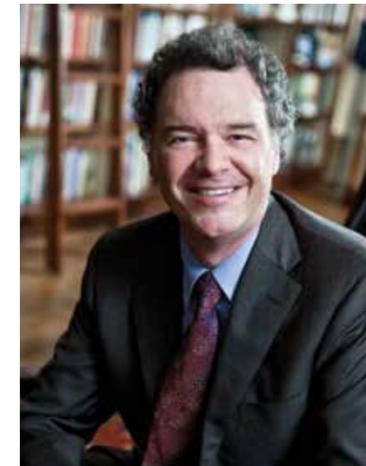
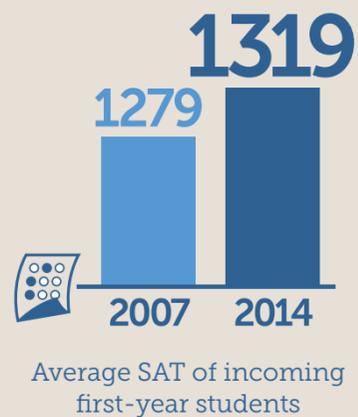
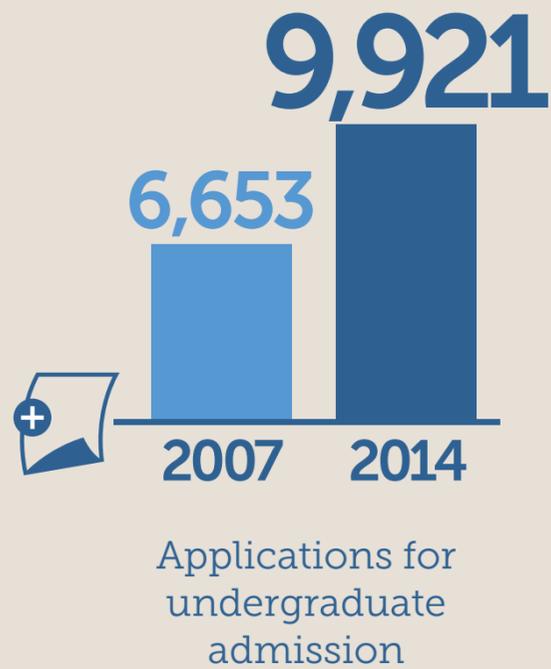
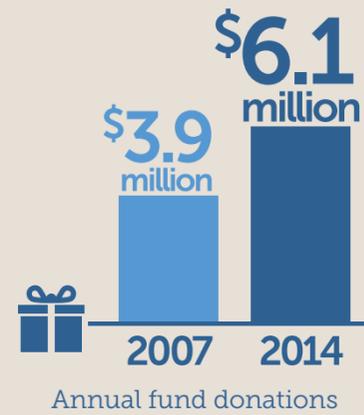
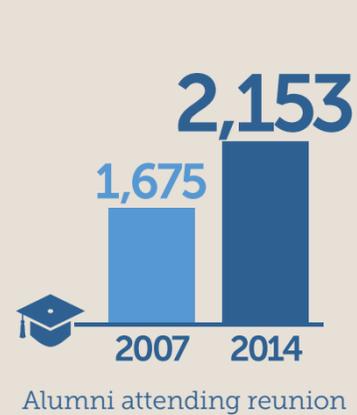




Fulfilling
Richmond's
Promise



A MESSAGE FROM UNIVERSITY PRESIDENT EDWARD L. AYERS

In 2008, students, staff, faculty, alumni, and friends of the University of Richmond came together to develop goals that would serve as our guiding principles for the coming five years.

In some ways, *The Richmond Promise* seemed optimistically out of sync with the rest of higher education when we launched the plan in 2009. The economy was struggling, and our colleagues across higher education were experiencing furloughs and devastating budget cuts. Given the moment in which we began our work, it would have been easy to set our sights low.

Instead, we made a set of bold promises to our students, to our community, and to ourselves.

As we take stock now, at the conclusion of our strategic plan, I am proud to celebrate all that we have accomplished together over the past five years.

These accomplishments would never have been possible without the support and participation of the University community. *The Richmond Promise* was fulfilled not because of directives and required actions, but because our community believed in the goals and developed innovative paths that brought our collective vision to fruition.

