



Presidential Prospectus

WASHINGTON AND LEE
UNIVERSITY

Lexington, Virginia



WASHINGTON AND LEE UNIVERSITY

SUMMARY

Washington and Lee commences the search for its next president at a time of great collective achievement and institutional strength. Founded in 1749, Washington and Lee 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 new century. The university has an exceptionally qualified and increasingly diverse student body, an outstanding faculty of teacher-scholars, a robust endowment, extremely supportive alumni, and a dedicated and talented team of administrators and staff. Together, they create a vibrant community distinguished by an atmosphere of mutual respect and trust made possible by the student-administered Honor System.

With a proud heritage spanning more than two and a half centuries, the university has a profound sense of tradition. At the same time, one of its oldest traditions is that of innovation, and it affirms the ideal embodied in its motto, “Non Incautus Futuri” (not unmindful of the future). The conversation at Washington and Lee about appropriate and innovative change is creative and ongoing.

Washington and Lee prepares its students for the daunting set of challenges they will face upon graduation through programs that educate and nurture strong leaders, visionary thinkers, compassionate citizens and ethical decision makers. The university’s low student-faculty ratio means not only that the classes are small but also that students receive personal attention from professors who embody the teacher-scholar model.

The success of W&L’s most recent fundraising campaign leaves a legacy of profound benefit to its incoming president. This legacy includes financial aid programs that are attracting historic numbers of qualified prospective students while sustaining the academic strength of the student body, increasing diversity, and preserving the campus culture of honor and active community participation. Historic campus buildings, including the central Colonnade, have been renovated, and significant resources have been directed toward the work of the faculty, assuring that Washington and Lee will continue to

be known for providing a transformative education built on close engagement with teacher-scholars across a full range of traditional fields and emerging areas of study.

Washington and Lee seeks candidates and nominees who will build on the enormous strengths and considerable positive momentum at the university. The successful candidate will bring a consultative leadership style, and the ability to lead the strategic dialogue for the future and address challenges at a dynamic time in higher education.

HISTORY

Washington and Lee’s history has been shaped by key figures and moments in American history. Founded as Augusta Academy in 1749, it became Liberty Hall Academy in 1776. In 1796, George Washington gave the school an endowment gift — \$20,000 of canal stock — believed to be the largest to that date in American higher education. The institution’s trustees expressed their gratitude to and respect for Washington by changing the school’s name, first to Washington Academy and later to Washington College.

In 1865, Robert E. Lee declined more lucrative offers to accept the trustees’ invitation to become president of Washington College. He believed that he should devote his post-war energies to reconstruction of the divided nation through educational leadership. Under Lee, the college made a series of bold moves, expanding the existing classical curriculum to include the subjects of law (by annexing the Lexington Law School), business, journalism, modern languages, science and engineering.

Lee is also credited with helping to establish the campus culture of civility and integrity that exists today. After Lee’s death in 1870, the trustees paid tribute to his educational accomplishments by changing the name from Washington College to Washington and Lee University.

Two successful capital campaigns in the last quarter-century have reshaped the campus with expanded facilities and important curricular innovations, including the Shepherd Program for the Interdisciplinary Study of Poverty and Hu-



man Capability, a novel curriculum for the law school's third year, a reinvented Spring Term, the Roger Mudd Center for Ethics and the J. Lawrence Connolly Center for Entrepreneurship. In 2007, the Johnson Scholarship Program in Leadership and Integrity was launched with a landmark \$100 million gift from an alumnus, providing scholarships and research opportunities for students along with professorships, lectureships and programs focused on ethical leadership.

THE HONOR SYSTEM

The student-administered Honor System is the heart of the university, and it has the personal commitment of every student, faculty member, administrator and staff member. Providing the common thread woven through many aspects of this institution, honor creates a community of trust and respect affecting the fundamental relationships of all its members and allowing uncommon freedom. Entrusted to the students by the Board of Trustees, the Honor System is administered solely by the Student Body Executive Committee. Students found guilty of violating the community's trust are dismissed from the university. In the environment of trust that the system creates and protects, instructors presume academic honesty on all assignments, and exams are un-proctored. Dedication to honorable behavior creates a strong bond of trust among

the students and between them and the faculty, a bond that informs interactions in and beyond the classroom. Alumni frequently cite the Honor System as the most valuable and cherished element of the Washington and Lee experience, preparing them for moral and ethical leadership in their lives and their careers.

