



UNIVERSITY OF RICHMOND
THE RICHARD S. REYNOLDS
GRADUATE SCHOOL

FOR INFORMATION:

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The E. Claiborne Robins School of Business
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UNIVERSITY OF RICHMOND
FOUNDED 1830

To Potential MBA Applicants:

Thank you for your interest in the University of Richmond MBA program.

Because of the desirability of an MBA degree and the excellent reputation of the University of Richmond, the number of applications from highly qualified individuals has risen substantially. At the same time the number of openings in the program has not increased. Therefore, admissions are very selective and quite competitive.



For your information, the mean Graduate Management Admission Test score and mean undergraduate grade-point average of recently admitted classes have been about 600 and 3.00, respectively.

Finally, you should note that applicants are required to have at least two years of relevant work experience since completing the baccalaureate degree.

I hope this information will help you as you consider applying to the MBA program. Please feel free to call our office if you have any questions.

Dr. Ian Stewart

Associate Dean and Director



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2000-01 **ACADEMIC CALENDARS**
SUMMER SCHOOL 2000

Session I

- Apr. 11-21, Tues.-Fri. Registration
- May 8, Mon. Classes begin
- May 29, Mon. Memorial Day (No class-Make-Up May 30, Tues.)
- June 9, Fri. Last day to file for August graduation
- June 22, Thurs. May session final examinations
- June 22, Thurs. May session ends at close of day

Session II

- Apr. 11-21, Tues.-Fri. Registration
- June 26, Mon. Classes begin
- Aug. 10, Thurs. July session final examinations
- Aug. 10, Thurs. July session ends at close of day
- Aug. 16, Wed. Summer Diploma Date

FALL SEMESTER 2000

- Aug. 8-17, Tues.-Thurs. Registration
- Aug. 28, Mon. Classes begin
- Sept. 4, Mon. Labor Day-NO CLASS
- Sept. 8, Fri. Last day to file for May/August graduation
- Nov. 20, Mon. Thanksgiving holiday begins after classes
- Nov. 27, Mon. Classes resume
- Dec. 11-14, Mon.-Thurs. Fall-term final examinations
- Dec. 14, Thurs. Fall-term ends

SPRING SEMESTER 2001

- Nov. 14-21, Tues.-Tues. Registration
- Jan. 15, Mon. Classes begin
- Feb. 2, Fri. Last day to file for May/August graduation if not filed earlier
- Mar. 8, Thurs. Spring vacation begins after classes
- Mar. 19, Mon. Classes resume
- Apr. 30-May 3, Mon.-Thurs. Spring-term final examinations
- May 3, Thurs. Spring-term ends
- May 13, Sun. Baccalaureate Service and Spring Commencement

2001-02
SUMMER SCHOOL 2001

The 2001 Summer School Calendar will be announced in January 2001.

FALL SEMESTER 2001

- Early August Registration to be announced
- Aug. 27, Mon. Classes begin
- Sept. 3, Mon. Labor Day-NO CLASS
- Sept. 7, Fri. Last day to file for May/August graduation
- Nov. 19, Mon. Thanksgiving holiday begins after classes
- Nov. 26, Mon. Classes resume
- Dec. 10-13, Mon.-Thurs. Fall-term final examinations
- Dec. 13, Thurs. Fall-term ends

SPRING SEMESTER 2002

Late November	Registration to be announced
Jan. 7, Mon.	Classes begin
Feb. 1, Fri.	Last day to file for May/August graduation if not filed earlier
Feb. 28, Thurs.	Spring vacation begins after classes
Mar. 11, Mon.	Classes resume
Apr. 22-25, Mon.-Thurs.	Spring-term final examinations
Apr. 25, Thurs.	Spring-term ends
May 5, Sun.	Baccalaureate Service and Spring Commencement

* Each term the Registrar publishes a detailed academic calendar to inform the University community of time schedules and deadlines. Dates are subject to change.

