



**RICHMOND**  
School of Law

Richmond, Virginia

## Dean



**LEADERSHIP PROFILE**

September 2010

**WITT / KIEFFER**

## **THE OPPORTUNITY**

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The [University of Richmond School of Law](#) is a vibrant, relatively small institution that has enjoyed remarkable success in programmatic, faculty, and student development. Over the last five years, the Law School has created several high-profile academic centers, recruited top-flight faculty, admitted the most highly credentialed students in its history, significantly increased its role in the broader University, and expanded its outreach into the greater Richmond community. The University of Richmond School of Law seeks a dean who can capitalize on its exceptional momentum and promise—someone who shares its vision of academic excellence, innovative teaching, and commitment to public service.

## **THE POSITION**

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Reporting to the Provost and working closely with the President, the Dean is the Law School's chief academic and administrative officer, with overall responsibility for its academic programs, \$16 million operating budget, personnel management, public relations, and fund raising. The Dean is also the Law School's principal representative in University governance and the legal community.

The current dean search is occasioned by the return of John G. Douglass to the faculty after serving a remarkably productive four years as Dean. Under Dean Douglass's leadership, the Law School created new clinical programs in family law and intellectual property/transactional law, developed a vibrant new pro bono center, opened an interdisciplinary hub in downtown Richmond, tripled support for student opportunities in public interest jobs, recruited the strongest entering class in its history, hired talented teacher-scholars, increased financial aid, revamped and expanded the curriculum, and made substantial improvements to the building. "I joined the Richmond Law faculty because I was drawn to the role of teacher and mentor of young people aspiring to become lawyers," Dean Douglass writes. "I assumed the role of Dean because I felt I could help the Law School at a time of transition. Having done that, I look forward to returning to the work I love most."

## **THE UNIVERSITY**

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Founded in 1870, the Law School complements one of the best liberal arts colleges in the country. In 2010, U.S. News ranked University of Richmond as one of the nation's top-ten colleges in two categories: best value, and "up and coming" institutions that focus on innovation. Also part of the University are a pioneer, degree-granting school of leadership studies and one of the nation's top undergraduate business schools. In 2010, Business Week ranked the Robins School of Business third in the nation for academic quality, and fifteenth overall. The University of Richmond's \$1.6 billion endowment is one of the 40 largest in the nation, and ranks in the top twenty-five in the nation in the endowment-per-student ratio.

The incoming dean will have the opportunity to work closely with an energetic, supportive, and relatively new University administration. Dr. Edward Ayers, former Dean of the College and Graduate School of Arts and Sciences at the University of Virginia, became the ninth President of the University of Richmond on July 1, 2007. A leading scholar of the American South, Dr. Ayers has written and edited ten books and has won numerous teaching awards, including the Carnegie Foundation's 2003 National Professor of the Year. About the current dean search, Dr. Ayers remarked, "The Law School is absolutely central to the future of the University, and I look forward to working with a new dean in a distinctly collaborative relationship that draws upon the strengths of both the Law School and larger University."

Dr. Steve Allred, former Executive Associate Provost at the University of North Carolina at Chapel Hill, became the University's eighth Provost and Vice President for Academic Affairs on July 1, 2008. An accomplished scholar in employment law, Dr. Allred has published sixty-five articles in scholarly and professional journals, has written or contributed to nine books, and is the recipient of several teaching and public service awards. Dr. Allred is a member of the Law School faculty. Reflecting his commitment to the Law School and the new dean's success, Dr. Allred serves as co-chair of the dean search committee.

This is an exciting moment for the University and the Law School. In January 2009, the University of Richmond Board of Trustees adopted [The Richmond Promise](#), a five-year strategic plan that promises: (1) a distinctly integrated, interdisciplinary approach to education; (2) a diverse and inclusive community; (3) access and affordability; (4) a commitment to community engagement; and (5) an enhanced student experience. As part of that promise, the University has moved ahead on a number of ambitious initiatives that have revitalized the campus and community around a shared vision of a highly interconnected university with strong cross-disciplinary ties.