ACADEMICS

The university features a distinctive three-part structure: two undergraduate divisions — the College, and the Williams School of Commerce, Economic, and Politics — and one graduate division, the School of Law.

Undergraduate Curriculum

The **COLLEGE** comprises 21 departments, four interdepartmental majors and seven interdepartmental programs in the humanities, natural sciences, mathematics, computer science and certain social sciences. The College also offers courses that prepare students for advanced professional training in engineering, journalism, law and health.

The **WILLIAMS SCHOOL** is the only nationally accredited commerce school in a top-tier liberal arts institution in the country. Available courses of study include majors in accounting and

business administration, business administration, public accounting, economics and politics.

All undergraduates begin their academic careers by completing the same set of general education requirements, which introduce them to the full range of the liberal arts and sciences and prepare them to make informed decisions about their advanced coursework and major. Students can choose from among 37 majors and 29 minors across both divisions, and can receive undergraduate degrees of B.A., B.S. or B.S. with special attainments in commerce.

Once they declare a major at the end of the sophomore year, students become associated with either the College or the Williams School. One of the university's distinctive strengths, however, is the way in which traditional liberal arts courses and pre-professional and professional education are blended. W&L's professional programs are enhanced because they exist in a liberal arts setting, and so, too, are the liberal arts, because of the opportunities students have to explore these professions. W&L students are encouraged to complement their major study with coursework in both the College and the Williams School, and many declare more than one major and can be counted as students in both the Williams School and the College. All students benefit by participating in co-curricular activities in both divisions.

True to its liberal arts tradition, Washington and Lee boasts many robust interdisciplinary programs that cross not only disciplines but also divisions. Some of these programs are majors; many are minors. These programs include African Studies, Film and Visual Culture, East Asian Studies, Education Policy, Environmental Studies, Latin American and Caribbean Studies, Neuroscience, Poverty and Human Capability Studies, and Women's and Gender Studies.

The School of Law

W&L's **SCHOOL OF LAW** is one of the smallest of the nation's top-tier law schools with about 320 students, which permits the development of a close-knit community in which students benefit from interacting with talented faculty in small instructional settings. While law schools have traditionally taught all students in the same way for all three years, W&L Law offers a sequence of learning experiences rooted in the basic assumption that each year of law school should build upon the lessons of its predecessor and present new and different challenges while pushing students further along the continuum from beginning law student to lawyer-to-be.

W&L was one of the first law schools to introduce small-section legal writing classes and to require an administrative law course and a transnational law course in the first

RECENT CURRICULAR INNOVATIONS

After careful review, the undergraduate **SPRING TERM** was changed in 2007 from a six-week format to a four-week experience in a single intensive course. Detailed information regarding the evolution of the Spring Term, as well as a list of innovative courses now being taught, may be seen at go.wlu.edu/springterm.

The **ROGER MUDD CENTER FOR ETHICS** was established in 2010 through a gift from award-winning journalist Roger Mudd, a 1950 graduate of W&L. In addition to enhancing the university's ethics curricula and sponsoring symposia, lectures, conferences and other public events, the center continues the tradition of hosting professional institutes in the areas of business ethics, legal ethics, medical ethics and environmental ethics. See www.wlu.edu/mudd-center

The **J. LAWRENCE CONNOLLY CENTER FOR ENTREPRENEURSHIP** in the Williams School is an interdisciplinary center that helps students from across campus learn how to turn their creative ideas into successful business ventures. A liberal arts university is the ideal setting in which to foster entrepreneurship, and the Connolly Center provides them with the necessary tools to develop business plans that are both executable and fundable, and a supportive faculty and alumni community helps shepherd students' ventures from concept to business plan to launch and beyond. See entrepreneurship.wlu.edu