Working together, we have been able to open new doors for students and colleagues, connect with our community, and achieve even higher levels of academic accomplishment. Building on the work of generations before us, we have prepared the way for generations to come.

Edward L. Ayers

REFLECTING ON OUR PROGRESS

Five years ago, we set out to chart a course that would build on generations of success and position the University to thrive in the modern higher education landscape.

We worked together, seeking input from hundreds of alumni, students, faculty, staff, and trustees, to craft a bold new plan for the University. Guided by five principles, we built on our strengths as a liberal arts university to craft an educational experience that takes advantage of the University's unique configuration and offers students the best preparation to live lives of purpose, thoughtful inquiry, and responsible leadership. We renewed our commitment to being a place of opportunity for people of all backgrounds. We rededicated ourselves to meaningful engagement in our local and global communities.

We aspired to create a learning environment unlike any other.

We identified goals, tactics, and measures of success, as any good plan should. But we also intentionally left room for possibilities we couldn't yet dream of and placed our attention on giving faculty, students, and staff a framework for testing the limits of their imaginations.

Five years later, it's time to reflect and consider where we started, the ways in which *The Richmond Promise* has helped move the University forward, and how the institution is poised for the future.

PRINCIPLE I: AN INTEGRATED ACADEMIC ENTERPRISE

The University will offer a learning environment unlike any other in higher education, affording students an extraordinary combination of traditional strengths in the liberal arts with law, business, leadership studies, and continuing education.

The Richmond Promise began by affirming the centrality of rigorous academics and dedicated teacher-scholars. It imagined new interdisciplinary connections that capitalize on our schools of arts and sciences, leadership studies, business, law, and professional and continuing studies.

A key outcome of Principle I is the First-Year Seminar program. All entering undergraduate students now select two courses that take advantage of the wide range of disciplines that Richmond has to offer. More than 180 faculty, drawn from all five schools, have taught First-Year Seminars, including the University president. For upper-level students, interdisciplinary University Seminars provide opportunities to continue an expansive intellectual exploration that extends beyond the focus of their majors.

From individual courses to new majors, faculty have innovated the curriculum in ways that encourage students to approach problems from a holistic perspective that more closely resembles the approaches necessary to meet global challenges. The new Philosophy, Politics, Economics, and Law (PPEL) major primes students to tackle questions of law and public policy from all angles, while the Healthcare and Society program explores the business, legal, ethical, interpersonal, and sociopolitical aspects of the expanding field of medicine. In addition, with the support of the Howard Hughes Medical Institute, dedicated faculty created a first-year Integrated Quantitative Science (IQS) course that offers prospective science majors a comprehensive introduction to biology, chemistry, physics, mathematics, and computer science, all built around a real-world problem.

Living-learning communities also create space for faculty-led experiences through which academic life and classroom instruction blend seamlessly into campus life. When classmates live together, classroom dialogue continues in shared living spaces, fostering a deeper understanding of complex questions around human rights and modern-day slavery; work and personal fulfillment; the business of science; or any direction the conversation may lead.

Not all developments in an integrated academic experience take place within the constructs of a curriculum. Individual attention and strong relationships are a priority at the University; as such, we've added new faculty lines, leading to an average student-faculty ratio of eight to one. Research also allows faculty and staff to explore their own questions, often with the involvement of their students. Since 2007, 195 faculty and staff have received 485 grants, totaling nearly \$50 million in research funding, making even more knowledge creation possible.

182



faculty, drawn from all five schools, have taught First-Year Seminars

32%



of the class of 2014 completed at least one course in three or more schools

225

First-Year Seminars created since 2009

195

+ 485

\$50 MM

195 faculty and staff have received 485 grants totaling nearly \$50 million in research funding since 2007

+52

Healthcare & Society

+75

Philosophy, Politics, Economics, & Law

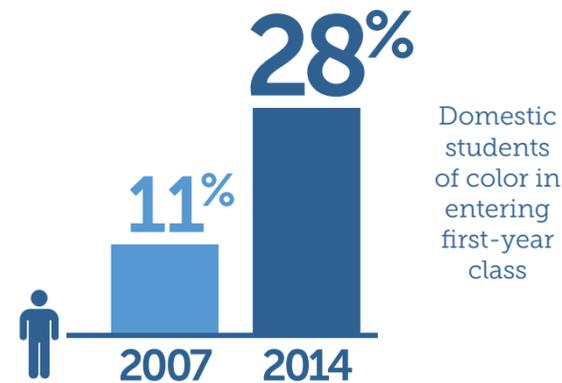
Cross-school declared majors in spring 2014

PRINCIPLE II: DIVERSITY AND INCLUSIVITY

The University will be a diverse and inclusive community, strengthened intellectually and socially by the range of knowledge, opinion, belief, political perspective, and background of its members. Students will therefore be prepared to contribute to a diverse and global society.