Addendum to the University of Richmond Academic Calendars 2000-2002

The list below is intended to familiarize the University community with major religious holidays affecting many throughout the campus. Inclusion on this list does not imply that the day is a University holiday, but is provided to alert members of the Richmond community to possible scheduling conflicts. See the Class Attendance and University Holidays section of the catalog for details.

Christian Holidays 2000- 2002

Holiday	2000-2001	2001-2002
Christmas	Dec 25, Mon, 2000	Dec 25, Tue, 2001
Good Friday	April 13, Fri, 2001	Mar 29, Fri, 2002
Easter Sunday	April 15, Sun, 2001	Mar 31, Sun, 2002
Easter Monday	April 16, Mon, 2001	April 1, Mon, 2002

Jewish Holidays 2000-2002

Holiday	2000-2001	2001-2002
Rosh Hashanah	Sep 30-Oct 1, Sat-Sun, 2000	Sep 18-19, Tue-Wed, 2001
Yom Kippur	Oct 9, Mon, 2000	Sept 27, Thur, 2001
Sukkot	Oct 14-15, Sat-Sun, 2000	Oct 2-3, Tue-Wed, 2001
Shemini Atzeret/Simchat Torah	Oct 21-22, Sat-Sun, 2000	Oct 9-10, Tue-Wed, 2001
Hanukkah**	Dec 22-30, Fri-Sat, 2000	Dec 10-18, Mon.-Tues., 2001
Passover (seders)	April 8-9, Sun-Mon, 2001	Mar 28-29, Thur-Fri, 2002
Passover (ending)	April 14-15, Sat-Sun, 2001	April 3-4, Wed-Thur, 2002
Shavuot	May 28-29, Mon-Tue, 2001	May 17-18, Fri-Sat, 2002

Jewish holy days, religious festivals, and the weekly Sabbath begin at sunset. On these days, observant Jews do not engage in daily activities or fulfill routine commitments.
 Many Jews who do not observe all holy days prefer to celebrate at their synagogue or at home on Rosh Hashanah, Yom Kippur, and the first two evenings of Passover.

**This holiday does not require absence from routine commitments.

Islamic Holidays 2000-2002

Holiday	2000-2001	2001-2002
Eid-al-Fitr	Dec 27, Wed, 2000	Dec 16, Sun, 2001
Eid-al-Adha	Mar 6, Tue, 2001	Feb 23, Sat, 2002
Islamic New Year	Mar 26, Mon, 2001	Mar 16, Sat, 2002

All Islamic dates begin at sunset the preceding evening.
 The Islamic year is based on the lunar cycle, consisting of twelve months of 29 or 30 days each, totaling 353 or 354 days. Each new month begins at the sighting of a new moon. Actual dates may differ by a day or two from the above dates. In many places, the moon sighting is often determined in advance by astronomical calculations.

THE RICHARD S. REYNOLDS GRADUATE SCHOOL

The Richard S. Reynolds Graduate School, named to honor the late Richard S. Reynolds, founder of Reynolds Metals Company, offers the Master of Business Administration (MBA) degree through two programs:

- ~ The Master of Business Administration program
- ~ The Juris Doctor/Master of Business Administration program (offered jointly with the University of Richmond School of Law)

These programs are administered by the faculty of The E. Claiborne Robins School of Business. There are 42 full-time School of Business faculty members, over 95 percent of whom possess terminal degrees.

Mission Statement

The mission of The E. Claiborne Robins School of Business, of which The Richard S. Reynolds Graduate School is a part, is "to provide business education that meets the highest national standards." The three major components of our mission are

Teaching: preparing students for the present and future challenges of a complex, dynamic, global business world.

Intellectual Contributions: an obligation by the faculty to keep current in business disciplines through research and professional development.

