

# WASHINGTON AND LEE UNIVERSITY

Dean of the College

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*Washington and Lee University provides a liberal arts education that develops students' capacity to think freely, critically, and humanely and to conduct themselves with honor, integrity, and civility. Graduates will be prepared for life-long learning, personal achievement, responsible leadership, service to others, and engaged citizenship in a global and diverse society.*

Washington and Lee University invites nominations and applications for the position of Dean of the College.

## **Background Information**

Founded in 1749, Washington and Lee is the ninth-oldest institution of higher learning in the United States. It is among the most selective and highly regarded universities in the nation, combining a rich history of liberal arts education with a commitment to meeting the educational challenges of the future. *U.S. News and World Report* ranks W&L among the top 10 National Liberal Arts Colleges. The university prides itself on the strength and complementarity of its three divisions: [The College of Arts and Sciences](#), [The Williams School of Commerce, Economics, and Politics](#), and [The School of Law](#). The university has an exceptionally qualified and increasingly diverse student body, an outstanding faculty of teacher-scholars, a robust endowment, a loyal and generous alumni base, and a dedicated and talented team of staff and administrators. Together, they create a vibrant community distinguished by an atmosphere of mutual respect, trust, and collaboration. This is fostered by perhaps the most fundamental aspect of the institution: its student-administered [Honor System](#). Mindful of its history, the university vigorously affirms the ideal embodied in its motto, "Non Incautus Futuri" (not unmindful of the future). Washington and Lee embraces both its rich sense of [history and traditions](#) and its vision for providing an innovative liberal arts education in the 21<sup>st</sup> century.

Washington and Lee University's central and steadfast mission is to teach. In this small community, *relationships* are powerful mechanisms for educating the next generation. Students develop into their most resourceful, analytical, generous, and responsive selves through close daily interactions with faculty, staff, and administrators who are earnestly and actively invested in their well-being and success. Washington and Lee currently enrolls 1,822 undergraduate and 361 law students. It has 215 full-time faculty members in the two undergraduate divisions and 28 in the School of Law. The undergraduate student-faculty ratio for the 2020-2021 academic year is 8:1, and the School of Law has a student-faculty ratio of 7:1.

Washington and Lee is deeply committed to creating a diverse and nurturing academic community. Its aim is to attract geographically, racially, and socio-economically diverse applicant pools in order to recruit qualified students, faculty, and staff who will carry forth the personal, ethical, and intellectual characteristics that have always characterized the W&L community. Several initiatives serve this goal. The university is a member of the *American Talent Initiative*, an alliance committed to substantially expanding the number of talented low- and moderate-income students attending America's undergraduate institutions with the highest graduation rates. Washington and Lee is also a partner with *QuestBridge*, a

national organization that connects high-achieving, low-income students to leading institutions of higher education. Washington and Lee's [Johnson Scholarship](#) provides full scholarships to approximately 10 percent of each entering class. The university is committed to meeting full demonstrated need for each undergraduate student without the use of loans. [The W&L Promise](#), introduced in 2013, guarantees free tuition to any student whose family income is under \$100,000. Much like the successes of similar initiatives at other institutions, these programs have had a discernible impact on W&L's efforts to diversify its student body; 20 percent of the students in the most recently admitted undergraduate class are domestic students of color, and 9 percent are eligible for Pell grant assistance. The university is committed to building on these and other successes to further increase the diversity of its student body, faculty, and staff. Washington and Lee's recently approved [Strategic Plan](#) powerfully frames a path forward that continues and amplifies this progress.

## Academic Life

Washington and Lee boasts a distinctive academic structure consisting of three curricular branches: the undergraduate College, the Williams School of Commerce, Economics, and Politics, and the graduate School of Law. Each division is rooted in a liberal arts approach that prizes a well-rounded knowledge base, exploration and cross-pollination of ideas across disciplines, small classes that place a priority on faculty-student contact, and a high level of mentorship. This educational mission is fueled by faculty and staff members in academic departments as well as the [University Library, Information Technology Services](#), the [Registrar's Office](#), the [Harte Center for Teaching and Learning](#) and other critical stakeholders across campus.

The departments and programs within the College represent the flourishing liberal arts core of the university. The nationally accredited Williams School offers a top-ranked liberal arts business education. Washington and Lee offers 36 undergraduate majors and 40 minors. Interdisciplinarity is a hallmark of any W&L liberal arts education, and it is formalized in 13 interdisciplinary programs.