3 dedicated staff positions to support Jewish, Catholic, and Muslim students



14% of the fall 2014 entering class speaks a native language other than English

4/5



LGBT Campus Climate rating from Campus Pride



51% Women



21% Faculty of Color



15% International

of 101 tenured and tenure-track faculty hires since 2008

We don't live in a homogenous world. A University environment that welcomes people of all backgrounds is one that also encourages the exchange of ideas from different perspectives and prepares students to thrive in a diverse and global society.

As we launched *The Richmond Promise*, we wanted to ensure a welcoming environment for all who set foot on our campus. Since then, our entering first-year classes have had more U.S. students of color, more first-generation college students, and more international students. Walk around campus today and you're likely to overhear conversations in Spanish, German, or Chinese, as 14 percent of the fall 2014 entering class speaks a native language other than English.

Shifts are also visible in newly hired faculty and staff. Of 101 tenured and tenure-track faculty hires since 2008, more than half are women, one in five are faculty of color, and 15 percent are international. Among executive and professional staff hired between 2007 and 2014, the percentage of people of color rose from 7 percent to 17 percent.

Building a more diverse community is just the first step. *The Richmond Promise* also called for programs that promote the intellectual and social development that emerge from a range of knowledge, opinions, beliefs, political perspectives, and backgrounds.

The Cultural Advisors program invites student leaders to build welcoming and supportive communities in their residence halls; promote learning and understanding across differences; share information about campus resources on diversity and inclusion; and facilitate connections among residents.

In the Office of the Chaplaincy, new programs and dedicated staff are designed to support individual faith communities, as well as interfaith dialogue. The University hired its first director of Jewish life and campus rabbi, as well as its first director of Catholic life and campus minister. It added a program coordinator for Muslim life and expanded programming to support the campus Muslim community. The Chaplaincy's Pilgrimage program encourages conversations about faith and conflict against the backdrop of such destinations as Israel, Poland, and South Korea, while its Multifaith Student Council facilitates discussion on campus.

Extending the spirit of welcome at Richmond to LGBTQ students, staff, faculty, and alumni has also been a priority. As part of *The Richmond Promise*, the University hired an associate director for LGBTQ life — the first position of its kind in the region. Additional initiatives include the Q-Community, a social justice living-learning community; expanding our non-discrimination statement to include gender identity and gender expression; and establishing the LGBTQ Spiders alumni network. Along with Campus Pride, the University's athletics, recreation and wellness, and student development offices hosted the first-ever LGBTQ College Sports Summit. The national conference focused on the ways in which student-athletes, coaches, and athletics administrators can create a more inclusive college sports environment. As a result of these and other initiatives, the University earned a four-star rating on the Campus Pride Campus Climate Index.

PRINCIPLE III: ACCESS AND AFFORDABILITY

The University will enhance its commitment to providing transformative educational opportunity to excellent students by sustaining a bold program of financial aid, increasing representation of low-income and first-generation students, and making its costs transparent and understandable to families.

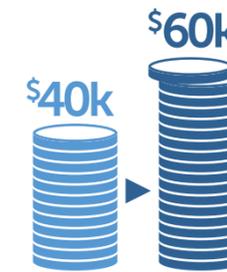
Richmond is one of fewer than 40 American colleges and universities that are need-blind in undergraduate admission while also meeting 100 percent of students' demonstrated financial need. Sustaining a bold program of financial aid while expanding socioeconomic diversity and increasing the number of first-generation college students was a priority of *The Richmond Promise*.