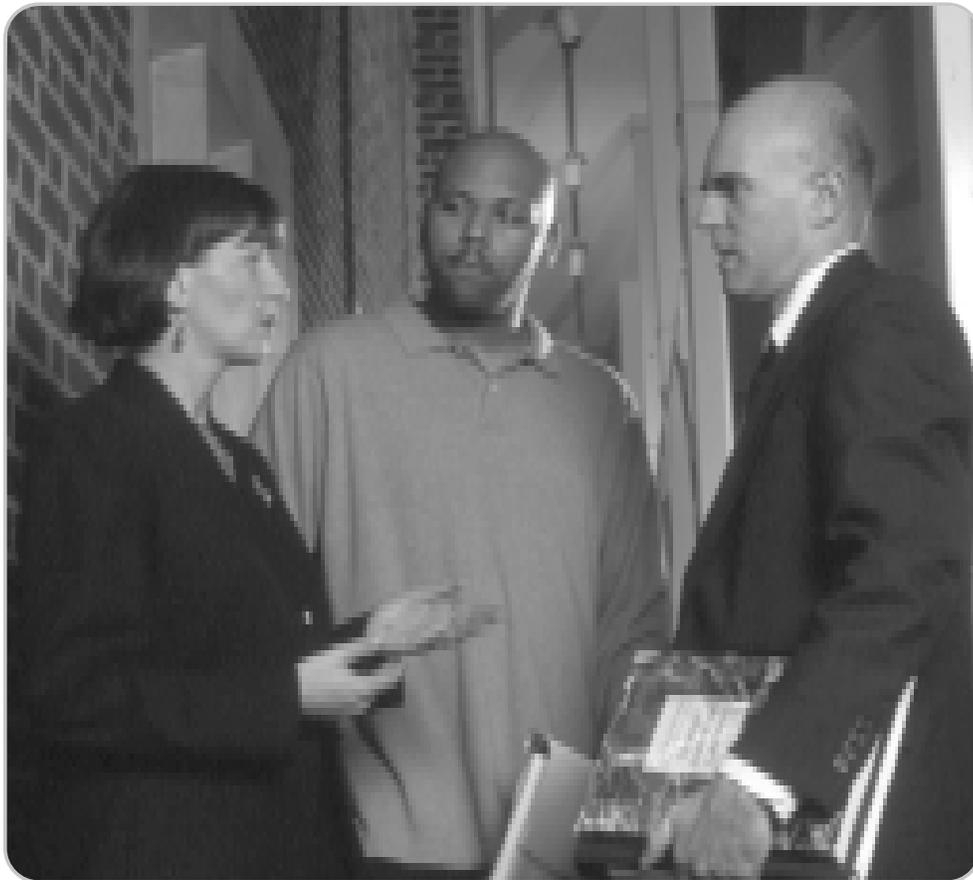
Service: recognizing our responsibility to provide resources and services to the local and regional business community.

In meeting these objectives, The Richard S. Reynolds Graduate School provides a vital learning and growth experience for MBA students.

In order to teach in the MBA programs, a faculty member is required to hold a terminal degree, such as the Ph.D., D.B.A., or in certain cases the J.D. or a master's degree with professional certification, such as the C.P.A.; have extensive professional experience; and have a demonstrated record of scholarly productivity in the area of competency. The director of The Richard S. Reynolds Graduate School and the chair of the department must approve each faculty member teaching a course in the department's area.

The school is advised by the Executive Advisory Council, which is composed of business executives occupying policy-level positions in their organizations. The corporations represented in the Executive Advisory Council are a cross-section of industries located in central Virginia. Through the merger of thought among business academicians and business practitioners, the MBA programs are dynamic, viable and practical.

The Richard S. Reynolds Graduate School Office is located in the School of Business building with other School of Business offices and classrooms. The original building was completed in 1961. A major addition to the building was completed in the spring of 1984. A thorough interior renovation with technologically-enhanced and restructured classrooms was completed in August 1999.



