

Presidential 2015-2016

LEADERSHIP STATEMENT

INTELLECTUAL
LEADERSHIP
INNOVATIVE
PASSIONATE
ENGAGED
GENUINE



UNIVERSITY OF
MARY WASHINGTON

where great minds get to work

With the announced retirement of President Richard V. Hurley, who has successfully led the University since 2010, the Board of Visitors of the University of Mary Washington (UMW) invites nominations and applications for the appointment of President. The President reports to the twelve-member UMW Board of Visitors, which is appointed by the Governor of Virginia.

The University of Mary Washington is at an exciting and vibrant point in its history. UMW is well positioned to continue to excel in all of its pursuits, particularly its growing reputation as an excellent liberal arts and sciences institution. The new President will be expected to continue to build on the many fine qualities of the University; become personally vested in its future; and develop, articulate, and execute a united vision for the University.

The President will be an innovative, dynamic, and entrepreneurial leader who will promote excellence and creative thinking across campus. The President will provide leadership and direction, while motivating and inspiring faculty, staff, and students to reach beyond traditional responsibilities and ways of thinking to achieve common goals for the University. This position offers the opportunity to play a defining role in shaping the future of the University of Mary Washington.

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About the University of Mary Washington



Founded in 1908 and named for the mother of our country's founding father, the University of Mary Washington has built a rich history of traditions and accomplished academic excellence. The University has evolved from its beginnings as a state normal school for women to one of the nation's premier, selective, coeducational, public liberal arts and sciences universities today.

From 1944 to 1972, the institution functioned as the women's college of the University of Virginia. Phi Beta Kappa, the nation's oldest and most prestigious honorary academic organization, established a Mary Washington chapter in 1971. Shortly after Mary Washington College became coed in the early 1970s, it was reorganized as an independent college. Having added a limited number of graduate and professional programs beyond the central undergraduate curriculum, and having established more than one campus, the General Assembly of Virginia in 2004 renamed the institution the University of Mary Washington.

The University continued to evolve with the creation of two new colleges in 2010. The College of Business and the College of Education were formed to combine existing graduate and undergraduate programs in those disciplines. These new colleges joined the College of Arts and Sciences in

fulfilling the University's mission of providing rigorous undergraduate and graduate programs.

A distinguished institution with a strong liberal arts and sciences focus at its core, the University of Mary Washington has an enrollment of approximately 4,000 undergraduate students and 400 graduate students. Students come from 40 states and many foreign countries, about 20 percent of whom self-identify as minority. In the fall of 2015, the University enrolled a record entering class of both first-year and transfer students. UMW is known for its small, highly interactive classes, with an average undergraduate class size of 22 students. As a member of COPLAC (Council of Public Liberal Arts Colleges), UMW truly believes in providing a premier, public liberal arts education to its students in a residential environment. Sixty percent of students live on campus. UMW's annual budget is approximately \$111 million, with about 26 percent coming from the state.

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Location and Physical Resources



The Fredericksburg Campus, UMW's primary campus, is located in the historic city of Fredericksburg, Virginia, within 50 miles of both Washington, D.C., and Richmond, VA. The location provides students with unique internships, research excursions, and cultural and recreational opportunities.

UMW comprises a 170-acre, beautifully landscaped campus. The campus features Jeffersonian neoclassical architecture and presents an array of both older and newly constructed or renovated buildings. Students reside in sixteen residence halls on the central campus, along with two apartment complexes (the University Apartments and Eagle Village) owned by the UMW Foundation and located adjacent to the campus. The campus contains outstanding academic facilities, including the Jepson Science Center and the innovative new Information and Technology Convergence Center, which opened in fall 2014. Simpson Library supports the academic

enterprise through excellent resources and services. A number of recreational, athletics, and student service facilities provide academic and co-curricular support for students. A new \$56 million University Center was just completed in fall 2015.

UMW has two other nearby campuses: one in Stafford, VA, which offers primarily graduate and adult degree programs; and another in Dahlgren, VA, which provides continuing education and professional development courses for the region's engineers, scientists, and administrative professionals.

