance diversity in all its forms; and encourage all University students to reach their fullest potential through exploration of national and international fellowship opportunities. The Director will have a collaborative working relationship with the Faculty Director of Scholars and Fellowships, who serves as a connection between the Office and the University's faculty.

The first priority of the inaugural Director will be to grow and manage the campus culture around national and international fellowships. Given the exceptional quality of Richmond's students, they are highly competitive for these awards. Serving as the public face of the Office, the inaugural Director will raise the visibility of these opportunities with both students and faculty, increasing high-quality applicants for national and international fellowship programs. The Director will provide structure and programming that encourages talented students from all backgrounds to consider the positive developmental value of pursuing a fellowship. As an expert in best practices, the Director will also advise faculty on how they can best support and mentor students who elect to pursue one of these awards.

The inaugural Director will also oversee the daily operations of the [Richmond Scholars](#) program, which naturally complements the fellowships initiative. Established in 2006, Richmond Scholars is an umbrella program for a collection of academically focused merit scholarships awarded to 45 of the University's most talented incoming students each year. While the faculty choose the award winners each year under the guidance of the Faculty Director of Scholars and Fellowships and the Richmond Scholars Steering Committee, the Director of Scholars and Fellowships supports the faculty and Office of Admission's efforts by overseeing on-campus recruiting, selection, and yield activities for Richmond Scholars. The Director will work closely with the Office of Admission in support of a holistic selection process aligned with the University's mission and values for access, affordability, and excellence. The Office of Scholars and Fellowships also designs programs and activities for enrolled Richmond and [Presidential Scholars](#) intended to build community and enrich them academically and developmentally during their undergraduate years.

The Office is actively integrated into the academic life of the University and the Director will work particularly closely with the Faculty Director of Scholars and Fellowships, the Provost, and faculty across the institution as well as on both the Richmond Scholars Steering Committee and the Fellowships Advisory Committee. Other campus partners will include the academic deans, the Dean for International Education, the Deans of Richmond and Westhampton Colleges, the Office of Admission, and the Financial Aid Office.

The Director will be supported by a full-time Assistant Director, student staff, and any future positions in the Office. The Director will manage the operational budget for the Office, including funds allocated to support recruiting and selection for the Richmond Scholars; scholars programming, travel, and research; fellowship operations, outreach, and travel; and professional development. The Director will also work closely with the Vice President, Faculty Director, and Office of Financial Aid in the management of the \$9 million Richmond Scholar and Presidential Scholar programs funded through the University endowment and through the Office of Enrollment Management.

## Opportunities

The opportunities for the Director of Scholars and Fellowships include:

- **Developing and implementing programs and processes intended to encourage even more students to consider pursuing national and international fellowships as a means of achieving their personal and academic goals.** The Director will draw on best practices to identify, recruit, and develop undergraduate students from all disciplines and set in place structures and programming to successfully guide them through the fellowship application process. S/he will work individually with students to discuss their aspirations, provide constructive feedback on essays and mock interviews, and support them throughout the process. The Director will also work collaboratively with the Faculty Director to assist in building meaningful student-faculty relationships that best support students throughout the fellowship application process and to engage the faculty, as appropriate, in the advising and mentoring of students through the fellowship application process.
- **Managing the daily operations of the newly created Office of Scholars and Fellowships in accordance with best practices.** The inaugural Director will design and put in place processes, policies, and organizational structures that provide critical support to both the Richmond Scholars program and the fellowships initiative. The Director will find that the selection process, recruiting, and yield events for prospective Richmond Scholars are already well-established and highly effective yet can still benefit from refinement and revision. The Director has the opportunity to build upon strong programming in place for current Richmond and Presidential Scholars, and to expand and refine this programming to support student development toward fellowship success. For the fellowship initiative, the Director will be able to build an ideal structure de novo in consultation with others across campus.
- **Raising internal and external visibility of the new Office of Scholars and Fellowships and its student-centered mission.** The Director will develop and maintain positive relationships with faculty, scholarship and fellowship representatives, peers in the profession, and donors in order to strengthen the ability of the Office to serve Richmond's students. The Director will also work with University Communications and the Office of Admissions to develop appropriate marketing communications to raise awareness both internally and externally of the services provided by and the educational goals of the Office of Scholars and Fellowships.
- **Developing a strategic plan for the Office of Scholars and Fellowships in collaboration with faculty and other key partners.** The Director will craft a strategic plan and priorities for the Office of Scholars and Fellowships and will identify and track key metrics for success. As with all efforts related to the Office, close collaboration with the Faculty Director of Scholars and Fellowships, the Provost, and the Vice President for Enrollment Management will be critical to developing an effective and powerful set of objectives.

## Desired Qualities and Qualifications

The inaugural Director of the Office of Scholars and Fellowships will be passionate about helping students from a wide range of backgrounds reach their fullest potential. S/he will accomplish this goal by serving as a creative and organized leader capable of building structures and processes. An advanced degree or graduate study is required. The ideal candidate will also bring many of the following complementary abilities and experiences to his/her work:

- Deep knowledge of current trends and best practices in national and international fellowship programs;
- Experience developing, managing, and evaluating the impact of programming directed toward high-achieving students;
- Ability to work closely, collaboratively, and credibly with faculty on shared goals;
- Experience advising or mentoring students on academic and developmental matters;
- Ability to represent the University to prospective and current students, encouraging the enrollment of high ability students from all backgrounds;
- Track record of building strong relationships and working collaboratively with a wide range of campus constituencies as well as with external partners such as donors and scholarship representatives;
- Exceptional written and verbal communication skills;
- Facility in using data to track progress and report outcomes;
- And a personal commitment to the aims of liberal arts education and the flourishing of a diverse community.

## Contact

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

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