M B A P R O G R A M

Graduate study in Business Administration at the University of Richmond is designed for professionals who hold an undergraduate degree. The MBA degree program is a decision-based course of study that provides students with the ability to advance to higher levels of management in all types of organizations.

The nonbusiness undergraduate major, and the business major who completed undergraduate courses more than eight years prior to enrollment in the MBA program, progress through a series of foundation courses which provide the background to advance to the MBA core sequence. This

initial set of intense courses covers all the basic functions of business and also includes the decision-making tools that are applied in most of the core courses.

The undergraduate business major **(who has graduated within eight years of matriculation in the MBA program and has credit for all foundation subjects)** begins the core study with MBA 511 and MBA 515, and completes the core by applying the acquired knowledge and skills in the MBA capstone course, MBA 580 - Strategic Management.

The degree is completed by the selection of electives toward the end of the pro-

gram. These courses offer the student an opportunity for specialization or to address some of the current and challenging issues facing organizations in today's turbulent business environment.

The objectives of the MBA program are

- to prepare students for career growth as they move through different organizations and industries;
- to provide students with the knowledge and tools to deal with contemporary business challenges;
- to provide an educational environment that allows students to interact with peers who work in a broad range of companies and industries; and
- to provide a classroom experience that encourages analysis, decision-making, and written and verbal communication.

Key characteristics of the MBA program in The E. Claiborne Robins School of Business:

- The School of Business is among a select group of business schools that are fully accredited by the American Assembly of Collegiate Schools of Business. The University of Richmond is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.
- Class sizes of 15 to 25 students ensure a personal class environment.
- Conveniently located on the western outskirts of the city, the University of Richmond is among the most heavily endowed universities in the United States.
- An MBA faculty dedicated to quality teaching and to providing a real-world orientation to meet today's business challenges.
- A personal-service approach to an evening, part-time program is offered.

MBA Program Options

Option I: The MBA Program

The MBA Program is designed to meet the needs of people holding responsible positions with Richmond-area business organizations and institutions, and who wish to continue their education on a part-time* basis. As such, all classes are conducted at night. Although designed as a part-time program, a few full-time students are admitted each year.

Currently six graduate assistantships are available for students seeking their MBA degree on a full-time basis. See page 21 for information on graduate assistantships.

Option II: The JD/MBA Program

The JD/MBA program is offered through a reciprocal arrangement with the University of Richmond School of Law. A student may pursue a dual-degree program designed to provide its graduates with two degrees, the JD and the MBA, attesting to competency in both the law and in business administration. Because certain credits may count in both degree programs, the student pursuing this option may complete the JD and MBA degrees in less time than would be necessary to complete the two degrees independently.

*A student is considered part time if enrolled for fewer than 9 semester hours of credit in a semester; full time is enrollment for 9 semester hours or more.

MBA ADMISSION

Applicants must meet the specified admission requirements to be eligible for admission to one of the programs offered by The Richard S. Reynolds Graduate School. However, meeting these requirements does not ensure acceptance. Acceptance is determined by the Graduate Council of The Richard S. Reynolds Graduate School. Equal opportunity for admission is assured to all applicants subject to qualifications, space and class-size limitations.

Application for admission to the MBA Program or the JD/MBA program must be made on the application form on page 29 of this bulletin. A \$50 nonrefundable fee must be submitted with the application.

Applicants for the JD/MBA program are required to meet the admission standards of both the MBA program of the Richard S. Reynolds Graduate School (as set forth in this bulletin) and the University of Richmond School of Law. Applications must be made separately to The Richard S. Reynolds Graduate School and to the School of Law. A bulletin and application form for the School of Law may be obtained from:

*Director of Admissions
University of Richmond School of Law
University of Richmond, VA 23173*

Admission Requirements

To be considered for admission to the MBA program, an applicant must:

- hold a baccalaureate degree from an accredited college or university.
- have a grade point average (GPA) on all college and university academic work attempted that meets current admission standards.
- have a score on the Graduate Management Admission Test (GMAT) that meets current admission standards. The GMAT

score must be no more than five years old at the time of application. Information on the GMAT may be obtained from the Educational Testing Service, Princeton, New Jersey 08541.