The Law School has already played a significant role in these developments. Law faculty teach in undergraduate first-year seminars, collaborate with undergraduates in the clinical setting, cross-list certain courses for undergraduate participation, and hold joint appointments. Recognizing the Law School's value, the University has pledged an unprecedented level of resources to the Law School over the last several years, supporting a number of new faculty lines, a substantial increase in student financial aid, and a sizable reduction in the size of the entering class. The incoming dean will have an opportunity to build upon the University's strong commitment to the Law School's success, further capitalizing on this synergy of resources.

## **THE FACULTY AND ADMINISTRATION**

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The Law School currently has twenty-one tenured full professors, including the dean, two associate deans (one for academic affairs, one for faculty development), and two chaired professorships. It employs five associate professors and three assistant professors, for a total of twenty-nine tenured/tenure-track faculty. In addition, the Law School has four clinical faculty and is in the midst of filling a fifth clinical position for director of the juvenile delinquency

clinic. The Law School has an Associate Dean of Library and Information Services and seven professional librarians, most of whom teach in the curriculum and one of whom is the 2010-11 President of the American Association of Law Libraries. It also has an Associate Dean of External Relations, Associate Dean of Admissions, Associate Dean of Career Services, and Associate Dean of Student Affairs. The Law School currently has four open faculty lines, including a new endowed chair.

Richmond Law's scholarly productivity is striking. Over the last several years, the faculty have published in the top law reviews in the nation, including the *Yale Law Journal*, *Stanford Law Review*, *University of Pennsylvania Law Review*, *Columbia Law Review*, *Northwestern Law Review*, *Cornell Law Review*, *Duke Law Journal*, *UCLA Law Review*, *Notre Dame Law Review*, *Vanderbilt Law Review*, *Boston University Law Review*, *University of Illinois Law Review*, and *Washington University Law Review*. The debut placements of our newest hires include the *NYU Law Review*, *Virginia Law Review*, and *Washington and Lee Law Review*. A 2009 study of schools outside the U.S. *News* top fifty ranked Richmond Law third in the nation for per capita publications in top-tier law reviews. A 2008 AALS evaluation praised the Law School for its "extraordinarily productive community of scholars," while the ABA site inspection team noted the Law School's "remarkable strides in its scholarly productivity."

Richmond Law faculty have outstanding records of scholarship and service in other venues as well. Our faculty have published casebooks and treatises, spoken extensively in conferences and symposia in the United States and abroad, and lent their expertise to all levels of print, broadcast, and online media. Four have chaired sections of the AALS, one has been general counsel of the AAUP, two are court reporters for the Virginia Court of Appeals, and others are executive directors, chairs, or presidents of a variety of legal organizations at the local, state and national levels. A number of our faculty have published books that are considered the defining authority on the law within their fields.

Richmond Law faculty are excellent classroom teachers. Current and former faculty members have won the Outstanding Faculty Award from the State Council of Higher Education for Virginia (SCHEV). In eighteen of the last twenty years, law faculty have been among the recipients of the University's Distinguished Educator Award. Reflecting the Law School's commitment to bridging theory, service, and practice, their teaching style tends to emphasize both the practical and the theoretical applications of law.

Finally, the faculty constitute an exceptionally collegial group with a high regard for civility and mutual respect. Visiting faculty often remark on the genuine affection that members of our faculty have for one another, for the students they instruct and mentor, and for the Law School. The Law School values this aspect of our community and views it as one of our unique institutional attributes. Indeed, the Richmond Law faculty's openness with, and investment in, each other and their students has become a strong selling point in admissions and faculty recruitment.

## **THE STUDENTS AND ALUMNI**

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The Law School's approximately 14:1 student-faculty ratio allows for close scholarly collaboration and mentoring. The current first-year class consists of 148 students, with total enrollment at approximately 455. In the fall of 2010, 45 percent of the entering class were non-residents of Virginia, 45 percent were women, and 19 percent represented minority populations. The Law School's median LSAT of 162 and GPA of 3.47 place it in the top 40 law schools in the country for student quality, providing an excellent foundation for institution building. With the collaboration of President Ayers, the incoming dean will have the opportunity to raise the profile of the entering class even higher.