Since 2007, the University has nearly doubled our enrollment of first-year students receiving Federal Pell Grants — need-based funding that promotes college access for low-income students — from 9 percent to 17 percent. We also expanded Richmond's Promise to Virginia, which provides grants equal to tuition, room, and board, without loans, to Virginia students from families whose total annual household income is \$60,000 or less (before fall 2014, the amount was \$40,000 or less). The program ensures that gifted Virginia students are never denied a high-quality education because of their financial backgrounds.

Our commitment to financial aid also included participation in the Yellow Ribbon Program, which provides scholarship funding to eligible veterans and their dependents that is then matched by the Department of Veterans Affairs. We also expanded Law School financial aid to position the University to compete for the best students.

Generous gifts allowed the University to expand our financial aid. The Bernard Osher Foundation's \$1 million gift endowed need-based scholarships for local residents returning to college to earn degrees through the School of Professional and Continuing Studies. A \$1 million gift from the Davis United World College Scholars Program brings outstanding international undergraduate students to Richmond. And alumni and friends contributed more than \$25 million for scholarships as part of the *Campaign for Richmond*.

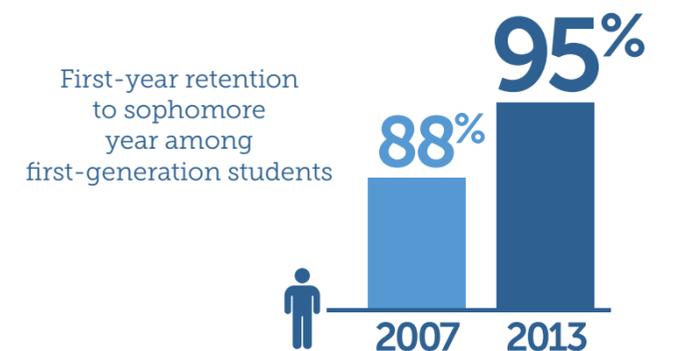
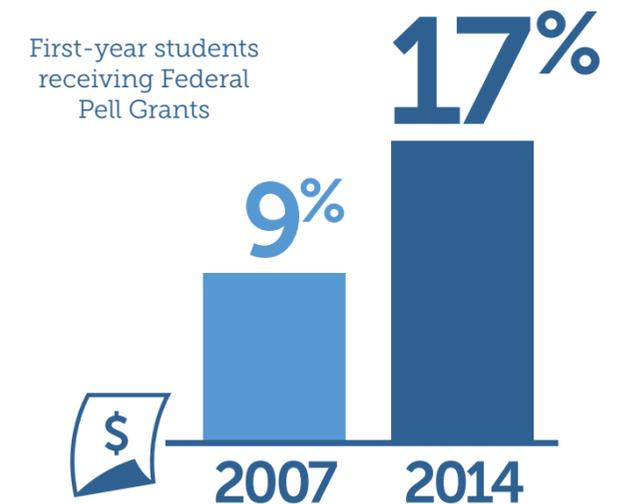
Robust financial aid fosters a student body comprising talented students from a variety of backgrounds. Financial aid is just the beginning, though. It's just as important to consider what happens once students arrive on campus, and the University is committed to ensuring that all students succeed. Since 2007, our one-year retention rate for first-generation college students has risen from 88 percent to 95 percent, while the retention rate for all students has risen from 91 percent to 94 percent.



Qualifying household income for Richmond's Promise to Virginia

\$25+ million

raised for scholarships to date through the *Fulfilling the Promise* campaign



PRINCIPLE IV: COMMUNITY ENGAGEMENT

The University will be intentionally engaged with the city of Richmond and the wider region. Community engagement will be both a method to shape students within a civic-minded campus culture and a means to contribute the intellectual capital and skills of faculty, staff, students, and alumni to the identified needs of the larger community.

UNIVERSITY OF RICHMOND
DOWNTOWN

283

University- and community-sponsored events hosted at UR Downtown in 2013–14



Approximately 1/3 of undergraduates took a community-based learning class in 2013–14

85

community-based-learning courses offered in 2013–14

2,600 hours

Pro bono service completed by law students in the 2013–14 academic year

Our students, faculty, and staff have much to offer the community — and they have just as much to gain. In *The Richmond Promise*, we sought to extend academic learning well beyond the classroom walls by being active participants in the city of Richmond and the world beyond.