The Stafford Campus, located seven miles from the Fredericksburg campus, is the region's premier venue for educational programs and professional conferences and meetings. This campus features state-of-the-art instructional technology systems, video conferencing capabilities, and wired and wireless Internet access. The facility hosts upwards of 150 professional events each year in addition to being the home for academic classes and professional development programs for educators and business professionals.

The Stafford Campus is this region's premier venue for educational programs and professional conferences and meetings.





The Dahlgren Campus Center for Education and Research

is located 45 minutes east of Fredericksburg, adjacent to the Naval Surface Warfare Center, Dahlgren Division, which encompasses many joint and naval military commands. It is a multi-institution, post-graduate center in King George, VA. UMW-Dahlgren delivers science- and engineering-focused academic courses taught locally and via distance learning from Virginia's public universities. The Dahlgren Campus serves as a conference center, cultural hub, and host for community-serving events benefiting the greater Northern Neck region of Virginia.

The 42,000 SF facility features classrooms, computer labs, offices, and an executive conference room. Academic partners include Old Dominion University, Virginia Tech, Virginia Commonwealth University, University of Virginia, and George Mason University.

In addition, the University administers two historic properties in the Fredericksburg area. The James Monroe Museum and Memorial Library, located in historic downtown Fredericksburg, holds the country's largest collection of artifacts and documents related to the fifth President of the United States. The Gari Melchers Home and Studio at Belmont, in nearby Stafford County, is the unique home and studio of one of the nation's most prominent artists during the late 19th and early 20th-century era.

University of Mary Washington Mission Statement

The University of Mary Washington is one of Virginia's outstanding public liberal arts universities, providing a superior education that inspires and enables its students to make positive changes in the world.

The University is a place where faculty, students, and staff share in the creation and exploration of knowledge through freedom of inquiry, personal responsibility, and service. UMW regards the provision of high quality instruction as its most important function. The University offers a wide range of undergraduate and graduate programs focusing on both disciplinary and interdisciplinary studies. These academic programs afford students opportunities to integrate and apply their knowledge within broad educational experiences, to develop their professional interests, and to practice the habits of mind necessary for lifelong learning. Through a professionally engaged faculty, the University supports ongoing research appropriate to the development of student abilities and faculty interests. It especially encourages the participation of undergraduates in research.

UMW's size, dedicated faculty, and historical commitment to fine teaching create an institutional culture where both undergraduate and graduate students benefit from strong connections with their faculty and multiple opportunities for active learning.

Located in Fredericksburg between the nation's capital and the capital of the Commonwealth of Virginia, the University of Mary Washington is a nexus for engagement among diverse communities and is dedicated to supporting professional advancement and economic development and to improving the regional quality of life.

UMW fulfills its mission by immersing students, faculty, and staff in local, regional, national, and international communities, and by inculcating the value of honor and integrity. UMW graduates are models of adaptive learning, personal achievement, responsible leadership, service to others, and engaged citizenship in a global and diverse society.

Academic Character

Through its three academic colleges, the University awards the following degrees: Bachelor of Arts, Bachelor of Science, Bachelor of Liberal Studies, Bachelor of Science in Nursing, Master of Science in Elementary Education, Master of Business Administration, Master of Education, and Master of Science in Geospatial Analysis.

The University has 250 full-time faculty members, about 90 percent of whom have earned a doctorate or other terminal degree in their field. Students learn from master teachers, as the University has no graduate teaching assistants. Since 2006, the University has had six faculty members receive Fulbright Awards to teach abroad.

The University of Mary Washington has an unfailing dedication to quality education, and as such, has been recognized by these recent national rankings:

Fiske Guide to Colleges, 2015: "Best Buy School," the only college in Virginia and the District of Columbia reaching this distinction

U.S. News & World Report, 2015: "America's Best Colleges," fifth among



public Southern universities in the "Top Public Regional Universities – South" category

Forbes, 2015: "America's Best Colleges," 260th of 650 undergraduate institutions

The Princeton Review, 2015: "Colleges That Pay You Back: The 200 Best Value

Colleges and What It Takes to Get In," and the 2016 edition of "The Best 380 Colleges"

Money Magazine, 2015: among top 25 public colleges for graduating students on time

Through its **College of Arts and Sciences**, UMW offers more than 30 majors and a rapidly growing number of minor programs (cas.umw.edu/about-the-college/majors-minors-and-courses-of-study). The curriculum provides sufficient flexibility to allow students to double-major and to create unique special majors.