Washington and Lee's undergraduate curriculum has a three-term structure encompassing two 12-week terms (fall and winter) and a 4-week spring term, during which students take a single immersive course. The spring term allows students and faculty to devote their undivided attention to the deep scholarly exploration of innovative topics both on campus and abroad. A typical faculty teaching load is 5 or 6 courses.

Washington and Lee students may take advantage of unique and transformational curricular and co-curricular opportunities through the university's signature programs. The [Mudd Center for Ethics](#) advances dialogue, teaching, research, and a multidisciplinary perspective on ethics informed by both theory and practice. The [Center for International Education](#) supports traditional one-term and year-long study abroad opportunities, as well as a host of spring term abroad courses taught by W&L faculty members. The [Johnson Program in Leadership and Integrity](#) provides scholarships, grant funding, lectures, and programs that elevate students' access to leadership experiences on campus and all over the world. The [Office of Community-Based Learning](#) develops, supports, and enhances mutually beneficial collaborations with community partners that enrich teaching and learning and advance local interests. Washington and Lee was the founding institution of the [Shepherd Higher Education Consortium on Poverty](#), and many current students participate in curricular and co-curricular offerings of the Shepherd Program on campus, in the local community, and around the world.

The School of Law offers a personalized legal education that emphasizes small classes and experiential education. It seeks to cultivate broad-minded, highly skilled, and honorable practitioners of law, and it does so within a diverse and collaborative intellectual community exemplifying rigor, trust, and civility. Founded in 1850, the School of Law has a rich history and counts among its alumni many distinguished practitioners, judges, and entrepreneurs, including several U.S. Supreme Court Justices and the third-highest number of American Bar Association presidents produced by any single school. The School of Law prides itself on the rigor of its academic program, its high employment and bar passage rates for graduates, and—most importantly—its supportive and close-knit community.

## **Student Life**

Life beyond the classroom is rich and varied for W&L students. The Divisions of Academic and Student Affairs closely collaborate with one another to promote students' holistic personal development and resilience.

Washington and Lee students are encouraged to explore their interests and develop healthy lifestyle habits by balancing their academic work with participation in extracurricular opportunities. Leadership skills organically emerge from students' involvement in meaningful roles in organizations, teams, labs, clubs, work-study jobs, and performance groups, and they are mentored by staff and faculty members who value their multidimensional talents and interests. Student self-governance is an integral part of the W&L experience; students have responsibility for the administration of the Honor System as well as student government. The university also sponsors thriving outdoor recreation and intramural programs, an intercollegiate [Athletics](#) program with 24 varsity teams involving over a quarter of the student body, a vibrant Greek system, an internationally touring acapella choir and a range of additional artistic performance groups, and over 150 recognized student clubs and organizations. The largest student organization is the [Outing Club](#), which supports students, faculty, and staff with equipment and planning resources for backpacking, fly fishing, kayaking, rock climbing, canoeing, caving, mountain biking, skiing, and outdoor cooking in the beautiful Shenandoah Valley.

In the Division of Student Affairs, class deans provide support tailored to the unique opportunities and challenges that students face during each phase of their education, including campus-wide programs, trainings, and educational opportunities. The [Office of Inclusion and Engagement](#) brings to life the university's mission and strategic plan by coordinating programs that explore, promote, and celebrate the increasingly diverse backgrounds of W&L students, faculty, staff, and administration, and by supporting religious, multicultural, and social justice organizations on campus.

Washington and Lee has a three-year on-campus residency requirement and houses students in residential facilities ranging from traditional first-year residence halls to apartments with full kitchens for upper division students.

## **Strategic Plan**

The Washington and Lee community collaborated on an inclusive multiyear planning process that resulted in the Strategic Plan adopted by the Board of Trustees in May of 2018. This plan provides a roadmap for how the university aspires to be a national model for liberal arts education in the 21st century. The university will increase the diversity of its students, faculty, and staff through intentional national talent outreach. Washington and Lee will augment its existing policies of meeting full need without loans for all admitted students by also moving to need-blind undergraduate admissions. The

university will become a more inclusive community by eliminating financial barriers to curricular, co-curricular, and extra-curricular participation and by enhancing community-building and support.