The **SHEPHERD PROGRAM FOR THE INTERDISCIPLINARY STUDY OF POVERTY AND HUMAN CAPABILITY** endeavors to educate our students about poverty and what can be done to foster human capabilities for communities and individuals who have been left behind in domestic and international development. The program integrates academic study and learning through service, including intensive summer internships throughout the United States. See go.wlu.edu/shepherd

THE INTEGRATIVE AND QUANTITATIVE (IQ) CENTER, housed on the second floor of the Telford Science Library, is home to sophisticated imaging and computational instruments, and technology-rich teaching and meeting spaces that serve to engage students in a flexible, active hands-on learning environment. The mission of the IQ Center is to foster cross-disciplinary and quantitative approaches to inspire creativity and problem solving in teaching and research. The center is helping to prepare undergraduates to become leaders in science and math careers, as well as to produce scientifically curious and literate leaders in society, regardless of career emphasis. See iq.wlu.edu



for Global Learning, which will open during the 2015-16 academic year, has been created with partnerships with the law school in mind.

At a time when law schools and the law profession confront significant challenges, the Board of Trustees adopted a Strategic Transition Plan for the Law School that was crafted in close collaboration with faculty and senior administrators. In short, the plan provides for an increased financial investment in the Law School over a five-year period during which the size of the Law School faculty and administration will be adjusted to match projections of lower student enrollment. The School of Law is on track to meet the benchmarks established in the plan. More importantly, the faculty and administration are committed to providing the superb legal education that W&L Law constituencies have come to expect. Because the School of Law is a vital and integral part of the university, institutional leaders have taken great care to adopt a thoughtful and proactive plan with the goal of strengthening its health and long-term future. The complete plan is at go.wlu.edu/law_plan.

FACULTY

At Washington and Lee, the faculty members are teacher-scholars. Teaching comes first, and all of our faculty are deeply committed to working with students and to helping develop their interests into passions. Alumni from every generation invariably cite the relationships that they developed with faculty as central to their experience.

Scholarship is important, too, and many W&L faculty are nationally and internationally known experts in their fields. The faculty regularly engage students directly in their research during the summer and academic year, creating a vibrant student-faculty research community on campus, especially in the STEM disciplines. Meantime, faculty engage with one another and with students about their research activities in formal and informal settings throughout the year.

The success of the teacher-scholar model at Washington and Lee is evidenced by success in winning national grants and by virtue of the number of faculty who have won the Outstanding Teacher Award from the State Council of Higher Education for Virginia. W&L has had nine winners in that competition since 2008. Faculty scholarship is supported by eligibility for sabbatical leaves to tenured faculty once every five years. Tenure-track faculty members are also eligible for a one-semester, pre-tenure research leave in their third or fourth year of teaching. Undergraduate professors are eligible for summer research grants and generous support for travel to conferences.

year. During the second year, students broaden their knowledge of the law, selecting from a wide array of more specialized and rigorous courses, and author a substantive research paper. The school's groundbreaking Third-Year Program, which combines the demanding study of legal doctrine and analysis with simulated and actual practice experience, has been hailed by many in both the legal profession and in legal education as the most significant change in law-school curriculum in more than a century. The course of study consists entirely of practice-based simulations, real client experiences, and advanced explorations into legal ethics and professionalism. The curriculum builds upon and expands the lessons of the first and second years of instruction, moving students from a passive classroom role into one more closely connected to the world of legal practice.

Long regarded as one of the nation's top teaching law schools, W&L Law has always educated students for character and challenges them to solve the problems they will face in a complex world. It fosters a desire not simply to act, but to act intelligently and ethically.

As is true with other professional and pre-professional programs within the university, the School of Law presents an uncommon opportunity for students who participate in such university-wide programs as the Shepherd Poverty Program and the Mudd Center for Ethics. The new Center



Washington and Lee now has 256 full-time faculty members: 224 in the two undergraduate divisions and 32 in the School of Law. Women compose 37 percent of the faculty, and 11 percent identify themselves as members of racial or ethnic minorities.