Note: Students whose native language is not English, or whose collegiate level instruction was not in English, must also earn a score of at least 600 on the paper-based or 250 on the computer-based Test of English as a Foreign Language (TOEFL). Information about the TOEFL may be obtained from the Educational Testing Service, Princeton, New Jersey 08541.

Applicants for the MBA also are expected to have had at least two years of relevant work experience after completion of the baccalaureate. The two-year work experience request is waived for JD/MBA students, for those who hold another advanced degree, and for full-time applicants with exceptional academic records. However, applicants who hold the Bachelor of Science in Business Administration degree from The E. Claiborne Robins School of Business are discouraged from applying to The Richard S. Reynolds Graduate School until they have had two years of work experience beyond the baccalaureate.

Before an applicant will be considered for admission, the following documents must be on file in The Richard S. Reynolds Graduate School Office:

1. A completed application form.
2. Official transcripts of all college and university work attempted from each college and university attended. An applicant whose prior experience in higher education includes work taken at a non-United States college or university may be required to have the academic record evaluated by an independent credentials evaluation service. In addition, non-

United States citizens are required to submit additional documents to meet Immigration and Naturalization Service requests. Such students should contact the director at least six months prior to the application deadline to determine if a transcript evaluation will be required and/or what additional documents must be submitted.

3. Official GMAT score report.
4. Official TOEFL score report (when applicable).

Official documents verifying college and university work and test scores must be sent from the institution or agency responsible for the information directly to The Richard S. Reynolds Graduate School.

Students are admitted for the Fall semester. **All application materials must be in The Richard S. Reynolds Graduate School Office by May 1 in order to be considered for admission for the upcoming fall semester.**

The address for all application materials:

*Director
The Richard S. Reynolds Graduate School
The E. Claiborne Robins School of
Business
University of Richmond, VA 23173*

DEGREE REQUIREMENTS

To qualify for the Master of Business Administration degree, a candidate must complete the curriculum satisfactorily, including the achievement of at least a 3.00 grade point average on all applicable coursework; the completion of at least 21 semester hours of applicable graduate level coursework taken at the University of Richmond; and the completion of the curriculum requirements within five years of starting the program unless amended by the Graduate Council.*

To graduate, a student must file a degree application and participate in commencement. Degree applications must be filed in the Office of the University Registrar by the second Friday in September for the coming May or August commencement. Those enrolled only in the spring file by the first Friday in February. Students enrolled only in the summer term culminating in their graduation file by the second Friday in June. Degree applications are available in The Richard S. Reynolds Graduate School Office and in the Registrar's Office.

Degrees are awarded in person except by the decision of the University not to do so. A student who expects to graduate in the spring commencement may request absentia status by explaining in writing the very unusual circumstance which prevents participation in the ceremony. This request must be received by the University Registrar no later than eight working days before the ceremony. The Registrar will notify the degree candidate of the status granted by the University. *Unless approved as "absentia," a candidate for graduation who does not participate in the commencement ceremony does not graduate. Such candidate may graduate by again filing a degree ap-*

plication and by following the appropriate commencement policy.

August degrees are conferred as of the date specified in the University calendar and diplomas are mailed to those qualified.

Note: No degree is conferred if the student's responsibilities to the University are in an unsatisfactory condition. Such responsibilities include financial and administrative matters such as, but not limited to, delinquent payments, parking fines, or overdue library books.

MBA Curriculum Requirements

The MBA degree program is divided into three parts: foundation courses, core courses and elective courses. Each course carries three semester hours of credit. The seven foundation courses cover finance, accounting, economics, legal environment, marketing, quantitative methods and business ethics. The eight core courses emphasize advanced analysis and decision-making in business. Elective courses are included to further the student's skill and knowledge in areas of personal interest.