With investments in faculty lines and facilities, W&L will advance a 21<sup>st</sup>-century liberal arts education while building upon its distinctive curriculum. Washington and Lee will support innovative teaching and research needs through renovating and expanding key academic facilities, strengthening interdisciplinary education, expanding access to Williams School courses, supporting faculty in ongoing pedagogical development, and providing comprehensive academic support services for students.

Washington and Lee embraces institutional citizenship and will continue to advance the environmental stewardship commitment of the [Climate Action Plan](#). Additionally, the university is undertaking significant efforts to present its [institutional history](#) more comprehensively and accurately. The Strategic Plan also invests in curricular, co-curricular, and extra-curricular programs that foster leadership development, service to others, and civic engagement.

## **The Region**

Washington and Lee is located in [Lexington, Virginia](#), a historic and lively city of 7,000 residents. Situated in Virginia's Shenandoah Valley, Lexington is the county seat of Rockbridge County, home to an additional 21,000 people. Lexington is a two-hour drive to the state capital, Richmond, and a three-hour drive to Washington, D.C. The area features strong public schools, a variety of cultural events, and—with close proximity to the Blue Ridge Mountains and the Maury River—rich opportunities for outdoor activities. Lexington is also home to the Virginia Military Institute, and 13 other four-year colleges and universities are located within approximately 75 miles of the city. The W&L campus is known for its historical significance, and the front campus is designated as a National Historic Landmark.

## **President Dudley**

[William C. \(Will\) Dudley](#) became the 27th president of Washington and Lee University on January 1, 2017. He was formerly provost and professor of philosophy at Williams College. A Virginia native, born in Charlottesville and raised in Arlington, Dudley received his B.A. in mathematics and philosophy, magna cum laude, from Williams in 1989, and an M.A. and a Ph.D., both in philosophy, from Northwestern University. He joined the Williams faculty in 1998, bringing his expertise in German idealism to its philosophy department. In addition to his administrative responsibilities, President Dudley relishes his connection with students and has taught courses on the Philosophy of Education and on Virtue Ethics and Liberal Arts Education at W&L.

## **Provost Hill**

Lena Hill will assume the role of provost of Washington and Lee University on July 1, 2021. She is currently dean of the college and professor of English and Africana Studies at W&L. Hill received her B.A. in English, summa cum laude, from Howard University in 1997, and a Ph.D. in English from Yale University in 2005. She joined the University of Iowa faculty in 2006 as an assistant professor of English and African American Studies. As dean, she has prioritized faculty development, the recruitment and retention of diverse faculty, and interdisciplinary study. She also enjoys teaching courses on African American literature and visual culture at W&L.

## University Governance

The Board of Trustees, led by the Rector, provides oversight of institutional affairs and is responsible for the governance of the institution. The Board also approves certain academic and administrative appointments and the awarding of degrees. [Faculty govern](#) the academic heart of the university through academic regulation of students, establishment of graduation requirements, approval and supervision of courses of study, and recommendation of students for degrees. Student self-governance is a hallmark of W&L. The Honor System is administered by the elected Executive Committee, which sets the rules of the community and determines whether a student has committed an honor violation and should, therefore, be dismissed from the university.

## Finances

At the end of the 2019-20 fiscal year, the university's endowment market value was \$1.63 billion, and the annual operating budget for 2020-21 is \$153 million; 40 percent of W&L's operating budget is derived from the endowment and eight percent is derived from annual giving.

## The Role of the Dean of the College

Reporting to the provost and supported by the dean of the college office team, the dean of the college serves as the chief academic officer of the College and has primary responsibility for 21 academic departments and 13 interdisciplinary programs. The dean of the college provides strategic leadership and oversight to the College faculty and undergraduate curriculum, and financial resources. The dean of the college manages two direct reports—Associate Dean of Academic Affairs and Associate Dean of Administrative Affairs—and supervises 209 faculty members and 45 staff members. The dean also participates in faculty hiring for Physical Education/Athletics and the University Library. In 2020-21, the budgets for the College total \$30.3 million.

The dean of the college chairs the courses and degrees committee, an appointed body of faculty and student members responsible for the undergraduate curriculum, and serves on the faculty executive committee, advisory committee, academic council, and president's council.