In 2007, W&L completed a reduction of the undergraduate teaching load to an average of 5.5 courses a year in the context of its 12-12-4 (weeks) academic calendar. The undergraduate student-faculty ratio for the 2014-15 academic year was 8:1. Support for faculty salaries and professional development has been one of the four overarching goals of the university's strategic plan and was a key target of the recently completed capital campaign.

STUDENTS

Washington and Lee is a highly selective institution with an undergraduate acceptance rate that has averaged less than 20 percent over the past five years, providing the university with the opportunity to build an entering class each year that is composed of students who bring not only exceptional academic credentials but also those personal qualities that result in an engaged community with shared values.

The mean scores on standardized tests for the most

recently enrolled class were SAT Critical Reading 695; SAT Math 698; SAT Writing 691; and ACT Composite 32. Noted for its national and international diversity, the undergraduate student body is evenly divided between men and women. Recent undergraduate students are from 48 states and the District of Columbia and more than 35 countries around the world. About 13 percent of undergraduates come from Virginia, with large numbers of students also from Maryland, Texas, Georgia, New York, Pennsylvania and California. Approximately 12 percent are from racial and ethnic minority groups, and 11 percent are from families eligible for Pell Grant support. The undergraduate program has had an exceptional 97 percent first-year retention rate in the past two years. The most recent six-year graduation rate was approximately 91 percent and has averaged above 90 percent during the past five years.

The strategic plan, adopted in 2007, placed special emphasis on diversifying the university's pool of applicants — particularly geographically, racially and socio-economically — with the goal of attracting qualified students who will bring the personal, ethical and intellectual characteristics that have always characterized the student body. As a consequence, the largest goal in the recently completed capital campaign was endowment for financial aid. That goal received a major boost in 2007 through a \$100 million gift that established the Johnson Pro-



six foreign countries, with 18 percent self-identifying as members of a racial or ethnic minority.

STUDENT LIFE

Washington and Lee is a warm and welcoming community, with numerous opportunities to pursue individual interests and to develop skills outside the classroom. One of the key foundations for this kind of campus community is the Speaking Tradition, an informal but valuable custom by which members of the W&L community — students, staff and faculty alike — routinely greet one another as they pass on campus. This simple act of courtesy and respect for others, a long-standing practice at W&L, is frequently noted by prospective students, newer faculty, visitors and alumni as an impressive, bonding and distinctive feature of the university.

With more than 130 student organizations and countless activities from which to choose, W&L provides a vibrant student life with numerous opportunities for students to pursue their extracurricular interests and to take on leadership roles early in their W&L careers. The Student Activities Office sponsors a variety of speakers, concerts, movies and other events in the John W. Elrod Commons and elsewhere on campus throughout the year.

W&L's Lenfest Center for the Arts provides a professional venue for numerous student productions, as well as a wide range of professional touring productions, through the Concert Guild Series, Sonoklect and the Lenfest Series. The facility hosts more than 127 public performances each year.

A major feature of student life is the Washington and Lee Mock Convention, a quadrennial tradition in which student delegates predict the presidential nominee of the political party then out of the White House. Renowned for their accuracy based on careful research and interactions with state and national political leaders, the student delegates have been correct in 19 of the past 25 presidential elections, including the selection of Mitt Romney as the Republican nominee in 2012. The next Mock Convention will be held in early February 2016.

The university is making significant changes to campus housing patterns. The first-year residence halls have undergone major renovations as part of a \$22.5 million project, creating a strong sense of community during the important first year. In 2014, the trustees adopted a requirement that students live on campus during their first three years, rather than only the first two. A new housing village of 350 beds in apartments and townhouses will be ready for occupancy by the 2016-17 academic year, augmenting existing residence halls, theme

gram in Leadership and Integrity. The largest portion of the endowment created by those funds is a scholarship program that provides full scholarships to approximately 10 percent of each entering class. Primarily through the Johnson Program's presence, undergraduate admissions have doubled from 3,000 applicants to 6,000. The Johnson Scholarship, combined with the university's partnership with QuestBridge, a national organization that connects high-achieving, low-income students to colleges, has begun to have a discernible impact on W&L's efforts to diversify its student body, and this remains an aim of the university.