During the admission process, the director may waive some or all of the foundation courses or otherwise adjust the curriculum on the basis of the student's coursework completed **within the last eight years**. Therefore, depending on a student's previous education, the MBA degree program may vary from no less than 30 semester hours to a maximum of 51 semester hours.

The MBA degree program requires neither a thesis nor a comprehensive examination. Scholarly performance, writing and research are emphasized in all classes.

*Students who are pursuing the combined JD/MBA program and who complete the JD degree before the MBA degree must satisfy the MBA degree requirements within one year of completing the JD requirements. Further, the requirements for both degrees must be completed within five years of the starting date of the degree program, JD or MBA, in which the students first enrolled.

MBA Foundation Courses

The seven foundation courses (21 semester hours), or their equivalent as determined by the director, are required. These courses should be completed before enrolling in core or elective courses to ensure that students have the necessary fundamentals for more advanced work. The foundation courses are

MBA 501 Principles of Accounting

MBA 502 Principles of Marketing Management

MBA 503 Legal Environment of Business

MBA 504 Social, Ethical Responsibilities of Business

MBA 505 Economic Analysis

MBA 506 Principles of Financial Management

MBA 507 Quantitative Methods for Business

MBA Core Courses

The satisfactory completion of eight core courses (24 semester hours) is required. These courses form a common body of knowledge of business administration. The core courses are

MBA 511* Managerial Accounting and Control

MBA 515* Managerial Economics

MBA 520 Advanced Marketing Management

MBA 530 Organizational Behavior

MBA 540 Operations Research

MBA 550 Management Information Systems

MBA 560 Financial Management: Theory and Practice

MBA 580 Strategic Management

***Note:** MBA 511 or MBA 515 should be completed during the first semester that a student enrolls in a core course. The remaining course, MBA 511 or MBA 515, should be completed the subsequent semester.

MBA Elective Courses--Option I

The satisfactory completion of six semester hours of elective coursework is required. Please see the section MBA Elective Courses in the Courses of Instruction chapter of this bulletin for a description of courses that meet this requirement.

JD/MBA Curriculum--Option II

Up to 12 semester hours of credit earned in the School of Law may be applied toward meeting the graduation requirements of the MBA curriculum and 12 semester hours of credit earned in the MBA program may be applied toward meeting graduation requirements of the School of Law. A list of approved classes is available in the Dean's Office of each school.

THE UNIVERSITY OF RICHMOND

The University of Richmond, founded in 1830 and with some 3,500 full-time and 900 part-time students, is the second largest private university in Virginia. It also is among the 50 most heavily endowed universities in the United States.

Statement of Purpose

The University of Richmond is an independent, privately-endowed institution of higher education that provides a comprehensive academic program for men and women. It offers the intimacy of a small university and the diverse educational opportunities that derive from undergraduate degree programs in the liberal arts and sciences, business and leadership studies, as well as graduate and professional programs in law, business and selected areas of the arts and sciences. The University also provides a variety of credit and continuing education programs as well as cultural events to the larger community.

The educational objectives of the University are

- to cultivate in students the interest, capacity and skills necessary for independent intellectual inquiry and life-long learning;
- to convey to students a representative portion of that body of knowledge that has accumulated and endured through the history of world cultures;
- to encourage and aid students in the development of basic beliefs, values and attitudes, including those of cooperation and tolerance;
- to assist students in selecting and preparing for careers and for study in graduate and professional schools; and
- to foster in students personal habits that contribute to health and physical fitness.