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All UMW students benefit from across-the-curriculum Writing Intensive and Speaking Intensive course requirements, which are supported by the Writing and Speaking Centers. In addition, The University of Mary Washington's Digital Knowledge Center provides peer tutoring to all University students on digital projects and assignments. These Centers are housed in the new Information Technology Convergence Center, a \$40 million one-of-a kind "academic commons." UMW is a widely respected national leader in the arena of digital learning, having pioneered such innovations as the "Domain of One's Own" initiative, which provides each student an individual domain on which to establish his or her digital identity.

Each UMW student must also satisfy an **experiential learning requirement**. This may be met through internships, study abroad programs, undergraduate research activity, or service learning opportunities. UMW's proximity to Washington, DC provides distinct advantages in supporting its robust array of internship options. The Center for International Education coordinates a growing variety of study abroad programs, both during the regular academic session and in the summer months. In addition, Mary Washington's academic departments provide more than \$120,000 in

support for undergraduate research grants across the disciplines and the University sponsors an annual **Research and Creativity Day** to showcase outstanding student research activities.

A particular academic focus for UMW currently is the **First-Year Experience** program. Although UMW has a strong retention rate compared to its peers (currently 78%), there is a strong commitment to increasing persistence and timely graduation. Accordingly, the First-Year Experience was the topic of UMW's Quality Enhancement Plan formulated during the 2013 SACSCOC reaffirmation. Features include First-Year Seminars for all first year students during their initial semester of enrollment, a Common Read experience for all new students, and a variety of Living/Learning Communities offered to first-year residential students.

UMW's **College of Business** builds on the University's tradition of a well-rounded undergraduate program in the liberal arts, with small classes that encourage direct interaction with expert faculty who nurture the solid intellectual grounding necessary for tomorrow's business leaders and entrepreneurs. The College offers the undergraduate program leading to the Bachelor of Science degree with majors in Business Administration,

Accounting, and Marketing, on the Fredericksburg Campus; as well as the graduate MBA degree program, with classes on the Stafford Campus. The College of Business is pursuing AACSB accreditation and its Fredericksburg Campus operations will soon be moving into new facilities in the renovated and expanded Woodard Hall.

The **College of Education** offers two distinct types of programs, each designed to serve a different student population. On the Fredericksburg Campus, the College offers five-year programs leading to the Master of Education and teacher licensure in preK-12 levels in multiple subject areas and in special education. It also offers a five-year Master of Science in Elementary Education. On the Stafford Campus, the College of Education offers the post-baccalaureate Master of Education degree program and a number of programs to provide practicing educators with professional development opportunities and additional endorsements.

Each college has an actively engaged advisory board that provides support and advocacy for the students and faculty. The counsel and guidance provided by board members help ensure that UMW graduates are prepared for life as competent, honorable, and globally-aware citizens.

In addition, each college has a particularly strong alumni network. The alumni are actively engaged with the institution on an ongoing basis. Many students use the alumni network to secure jobs in places such as New York City, Washington D.C., and California. The University has a total of 17 regional alumni network groups across the country.



Student Character

The **Honor System** is an important feature that underpins the academic experience and student life at the University of Mary Washington. All members of the UMW community agree to abide by the system, which is largely administered by the students themselves, with appropriate advice and support from the faculty and administration. The Honor System is a deeply cherished tradition of the University. The Center for Honor, Leadership, and Service works to promote awareness of the system and provide educational support.