Even as the university has held its tuition increases to historic lows in recent years (1.8 percent for 2015-16), the financial aid budget has increased dramatically over the last decade. The most recent initiative, the W&L Promise, was introduced in 2013 and guarantees free tuition to any student whose family income is under \$75,000, while often providing loan-free assistance to cover room, board and other educational expenses to those students, based on demonstrated need.

Admission to the School of Law remains competitive at the same time that law schools nationally have seen significant decreases in the number of applicants. For the Class of 2018, the law school received almost 1,900 applications and enrolled 119 students with a median LSAT of 160. Entering students came from 27 states, the District of Columbia, Puerto Rico and

houses and 19 national fraternities and sororities, which provide housing for a portion of upper-division students.

There are 11 IFC fraternities, six NPC sororities, and four historically black Greek letter organizations at W&L. There are 17 fraternity and sorority houses that serve as residences for between 15 and 25 students each and provide meals for their members. To allow students to get their academic footing in the first term, formal Greek recruitment is held in the winter term of the first year. A high percentage of first-year students participate in rush, and in recent years more than 80 percent of our students choose a Greek organization.

These organizations have evolved as the W&L student body has evolved in the past 15 years. Many of the organizations have service relationships with local community and non-profit organizations. Most social events held by Greek organizations are open to the student body. The Panhellenic and Interfraternity councils regulate sororities and fraternities in the first instance, respectively, with oversight by the Student Affairs Committee of faculty, administration and students.

Washington and Lee is committed to increasing the diversity of the university community and bringing diverse people together in an inclusive environment built on core values of honor, intellectual engagement, civility and commitment to community. This commitment was formally adopted in a 2002 statement by the Board of Trustees, which cited the need for members of the community to live with and understand different cultural backgrounds in preparation for a changing world. The board further acknowledged the obligation to create “a climate that builds on our core values to welcome and nurture all members of the Washington and Lee community.” (See go.wlu.edu/board-diversity) The university prohibits discrimination, including harassment, on the basis of race, color, religion, national or ethnic origin, sex, sexual orientation, age, disability, veteran’s status and genetic information in its educational programs and activities and with regard to employment.

ATHLETICS

Washington and Lee plays intercollegiate sports at the NCAA Division III level and is a member of the Old Dominion Athletic Conference (ODAC), which has 14 members and four associate members and is the second-largest multi-sport Division III conference in the country.

Athletes are admitted to the university according to the same rigorous standards as all other students, and they are well integrated into the student body. W&L athletes have dom-



inated the league’s All-Academic team, with 320 individuals honored for the 2014-15 seasons. Twenty W&L athletes have won NCAA post-graduate scholarships in the past 12 years, and 39 have been so honored since 1970.

The university fields teams in 12 men’s varsity sports and 12 women’s varsity sports. The intercollegiate athletics program enjoys consistent success, having won the most conference championships (191) in the league’s history. W&L has won the Dan Wooldridge Overall Champions Cup for overall athletic excellence 13 times in a row and 19 times overall.

Nearly 30 percent of undergraduates participate in intercollegiate sports, and about three-quarters of all students participate in intramural and club sport offerings. All undergraduates must satisfy a four-course physical education requirement. The university now boasts some of the finest outdoor recreation and athletics facilities in the country, is building a natatorium, and has plans for a new indoor athletics center.