Much of this work begins with the Bonner Center for Civic Engagement (CCE), which first opened its doors just 10 years ago. The center's commitment to integrating civic engagement into the fabric of a Richmond education is evidenced by the growing number of community-based learning (CBL) courses — 85 from all five schools were offered in 2013–14, versus approximately 48 in 2008–09. In 2013–14, more than 650 full-time undergraduate students participated in CCE initiatives — from weekly service at CCE partner sites to educational programs providing context on social issues.

In concert with this expanded programming, the University opened UR Downtown to offer learning and gathering space in the heart of the city. UR Downtown is home to a number of programs connecting campus and community, including the Richmond Families Initiative, Harry L. Carrico Center for Pro Bono Service, and Partners in the Arts. UR Downtown also serves as a Voluntary Income Tax Assistance site where faculty and students provide qualified residents with free tax-preparation services. Richmond on Broad Café, the Wilton Companies Art Gallery, and various educational events at UR Downtown contribute both to the vibrancy of the University and the city of Richmond's downtown.

A newly established, robust transportation system ensures students can access UR Downtown and community partner sites — as well as cultural amenities, great restaurants, and of course, the river — while furthering our commitment to sustainability.

Commitments to sustainability and local engagement infuse every aspect of the University's work. In 2007, the University joined the American College and University Presidents Climate Commitment. And, as part of *The Richmond Promise*, the University launched a Supplier Diversity Initiative to help the University partner with small, women- and minority-owned businesses in the Richmond region.

Our students are not only engaged locally, but globally as well. Nearly 60 percent of our undergraduates study abroad, many at partner universities in countries ranging from Australia and Botswana to Switzerland and Thailand. As part of *The Richmond Promise*, we opened the Carole Weinstein International Center — a facility dedicated to the internationalization of the curriculum and the University.

Our strategy of intentional engagement led to a community engagement classification from the Carnegie Foundation for the Advancement of Teaching — one of only 16 top national, liberal arts colleges selected. And in recognition of our international engagement efforts, the Institution of International Education ranked Richmond second among the top 40 baccalaureate institutions for the number of students studying abroad, as well as seventh for the total number of international students.

PRINCIPLE V: STUDENT EXPERIENCE

The University will offer its students a distinctive experience enhanced in meaningful ways by connections to the preceding principles and coordinating a rich and innovative life inside and outside of the classroom. The University also will intentionally steward students' transitions to becoming alumni, building lifelong relationships to Richmond.



faculty from four academic schools have taught living-learning courses in the last five years

At the University of Richmond, learning has never been limited to the classroom. Civic engagement, a diverse community, a place of opportunity for students of all backgrounds — these principles all distinguish a Richmond education. But we also wanted to integrate these attributes with rigorous academics, dedicated teacher-scholars, a vibrant campus life, and preparation for life after graduation to enable the full expression of a Richmond education.

One of the hallmark achievements of *The Richmond Promise* was the creation of UR Summer Fellowships (URSF). Building on a tradition of faculty-mentored research and internship experiences, URSF allows students to complement rigorous coursework with powerful learning opportunities outside the classroom. In the summer of 2014, more than 300 students received stipends of up to \$4,000 to pursue faculty-mentored summer research or unpaid internship opportunities, while dozens more worked alongside faculty on grant-funded research. But that's just the beginning. Due to generous support through the *Campaign for Richmond*, beginning in summer 2015 every traditional undergraduate student will be guaranteed University funding for at least one summer research or internship experience before they graduate.

Law students, too, are guaranteed at least one opportunity to pursue unpaid government or public interest legal work as part of the Law School Summer Stipend program. In 2014, the Law School's Summer Stipends funded 118 students pursuing summer legal internships.

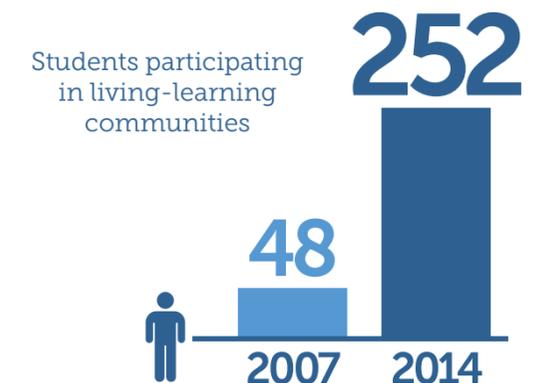
Much of the University's recent construction aimed to enhance both student life and academics. Renovations to Boatwright Memorial Library added study and meeting space. Upgrades to the Law School included a renovated moot courtroom with state-of-the-art trial presentation software. Queally Hall, an addition to the Robins School of Business, brought new classrooms and learning spaces, a finance trading room, café, and auditorium.