At Richmond Law, student-initiated and managed activities are a prominent feature of the institutional culture. The students are remarkably engaged and active, immersing themselves in both extracurricular campus activities and pro bono service opportunities in the Richmond community. In addition to the Law School's four student-edited and operated journals (the *University of Richmond Law Review* and three specialty journals), the students have established and maintain over 30 student organizations and a number of student-run trial advocacy, appellate advocacy, and client counseling competitions. In the last five years, the Law School has hosted more than a dozen conferences and symposia and more than seventy-five panels, forums, debates, and similar engagements. The result is a stimulating intellectual environment for the study of law.

Richmond Law students are perennial recipients of state and national recognition for their pro bono endeavors. In the last five years, two Richmond Law students have won the Virginia State Bar's Oliver White Hill Student Pro Bono Award for "extraordinary pro bono and other public service work," while another student received an Honorable Mention for the national PSLawNet Pro Bono Publico Award. This past year (and for the second year in a row), Richmond Law won the Virginia "Legal Food Frenzy," collecting more food for the state's food bank than any other law school in Virginia. In addition, one of our students was named the 2010 winner of a New York State pro bono award for his efforts to provide access to justice for the poor.

Richmond Law students are also perennial winners of a variety of regional and national moot court, trial advocacy, negotiation, and client counseling competitions. In the last four years alone, some thirty students have combined to win national championships in trial advocacy, mediation, environmental negotiation, labor and employment, and admiralty, along with a number of runner-up finishes, three best brief awards, two best advocate awards, seven regional championships, and a number of other individual honors. This past year, our students placed first and second in the Grammy Foundation's Entertainment Law Writing Competition.

Richmond Law graduates are exceptionally accomplished as well. The Law School's first-time bar passage rate for the last three years has averaged 88 percent, significantly higher than the statewide average of 77 percent during this time, and often exceeding top-ranked competitor schools in the region. Twenty percent of our students clerk after graduation, and a national study of 2008-09 clerkships ranked Richmond Law nineteenth in the nation in the percentage of

students who secured clerkships in U.S. Courts of Appeals. Ninety-five percent of the Law School's 2009 graduates found employment within nine months of graduation, compared to the national average of 88 percent. Richmond Law is the leading producer of judges in the Commonwealth and has reliably provided leadership for the Virginia and Richmond bars throughout its history.

The Law School has 5,670 alumni residing in 47 states, two United States territories, and 11 foreign countries. Approximately 3,500 are located in Virginia, figuring prominently in Virginia law firms, the Virginia General Assembly, and a variety of state government agencies. Alumni are represented by a Law School Alumni Association Board, which meets three times annually, and by a Young Graduates Council, which is composed of graduates from the previous six years. Dozens of alumni serve the Law School as adjunct faculty, externship field instructors, speakers and panelists, judges and coaches for advocacy competitions, mentors and referral sources for employment opportunities, partners on pro bono initiatives, and recruiters of prospective students. Annual Fund contributions have risen in each of the past three years, with contributions of approximately \$200,000 and a participation rate of 17% in 2009-10. The graduating class of 2010 set an all-time record when 75% of its members contributed to the Class Gift.

## **THE CURRICULUM**

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In 2008, the Law School conducted a comprehensive curriculum review, studying course enrollment patterns, student survey results, other schools' course offerings, and information gathered from discussions with faculty members in the various curricular areas. From that, the Law School made a number of curricular refinements and improvements, including the introduction of a legislative-regulatory course into the first-year curriculum. The curriculum committee presents an annual "State of the Curriculum" report to the faculty in which curricular goals, and progress towards them, are monitored and discussed.

The Law School capitalizes on its location in Richmond by providing an exceptional variety of externship opportunities, allowing students to experience law in practice across a number of curricular areas. Law students are able to choose from over 50 civil, criminal, judicial, and in-house counsel placements, including the U.S. Court of Appeals for the Fourth Circuit, the U.S. District Court, the Virginia Court of Appeals, four commonwealth attorney's offices, public defender offices, various state and federal agencies, public interest organizations, and national and international corporations.