LIBRARIES, COLLECTIONS AND INFORMATION TECHNOLOGY

The **UNIVERSITY LIBRARY** supports Washington and Lee’s central mission of teaching, learning and research in the liberal arts by providing a wide range of materials in all formats for



use in the classroom, in student learning, in faculty research and in preparation for teaching, and by offering a highly skilled staff to assist faculty, students and other users. In addition to more than 650,000 volumes housed on site, the library offers convenient, 24-hour access to resources for students and faculty on and off campus. The University Library's two buildings, the James Graham Leyburn Library and the Robert Lee Telford Science Library, are open 24 hours daily when classes are in session. go.wlu.edu/libraries

The **WILBUR C. HALL LAW LIBRARY** of the School of Law is open 24 hours a day every day of the year. The library, which comprises approximately 58,155 square feet, is an integral part of the building, connecting directly to the student carrels, student offices, classrooms and faculty offices. The library houses the Lewis F. Powell, Jr. Archives, which include the papers of the late associate justice of the U.S. Supreme Court, who was an alumnus of the College (1929) and the School of Law (1931). law2.wlu.edu/library

Washington and Lee owns several significant **collections of art**, including early American portraits, Chinese export porcelain, fine and decorative arts, and contemporary paintings. In addition, the university has a small but important **historical collection** housed in the Lee Chapel and Museum, a

National Historic Landmark that attracts almost 50,000 visitors annually. In recent years, the university has given greater attention to these collections as foundations of academic research and as links to interested groups beyond the campus. It is within the president's purview to further the care of these collections and the support for the study of artistic, historical and philosophical ideas that they manifest.

INFORMATION TECHNOLOGY SERVICES at Washington and Lee is committed to providing innovative leadership and excellent support to empower the university community in the successful use of information technology. The technology infrastructure is in excellent condition, with a state-of-the-art fiber ring and campus-wide wireless network. W&L led a partnership with the Rockbridge Area Network Authority that created a data center on the campus that is a major hub for communications in the region. For the first time, in 2014-15 bandwidth capacity on campus outpaced demand. In addition, the university has made steady progress in transforming its traditional classrooms into smart classrooms. Academic Technologies in ITS helps to integrate technology into teaching, learning, research and outreach. ITS is now focused on addressing the critical issue of security on the university's network. See <http://its.wlu.edu>

LOCATION AND FACILITIES

Washington and Lee is located in Lexington, Virginia, a historic city of 7,000 residents. Situated between the Allegheny and Blue Ridge Mountains in the Valley of Virginia, 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 four-year colleges and universities are located within approximately 75 miles of the city. The Washington and Lee campus is renowned for its historical significance, and the front campus is a National Historic Landmark.

The campus is known for its great beauty and the high quality of its facilities. Several major building projects are planned or underway; within the past decade, several major projects have transformed the face of the campus. The recently completed capital campaign has been responsible for renovations to Wilson Field, the stadium for football, lacrosse and and track and field competitions, and the main floor of Leyburn Library. Hillel House, a 7,000-square-foot, LEED-certified facility that is the center for Jewish life on campus, was completed in 2010.

A central feature of the recent campaign has been the restoration of the historic Colonnade, a \$50 million project. Four of the five Colonnade buildings have been restored, and the fifth, Tucker Hall, is scheduled for restoration and renovation beginning in 2016.

Other projects now underway include construction of the Center for Global Learning, which opens in 2016 and will house classrooms, seminar rooms and instructional labs along with offices for language departments, visiting international scholars and the Office of International Education; a new natatorium as part of a project to replace the Doremus-Warner Center indoor athletic complex; and upper-division housing in support of W&L's decision to require students to live on campus during their first three years.

FINANCIAL RESOURCES AND BUSINESS OPERATIONS

The university's endowment of \$1.485 billion ranks high among liberal arts colleges nationally; it is now 25th among all American colleges and universities. The strategic plan, "A



Liberal Arts Education for the 21st Century," was formally launched in 2007 and sought to increase the endowment substantially, primarily by creating additional endowments for financial aid and faculty salaries. A conservative approach to endowment drawdown has served the university well in a fluctuating economy. The endowment spending formula calls for spending to increase by inflation plus 1 percent year over year, tested against a 5 percent spending-level cap. In addition, a plan was implemented in 2015-16 to assist the School of Law in its transition to stabilize enrollment and financial structure in the face of significant changes in legal education. As part of that transition plan, the level of spending from Law-School-only endowments will be increased to 7.5 percent for the next three years.