One of UMW's hallmarks is its focus on teaching and close collaboration between

the faculty and students. Faculty members at UMW are personally invested in the academic success and personal growth of the students. The University values the individuality of its students, and creates an environment where students are exposed to a broad range of opportunities on campus, as well as in the Fredericksburg community and beyond. These broad experiences prepare students to become ambassadors for positive change across the world. For example, the Peace Corps has ranked the University of Mary Washington among the nation's top-producing colleges for alumni now serving as Peace Corps volunteers for 11 straight years. In all, more than 230 UMW alumni have served the 27-month Peace Corps commitment.



Recent Facilities Projects

UMW has made a number of significant capital improvements over the last ten years, investing over \$500 million for capital improvements during this timeframe. Facilities and capital projects over the last five years include construction of the Anderson Center convocation and athletics arena, renovation and expansion of Lee Hall student services center, and renovation of the historic Monroe Hall academic building. In addition, the design and construction of Mary Washington's third campus, the Dahlgren Campus center for education and research in King George County, took place. Other recent projects include the

construction of the 72,000-SF Information and Technology Convergence Center and the brand new 108,000-SF, \$56 million University Center. The UMW Foundation also developed Eagle Village, the University's acclaimed public/private mixed-use development. Thus far, the Eagle Village project includes apartments housing 600 UMW students, commercial retail and office space, a parking facility, and a luxurious Hyatt Place Hotel.

Strategic Plan

June 2014 marked the end of the 2009-2014 strategic plan for UMW. The strategic plan focused on eight goals, and a great deal of work was accomplished towards reaching those goals. Many of these initiatives remain ongoing, and the development of the next strategic plan is taking place. The new President will have an opportunity to shape and refine specific goals in the new strategic plan.

president.umw.edu/strategic-plan

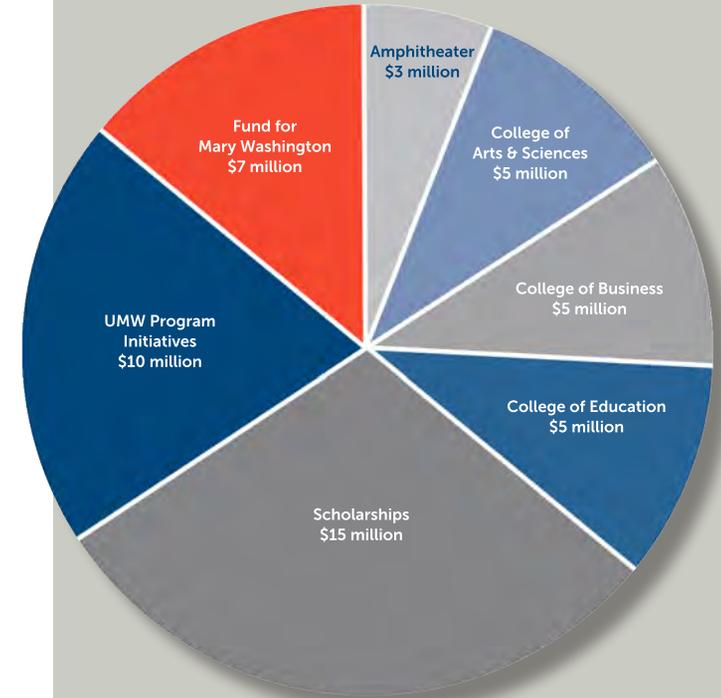
Mary Washington First Campaign

UMW is on target and nearing completion of a \$50 million capital campaign, which builds upon the institution's margin of excellence to further advance UMW as a premier public liberal arts and sciences university. The campaign will help ensure that motivated, high-ability students continue to have a superb, one-of-a-kind academic experience through which they can develop their unique skills as well as their abiding values.

UMW Foundation

Established in 1975, the University of Mary Washington Foundation is a non-stock, nonprofit corporation chartered by the Commonwealth of Virginia. Its purpose is to accept, manage, and administer private resources supporting the mission and priorities of the University, and to provide opportunities for students with a margin of institutional excellence unavailable solely with state funds.

Through the past years, private gifts to the Foundation have supported scholarships, academic programs, student activities, campus buildings, campus enhancements, and special events for Mary Washington alumni.