## Key Challenges and Opportunities:

The next dean of the college will have the opportunity to:

- **Foster academic excellence and distinction.** The next dean will engage faculty and staff in setting the vision and academic priorities for the College. Working with faculty and in line with research on national trends, the dean will support ongoing curricular and pedagogical demands of the competitive liberal arts landscape. The dean will be strategic in garnering and allocating resources to support a dynamic liberal arts education.
- **Continue to build and create a diverse, equitable and inclusive environment.** It is essential that the dean possess a successful track record of advancing diversity, equity, and social justice, and fostering a welcoming environment for all individuals. The dean will proactively contribute to the university's goals to attract, support and retain faculty, staff and students from underrepresented

backgrounds. In addition, the dean will respond to the collective needs of the College in ensuring equity and a sense of belonging for all constituents.

- **Build on the momentum of change.** Washington and Lee has embarked on a journey of honest discourse and reflection about its past, present, and future. The dean will continue to provide forward-thinking leadership as a partner in the evolving campus community by continuing to foster a climate of respectful open dialogue and informed courses of action, as well as ongoing rethinking of general education in alignment with the strategic plan.
- **Enrich and support internal and community partnerships.** To continue increasing engagement and collaboration within the campus community and beyond, the next dean will fortify relationships with the offices of academic and student affairs, the broader administration, strategic partners, parents, and alumni. The dean will build strong coalitions to further the academic and developmental opportunities available to students. The dean will also foster deeper engagement with institutional decision making among faculty, staff, and students.
- **Attract, develop and retain outstanding faculty.** The dean of the college must be seasoned in the art of diplomacy and lead with a transparency that instills trust and confidence across all constituencies, and particularly between the faculty and the administration. The next dean will have faced moments of crisis with resolve, calmness, and humility. In nurturing tenure- and non-tenure-track faculty in various career paths, the dean will set clear and measurable goals for development and progression. The dean will also assess current teaching loads and responsibilities to ensure appropriate balance between instruction, service, and scholarly endeavors, in addition to work-life balance.
- **Strengthen and support student success.** The next dean will build upon W&L's strong retention, career placement, and post-graduate fellowship rates by continuing to prioritize initiatives such as experiential learning, expanding connections between academic disciplines and life goals, furthering academic support programs, nurturing an inclusive and rich student experience, and supporting student health and well-being. Identifying additional resources and opportunities for students will also be a priority for this next dean.

### Personal Attributes, Qualifications and Experiences

The ideal candidate will have a deep sense of intellectual curiosity; distinguished educational achievements; an intrinsically empathetic, collaborative, and transparent leadership style; a commitment to diversity, equity, and inclusion; demonstrated success with shared governance processes; and dedication to supporting academic freedom. The dean will have a distinguished record of teaching, scholarship, and service commensurate with appointment as a tenured professor within the College. The dean of the college will also possess many of the following qualities and professional experiences:

- excellent organizational, administrative, and interpersonal skills, including written and verbal communication;
- ability to think strategically and develop, articulate and advocate for a shared, innovative vision for excellence in the liberal arts;

- exemplary record of advancing initiatives in support of diversity, equity and inclusion, and demonstrated appreciation for the value of diversity among students, faculty, staff, and within the curriculum;
- demonstrated success in attracting, developing, mentoring and retaining talented faculty and staff;
- strong record of supporting and rewarding faculty in their work and career progression as scholars, teachers, mentors and aspiring administrators;
- an unwavering commitment to students, their experiences and outcomes;
- exemplary record as scholar and teacher and supporter of pedagogical innovation;
- interdisciplinary perspective, able to identify and nurture curricular and programmatic opportunities across disciplines;
- nuanced understanding of the evolving nature of higher education in the 21st century and success implementing resultant strategic responses;
- sound fiscal stewardship; and
- demonstrated capacity to succeed in fundraising and external relations.

To thrive in the W&L community, candidates will demonstrate the following qualities and characteristics:

- ability to articulate with passion the role, value and relevance of liberal arts education;
- a deep appreciation for the full residential liberal arts experience, including role of athletics and co-curricular activities;
- intellectual curiosity and appreciation for the full range of disciplines represented by the College;
- a global perspective;
- an empathetic and accessible leadership style;
- commitment to and appreciation of collaboration and transparency;
- visible leader who is energized by participating in the intellectual and social life of the campus and community;
- a record of unwavering support for academic freedom and shared governance; and
- exemplary personal and professional integrity and accountability.

### Information for Candidates

This position is expected to begin in the summer of 2021. Please send all nominations, inquiries and expressions of interest in confidence to:



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