Alumni have traditionally provided generous support each year. The recent alumni participation rates in annual giving are more than 50 percent of the undergraduate alumni. Even though the participation rate for law alumni was 33 percent in 2014-15, that represents the fifth highest participation rate for law schools nationally. The Annual Fund complements tuition revenue and endowment spending toward an annual operating budget, which totals \$134.5 million for 2015-16.

On June 30, 2015, Washington and Lee completed its historic seven-year campaign, Honor Our Past, Build Our Future:



The Campaign for Washington and Lee, announcing that it had raised \$542.5 million, exceeding the goal of \$500 million by eight percent. The campaign is believed to be the second largest to date by a liberal arts college.

Designed to meet major objectives of the current strategic plan, the campaign has sought to:

- ▶ Recruit and support students with exceptional personal and intellectual characteristics;
- ▶ Recruit, retain and develop exceptionally qualified faculty and staff committed to the values of the university;
- ▶ Enhance academic programs that foster learning, engagement and character;
- ▶ Care for its historic campus and shape a campus for the 21st century; and
- ▶ Provide financial flexibility by sustaining the Annual Fund.

The campaign secured more than \$156 million for student financial aid; resulted in the first named deanship, 20 new named, endowed professorships (15 for existing lines) and 10 named, endowed term professorships recognizing outstanding mid-level faculty; and supported an increase in faculty compensation to the mean of W&L's peer institutions. Annual Fund contributions increased by 46 percent during the cam-

paign and exceeded goals in each year except 2009, reaching a record \$10 million in 2014-15. Annual undergraduate participation in giving increased from 49.9 percent to more than 54 percent, and 77 percent of solicitable undergraduate alumni and 63 percent of law alumni made at least one gift during the campaign.

STAFF AND ADMINISTRATION

The university employs 74 administrators and 538 staff. The staff provides faculty and senior administrators with the support required to meet their internal and external demands. Many are drawn from the surrounding community of Lexington and Rockbridge County. The exceptionally dedicated support staff joins the faculty and administration in serving the educational mission of the university and cultivating the character of its students. Continuing to value the contributions of staff members at all levels of the university is essential to maintaining the sense of common purpose, civility and respect within the community.

W&L has been recognized as a Chronicle of Higher Education Great Colleges to Work For institution. In 2015, the university won honors in the Job Satisfaction and Support and Work/Life Balance categories.



INSTITUTIONAL LEADERSHIP

The university's board consists of 32 members, including the president. Trustees are elected by the board, which is chaired by a rector who is elected by the trustees. Except for the president, each trustee serves a term of five years and is eligible for re-election to a second term.

Subject to the ultimate authority of the board, the president makes and reports to the board determinations on the composition and structure of the administrative staff as well as all appointments to and promotions within the faculty. The president is a member and ex officio chair of the faculty.

Reporting directly to the president are the provost, the general counsel and four vice presidents — admissions and financial aid, finance and administration, university advancement, and student affairs. The director of athletics reports to the president on NCAA matters. The president has two senior assistants. The President's Council is a group of senior managers from all areas of the university, which meets monthly during the academic year and for a summer retreat to share information and planning.

LOOKING TO THE FUTURE: OPPORTUNITIES FOR THE NEXT PRESIDENT

To sustain its momentum, Washington and Lee seeks a president who will provide strategic vision and community leadership.

- ▶ **SPEARHEAD W&L'S NEXT STRATEGIC PLAN:** Leading an inclusive process in partnership with the board, and with thoughtful attention to the ideas of W&L's many constituencies, Washington and Lee's incoming president will be asked to guide the university in identifying a crucial set of institutional priorities and articulating a strategic plan for their achievement. Most of the objectives set forth in the current strategic plan have been satisfied, with support from Honor Our Past, Build Our Future: The Campaign for Washington and Lee. The community will look to the president to set a collaborative tone for the next planning process, to provide vision for what an exceptional 21st-century education can and should be, and to give voice to the distinctive excellence that W&L should strive to offer in this context.