The Law School also offers students a variety of opportunities for client representation through its in-house clinics. Four clinics are part of the National Center for Family Law: the Disability Law Clinic, the Delinquency Clinic, the Jeanette Lipman Family Law Clinic, and the Advanced Children's Law Clinic. The Family Law Clinic is housed at UR Downtown, a new interdisciplinary center located across the street from the federal courthouse. Students in this clinic collaborate with psychology and social work students in the representation of low income

families in the City of Richmond. Our other clinical opportunities are the Intellectual Property and Transactional Law Clinic and the Institute for Actual Innocence Clinic.

The Law School currently sponsors three academic centers. The Intellectual Property Institute supports a comprehensive curriculum in intellectual property and offers students a certificate of concentration in the field. It also hosts a speaker series, an online workshop for works in progress, and the annual Evil Twin debate, which features national experts on intellectual property debating a topical issue. The Robert R. Merhige Jr. Center for Environmental Studies hosts conferences, symposia, and speakers on pressing environmental issues, generating dialogue for policy solutions and attracting national leaders in government, academia, and practice. Its spring 2010 conference—“Vision 2020: A View of Our Energy Future”—attracted political, business, and environmental leaders in the field and provided robust discussion about the energy challenges facing the country in the foreseeable future. The National Center for Family Law provides scholarships to promising law students interested in family law, supervises a certificate of concentration in family law, and promotes and supports the delivery of legal services to low income families and their children through its clinics. Hosting numerous conferences and speakers on current family law topics, its signature educational event is a two-day symposium held every other year that explores the “State of the Family.”

In addition to its academic centers, the Law School recently established the Harry L. Carrico Center for Pro Bono Service and hired a director to develop and administer it. The Carrico Center nurtures and supports a spirit of service within the Law School community through its pro bono programs and community outreach endeavors, affording students an opportunity for engagement outside the University while promoting an ethos of purposeful citizenship. The pro bono programs include no-fault divorce and protective order assistance, immigration assistance, pro se criminal appeals, assistance to disabled veterans, estate planning for the elderly, and legislative research and analysis for a variety of advocacy groups.

Through the University, Richmond Law has partnerships with leading universities around the world to offer law students the opportunity to broaden their legal education to include international experiences. It is also located next to the University’s new 57,000 square-foot Carole Weinstein International Center, which houses six law faculty in an interdisciplinary setting. In the last several years, law students have studied abroad for a semester or year in the Netherlands, Italy, Hong Kong, Korea, and mainland China. They have also had the opportunity to study under accomplished international scholars visiting at the Law School. For more than thirty years, the Law School has offered a summer program at Emmanuel College, University of Cambridge, to afford students an opportunity to study in the U.K. for five weeks.

Finally, the Law School offers a number of dual degree opportunities: a JD/MBA with Richmond’s Robins School of Business and a JD/Master of Public Health, JD/Master of Social Work, JD/Master of Urban Studies and Planning, and JD/Master of Public Administration with Virginia Commonwealth University.

## **THE FACILITIES AND CAMPUS**

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The University of Richmond's beautifully landscaped 350-acre campus is consistently cited as among the most scenic in the nation. Marked by rolling hills, pine trees, a stunning array of plantings, and an idyllic 10-acre lake (complete with wooden footbridge and gazebo), the campus features a collegiate gothic architecture that exudes tradition and complements the beauty of its surroundings. The University has in the last year undertaken the most new construction since the campus itself was relocated in the early 1910s, building an international center, a football stadium, and a substantial addition onto the business school.

The Law School is situated near the center of campus with easy access to other University facilities, including the dining and recreation centers. Following renovations and additions in 1971, 1980 and 1992, the building now totals 109,000 square feet, including the William Taylor Muse Law Library. The Muse Law Library contains more than 407,000 volumes and provides access to important digital research collections such as BNA-ALL, HeinOnline, and the Making of Modern Law treatises. Funding for the law library is excellent, currently ranking 26th among all law libraries in the country in terms of dollars spent for library resources. The Law School's network is accessible from the library's 493 wired carrels and via wireless connections throughout the building and entire campus.

## **THE RICHMOND COMMUNITY**

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Richmond is ideally situated. One hundred miles south of Washington, D.C., Richmond is less than two hours' drive to a number of scenic destinations. To the east, the Atlantic Ocean and Chesapeake Bay offer commercially developed and undeveloped shorelines. To the west, the Blue Ridge Mountains, Shenandoah National Park, and New River Gorge offer an array of outdoor recreational activities. Richmond is the only city in the United States with a Class IV rapids within its limits. The James River, which runs through the center of the city, offers white water rafting, canoeing, kayaking, tubing, and fishing.