Eagle Village is owned and managed by the UMW Foundation. No student fees or state funds were used in the purchase or development of the property. The UMW Foundation has a large portfolio of holdings. Its current \$50 million in real estate assets includes Eagle Village and the UMW Apartments on William Street, residential housing, office space, and hundreds of acres of undeveloped land in the region.

The President serves as member of the UMW Foundation Board.

Intercollegiate Athletics

One of the top NCAA Division III athletic programs in the nation, the University of Mary Washington has become known as an institution that succeeds both athletically and academically. Since 1976, UMW has expanded its program from six to 22 sports. Over that time, the Eagles have produced more than 250 All-Americans, played in more than 175 NCAA tournament events, and developed the Battleground Athletic Complex, where five NCAA National Championship events have been held. The **William M. Anderson Center**, a 52,000-square-foot athletic and convocation facility opened in 2011. It seats more than 2,000 spectators for athletic events and more than 3,000 people for special events and concerts. In addition to its two Bermuda grass and three turf fields, the University is currently installing a \$2 million track facility. UMW also boasts one of the best indoor/outdoor tennis complexes in the country.



Every one of the University's teams has advanced to NCAA National Tournament action.

An immensely successful broad-based program, UMW athletics prides itself on the achievements and successes of each of its 22 teams. Every one of the University's teams has advanced to NCAA National Tournament action. Three women's tennis teams have won national championships; and field hockey, men's soccer, and women's soccer have advanced to and hosted national championship events. The 2001 and 2002 women's lacrosse teams also advanced to the NCAA Final Four, as did the 2007 women's basketball team. The men's swimming team has captured 21 of the 25 conference championships since the advent of the Capital Athletic Conference, and the women's swimming team has won all 25 conference titles since 1991, ranking

as the only team in any sport in conference history to win all 25 league crowns. Men's and women's basketball have hosted NCAA Tournament Sweet 16 and Elite Eight contests as well.

UMW competes in the Capital Athletic Conference. The CAC, which was formed in 1990, is a coalition of four-year co-educational institutions with similar educational and athletic philosophies. In the 25-year history of the league, UMW has won the all-sports award, which is given to the top all-around program, 12 times. The Eagles have brought home league titles in 17 of the CAC's 18 sanctioned sports.



President's Cabinet

The President's Cabinet is comprised of nine dynamic and experienced leaders who represent the senior administrative leadership of the University.

president.umw.edu/presidents-cabinet

Responsibilities of the President

The President provides innovative and visionary leadership in academic, fiscal, administrative, and professional matters, relative to all faculty, staff, and students at the University. It is important that the President be able to provide the following:

VISION

- Partner with the Board of Visitors, faculty, staff, and administrators to develop the future shared vision and strategy for the University and its programs;
- respect the history and traditions of the University and its programs while fostering a climate for growth and change;
- build upon the University's core identity as a high-quality, public liberal arts and sciences institution;

- promote the University's culturally aware and welcoming environment with a very strong commitment to recruiting and retaining diverse faculty, staff, and students;
- provide strategic leadership and articulate a vision for the University that unifies the three colleges and campuses within a cohesive academic experience that will enrich student learning;
- support the Provost, deans, and the faculty in creating an atmosphere in which teaching and research can flourish under a unified vision.

GUARDIANSHIP

- Endorse and build upon UMW's student-centered focus and create an atmosphere conducive to a positive student experience;
- preserve the values shared by the University, including service, sense of community, and global awareness;

- safeguard the University's shared values around collaboration, respect, and moral character;
- uphold the educational and financial integrity of the University and insist upon accountability;
- humbly and deeply care about the students, faculty, and staff.

RESOURCE DEVELOPMENT

- Lead fundraising initiatives and create, sustain, and build relationships with multiple and diverse external constituencies, including individuals, foundations, and corporations;
- work closely with state legislators to ensure continued support and dedicated resources for the University;
- build the financial infrastructure necessary to achieve the University's mission and keep education affordable for all of its students.

ADVOCACY

- Embrace and support the University's liberal arts and sciences mission;
- increase public recognition and support for the University as a contributor to the vitality and well-being of the region and the Commonwealth;
- represent the University to the Board of Visitors, the Governor of Virginia, the Virginia General Assembly, the citizens of Virginia, and the country and world at large.