► **BALANCE NEEDS AND PRIORITIES WITHIN W&L'S ACADEMIC PROGRAM:**

In partnership with the faculty, deans and provost, W&L's next president will need to address pressure points and complex issues of balance within the university's curriculum and the institutional framework that supports it. These challenges include the balance between traditional departmental and disciplinary structures and the resources and structures available to facilitate interdisciplinary study. They include recent growth in the sciences and the increasing demand for majors in the Williams School. W&L has a record of innovative approaches to such issues, such as providing rigorous study abroad opportunities as part of its Spring Term, when time away will not conflict with commitments and activities on campus.

► **STRENGTHEN A DIVERSE, INCLUSIVE AND WELCOMING COMMUNITY:**

Washington and Lee takes justifiable pride in being a warm, welcoming place, where people know each other personally, speak as they meet on the campus, and treat each other with respect, civility, honor and integrity. Increasing diversity in all its forms within this community has been a priority for the university, and this will continue to be a focus for W&L's next president. While the Johnson Scholarship Program and other efforts have strengthened the university's ability to recruit and enroll

economically disadvantaged students, full participation in Greek life and other campus traditions can sometimes present challenges to students with limited means. W&L has had success in hiring diverse faculty, but it has been more difficult to retain them in the setting of a small Virginia town. Advancing W&L's commitment to being a genuinely inclusive and diverse institution will require presidential leadership and sustained, strategic effort.

► **SUPPORT INNOVATION AND SUSTAINABILITY AT THE SCHOOL OF LAW:**

W&L's Law School is nationally recognized for teaching excellence, strong student-faculty relationships and attention to ethics, and its innovative, practice-based Third-Year Program. With a new dean in place, the Law School has also begun a three-year strategic transition plan to assure its success in a changing national legal environment. The next president will be expected to provide support and guidance for the Law School's progress toward the goals of that plan, and identify opportunities to enrich the connections between the Law School, the College and the Williams School.

► **CONTINUE FUNDRAISING SUCCESS AND PASSIONATE ALUMNI ENGAGEMENT:**

Washington and Lee has been the beneficiary of extraordinarily generous support from loyal alumni, parents, trustees and friends. One of the goals of the recent campaign was to conclude with ener-

gy and momentum for the future, and the new president will find ample evidence of the campaign's success on that front. The opportunity to lead W&L in meeting its ongoing resource needs in areas such as new academic facilities and financial aid will be a priority for the next president. Beyond fundraising, alumni are an integral part of the W&L community, with deep interest in the university's history as well as its future. The next president will have the opportunity to continue strengthening alumni connections with the university through personal engagement and an inclusive approach to institutional strategy.

PROFESSIONAL QUALIFICATIONS AND PERSONAL CHARACTERISTICS

Washington and Lee University seeks a leader with a deep commitment to residential liberal arts education and the ability to embrace and advance its distinctive character and mission within higher education. The ideal candidate will possess:

- ▶ A distinguished record of intellectual and administrative achievement;
- ▶ Commitment to the highest standards of learning, teaching and scholarship;
- ▶ An open, accessible and truly consultative leadership style that inspires trust and collaboration at all levels of the university;
- ▶ The ability to think strategically and drive institutional innovation consonant with the university's strong sense of identity and purpose;
- ▶ Successful experience in fundraising and financial management;
- ▶ Outstanding listening and interpersonal skills, with the ability to sustain a culture of mutual trust and respect among all constituencies, including the faculty, students, administrators, staff, alumni, parents and trustees;
- ▶ A demonstrable commitment to diversity in all its forms;
- ▶ Exceptional communications skills, both in the context of a small community and as an ambassador for the university and its values nationally and globally; and
- ▶ Deep personal integrity, courage, approachability and a sense of humor.



ADDITIONAL INFORMATION

Salary and benefits will be competitive. This appointment is anticipated to begin July 2016. The review of candidate materials will begin immediately and continue until the position is filled. For best consideration, please send all nominations, inquiries and applications no later than Thursday, October 15, electronically and in confidence, to:

Shelly Storbeck, Managing Partner
Nell Booth, Managing Associate
Ethan Dubow, Associate
Storbeck/Pimentel & Associates
WLUPresident@storbeckpimentel.com

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