With a metropolitan population of approximately one million, Richmond has more courts than any American city of its size. The Virginia General Assembly, the Virginia Attorney General's Office, the Supreme Court of Virginia, the U.S. District Court for the Eastern District of Virginia, the U.S. Court of Appeals for the Fourth Circuit, and the U.S. Tax Court are all located in Richmond, along with a host of federal and state agencies. Richmond is also home to 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.

Richmond's neighborhoods showcase a diversity of settings, building styles, and demographics. The West End that surrounds the University was developed in the 1920s and 1930s and contains many fine examples of two-story Colonial Revival and Tudor Revival houses, Cape Cod cottages and Craftsmen bungalows. Closer to downtown, the 85-block Fan District is one of the largest intact Victorian neighborhoods in America. Well-established neighborhoods in the Northside

and Southside offer every suburban amenity with easy access to the University and to downtown Richmond. The city has a strong network of public and private schools both within and outside the city limits. It hosts a newly renovated Virginia Museum of Fine Arts, the Richmond Symphony, the Virginia Opera, the Richmond Ballet, the Lewis Ginter Botanical Gardens, and a double-A San Francisco Giants affiliate baseball team. A 2007 New York Times article wrote that “Richmond today competes with Washington, its near neighbor, in up-to-date cultural sophistication.”

## **CANDIDATE CREDENTIALS AND OPPORTUNITIES FOR LEADERSHIP**

The ideal candidate will be a creative, dynamic, and ambitious leader who can capitalize on the synergy of resources available at the University level to continue the Law School’s upward trajectory and momentum. This candidate will bring passion, commitment, and strong leadership in a number of important areas, including student and faculty development, academic programs, and strategic planning. In addition, the ideal candidate will have a strong record of (or demonstrated aptitude for) fundraising, strong administrative and communication skills, a commitment to diversity, and the ability to cultivate a collegial and collaborative environment that fosters the growth of new ideas central to the intellectual life. The ideal candidate will be an effective advocate for the Law School, both within the University and with its external constituents and communities, and will embrace the University’s vision of a uniquely collaborative educational environment. Candidates must have a JD, at least seven years of experience in the teaching or practice of law, and be able to satisfy the requirements of a tenured law professor.

Specific objectives for the new dean include:

- Advancing the Law School’s scholarly reputation and visibility.
- Building the Law School’s resources through fund-raising efforts.
- Developing innovative ways of further integrating the Law School with other University departments and programs, creating collaborative, interdisciplinary opportunities that advance the University’s strategic plan objectives.
- Aggressively pursuing diversity in both students and faculty.
- Increasing alumni and community outreach.
- Continuing to recruit and support highly qualified students through increased support for student financial aid and career placement opportunities.
- Continuing to recruit and retain top-flight faculty through increased support for faculty scholarship and innovation.

## **PROCEDURE FOR CANDIDACY**

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A complete application will include a letter of interest, a current curriculum vitae, and contact information for five professional references. Credential review begins immediately and will continue until the position is filled.

All inquiries, applications, and nominations will be kept strictly confidential absent permission to proceed otherwise. Confidential inquiries and questions concerning this search may be directed to Witt/Kieffer consultants Lucy A. Leske at 630/575-6164 or Kate Will at 603/748-4399. Nominations, expressions of interest, and applications should be sent electronically (preferably in MS Word format) to [RichmondLaw@wittkieffer.com](mailto:RichmondLaw@wittkieffer.com). Documents that must be mailed may be sent to:

University of Richmond Law School  
c/o Witt/Kieffer  
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Oak Brook, IL 60523

*The University of Richmond prohibits discrimination and harassment against applicants, students, faculty or staff on the basis of race, religion, national or ethnic origin, age, sex, sexual orientation, disability, status as a veteran, or any classification protected by local, state or federal law.*

*The University of Richmond is committed to developing a diverse workforce 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. For further information about our commitment to diversity, please see: <http://commonground.richmond.edu>.*