The Westhampton Center opened in 2009 with space for programming and organizations. The Student Activities Complex opened in fall 2012 to provide a home for sororities and gathering space for other student organizations. The E. Claiborne Robins Stadium brought football back to campus, while renovations to the Robins Center enhanced the experience for student-athletes and fans. Redeveloped fields along River Road expanded field space for Division I, intramural, and club sports. New residence halls and campus apartments opened in fall 2014 with community lounges, study rooms, and modern living spaces.

The integration of student life and academics is also evident in new programs. Students in living-learning communities spend a year working with a faculty member to explore an issue while living side-by-side with their classmates. Roadmap to Success offers academic and social programs targeted to each academic year; first-year students focus on the transition to college, while sophomores learn about choosing a major and juniors explore a social justice issue. For short-term immersive study, students participate in alternative break programs that capitalize on faculty expertise and community connections for deeper exploration of issues. And integrating the Career Services and Alumni Relations offices strengthens connections between students and alumni, fostering career development opportunities and instilling a lifelong relationship with Richmond.



At least one University-funded summer research or internship experience guaranteed for every traditional undergraduate student



POISED FOR THE FUTURE

For the last five years, the University of Richmond has seen incredible growth, developed innovative changes to the educational experience, and redefined what it means to be an institution of higher learning in a modern world. *The Richmond Promise* didn't change who we fundamentally are; rather, it capitalized on a value system that's already in our DNA.

Whether it's young Virginia men who wanted to become Baptist preachers in the 19th century, women looking for a place to thrive as scholars and leaders in the early 20th century, or people from all over the world who are coming to fulfill a wide range of dreams today, we've always been a place where remarkable students come for a remarkable experience.

The Richmond Promise simply gave us a framework to clarify and build upon who we are, and it gave us a platform to share that story with the world.

The world is listening.

Applications have risen steadily, from just over 6,500 in 2007 to nearly 10,000 in 2014. The pool isn't just bigger, though; today's students are more diverse, come from more places, and speak more languages. Their SATs have jumped from 1279 to 1319. Their accomplishments continue to enrich our community, from a Carnegie Hall young artist finalist and a competitive robotics champion to the founder of a men's clothing line and the creator of a trending iPhone app. These incoming students find their place at Richmond among undergraduates who are winning Gates Millennium and Goldwater scholarships. They study with faculty whose scholarship and creative work earns Guggenheim Fellowships, writing awards, and millions in research grants. Our students then go on to pursue graduate school at prestigious universities and leave their mark in organizations around the world.

The Richmond Promise resonated with our community, and engagement from our alumni all over the world is on the rise. Annual fund contributions increased by 60 percent, and a capital campaign inspired 250 donors to make their first gift of \$25,000 or more. Alumni also engage with the University in more ways than ever, from being increasingly active in Career Services and the Hire Spiders initiative, to returning for Homecoming and Reunion Weekend in record numbers.

Our rankings go beyond the expected. Yes, we're on the *U.S. News & World Report* list for best liberal arts colleges, a Princeton Review best value private college, and have one of the top career services offices. But it's more than that. We're also one of the happiest schools, one of the most beautiful campuses, and one of the most wired schools.

During the past seven years, despite an adverse economic environment nationally, the University's endowment has increased by 40 percent, or \$650 million, and Standard & Poor's raised the University's already strong bond rating.

These are indicators of our momentum externally, but they don't indicate a goal accomplished. We spent five years looking for ways to become the best version of ourselves. *The Richmond Promise* was our effort to make good on a pledge to fulfill the University's mission and build on generations of purpose, possibility, and hope. We look forward to still greater accomplishments to come.





28 Westhampton Way
University of Richmond, VA 23173
richmond.edu

strategicplan.richmond.edu