COLLABORATION

- Collaborate with regional and local universities, community colleges, and elected officials to identify and advance areas of mutual interest among these various groups;
- strengthen and expand existing relationships between campus and off-campus constituencies;
- place a high priority on positive relations with Fredericksburg citizens and communities;
- leverage the geographic location between Richmond and Washington, D.C., to establish new public-private partnerships.

ADMINISTRATIVE MANAGEMENT

- Provide overall direction for the operation of the University, and delegate where appropriate to strengthen the University's infrastructure and financial health;
- manage a complex organization, with an emphasis on transparency and open communication;

- cultivate a climate of academic cohesiveness among the colleges and campuses;
- sustain and further support the excellence of the teaching faculty;
- serve as a highly strategic partner to faculty and staff in developing new digital and technological initiatives;
- increase and strengthen recruitment, retention, and degree completion rates at the University;
- establish priorities for investing in current, as well as new academic programs.

CONSTITUENT RELATIONS

- Strengthen the relationships between the University community and citizens of Fredericksburg; while being a visible citizen and leader in Fredericksburg itself;
- use demonstrable communication and people skills to strengthen and expand working relationships with the Board of Visitors, the Foundation, the Alumni Board,

the Faculty and Staff Councils, the Student Government Association, and a broad-based constituency from the general public;

- engage and connect with all alumni, including being visible at the numerous regional alumni network gatherings across the country each year.

PARTICIPATION

- Be a visible participant in the life of the University as a servant leader;
- earn the confidence of those on campus and the community at large through good listening, openness, and substantive communication;
- attend student performances and athletic events and be engaged with the education and growth of the students;
- understand the needs of students in a residential setting and promote opportunities and activities for their personal and academic growth.

Leadership and Personal Qualities

The University of Mary Washington is seeking a dynamic President with unquestioned character and integrity who understands and values the liberal arts. The President should have the experience and skills to build relationships, garner and provide resources, and form collaborative partnerships. Building on the success of the past, the University is seeking a dynamic thought-leader with a proven record of accomplishment. The President must have a thorough understanding of the changing nature of public higher education, including its vital role in local, state, national, and global economies. As the primary spokesperson for the institution, the new President must have effective communication and public relations skills. Candidates should have the skill sets and willingness to be an effective leader in fundraising. A passion for the liberal arts is essential, as well as a strong desire to work openly with the faculty and staff to ensure continued academic excellence. Candidates should demonstrate evidence of strong engagement in initiatives and projects that foster diversity for faculty, staff, and students. A terminal degree is preferred, but the Board of Visitors is open to candidates with a broad range of experiences and qualifications.

Wanted: A dynamic President with unquestioned character and integrity who understands and values the liberal arts.



The President's Home: Brompton

Described as one of America's most historic houses, the University is proud that Brompton serves as the residence of the University President. Brompton is used for many university and community events. Brompton is famous for being at the center of the Battle of Fredericksburg in 1862 and for serving as a Union hospital during the Battle of the Wilderness in 1864. One grand old oak, a focus of the famous Civil War photographer Mathew Brady, still survives on the bucolic grounds of Brompton. Throughout the years, the home has undergone a number of significant

restorations. In 1979, Brompton was placed on the National Register of Historic Places. The home retains its original heart pine floors, and houses an eclectic and varied art collection, along with a number of antique furniture pieces, all of which are owned by the University. The Brompton complex includes the main house, two guest houses, and a kitchen garden with a pond.



The Brompton Oak



Procedures for Candidacy

Review of candidates will begin immediately. Application materials should include a letter addressing how the candidate's experience matches the position requirements, a current curriculum vitae, and contact information for at least three references (references will not be contacted without the prior knowledge of the candidate.)

Nominations and inquiries of interest may be sent in confidence to the University's executive recruitment consultant:

Martin M. Baker, Senior Vice President
Baker and Associates, LLC
4799 Olde Towne Parkway - Suite 202
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mbaker@baasearch.com





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