In order to achieve these objectives, the University is committed to

- an educational environment conducive to the development of the whole person—intellectually, socially, spiritually, physically and morally;
- an academic setting that guarantees and encourages freedom of thought, expression and association;
- an undergraduate curriculum that requires mastery of essential intellectual tools, awareness of the diversity of human cultural experiences, extensive knowledge of at least one area of study and opportunities for interdisciplinary and integrative inquiry;
- a faculty dedicated to excellent teaching and dialogue with students, and active engagement in scholarship, scientific inquiry and artistic creativity;
- a diverse, largely full-time and residential student body that participates in a broad range of University activities including opportunities for research, leadership and the development of civic responsibility;
- the essential resources for learning, such as libraries, laboratories, studios, information and communications technology and media resources;
- opportunities for internships, social commitment and public service and other domestic and international learning experiences;
- a program of varied social, spiritual and physical activities that provide occasions for growth, fun and fellowship; and
- an administration and staff that preserve and enhance the University's environment and resources, and that represent the institution to the broader community it serves.

Location

The University is situated on the western outskirts of Richmond, Virginia, the state capital. Richmond is two hours from Washington, D.C., and one hour from Charlottesville and Williamsburg. The University's 350-acre campus surrounds a 10-acre lake. Adding to the beauty of the campus are rolling hills, tall pines, and Collegiate Gothic architecture. The more than 50 major facilities include the Robins Center for athletics; the Gottwald Science Center; Jepson Hall; Boatwright Memorial Library; the Tyler Haynes Commons (student center); Jenkins Greek Theater; Cannon Memorial Chapel; Wilton Campus Ministries Center; George M. Modlin Center for the Arts; the E. Bruce Heilman Dining Center; and the new Jepson Alumni Center.

Organization

The University offers degrees through its academic schools.

- The School of Arts and Sciences offers bachelor of arts and bachelor of science degrees as well as the bachelor of music. The Arts and Sciences faculty also provides instruction in the Graduate School of Arts and Sciences.
- The E. Claiborne Robins School of Business, including the Richard S. Reynolds Graduate School, offers the bachelor's and master's degrees in business.
- The Jepson School of Leadership Studies provides a bachelor of arts degree program in leadership studies.
- The University of Richmond School of Law offers the Juris Doctor degree program.
- The School of Continuing Studies is the continuing education and summer school branch of the University. This school has several programs leading to associate's and bachelor's degrees in applied studies or liberal arts, as well as numerous certificate programs.

Any degree earned is conferred by the University rather than an individual school. The University Senate, on which sit representatives of all the faculties, provides for intercollegiate cooperation. Ultimate authority is vested in the Board of Trustees and the president of the University.

Undergraduates also are members of one of the residential colleges, Richmond College for men and Westhampton College for women. Each residential college has its own dean and staff, student government, activities and traditions, and the colleges work together on mutual concerns.

Accreditation

The University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, GA 30033-4097; telephone number 404-679-4501) to award the associate, baccalaureate, master, and juris doctor degrees. The University is also accredited by the Virginia State Board of Education. Various departments or divisions have more specialized accreditation. Included in this category are the undergraduate and graduate programs of The E. Claiborne Robins School of Business, accredited by the American Assembly of Collegiate Schools of Business (AACSB). The Richard S. Reynolds Graduate School is a member of the Graduate Management Admission Council and a charter member of the Executive MBA Council.

Library Facilities

The libraries provide materials, information, services and programs which meet the current and anticipated educational, research, and public service needs of the University community.

Boatwright Memorial Library, facing Westhampton Lake and in the center of campus, is the main library containing over 450,000 volumes; nearly 1,800 social sciences, humanities, fine arts, and business

periodicals; many microform collections; and numerous electronic databases. The library has been a designated depository library for U.S. government documents since 1900 and contains over 300,000 items in print, microfiche, and electronic format, including publications from Congress, the Department of State, and the Census Bureau. The library provides individual and group instruction and conducts classes in research methodology. The Galvin Rare Book Room contains nearly 25,000 rare books, first editions, maps, photographs and manuscripts. Boatwright Library seats up to 800 students and has individual and group study rooms.

An integral part of the library system is the Business Information Center of The E. Claiborne Robins School of Business, located on the second floor of Boatwright Library. The center provides reference services, and contains an extensive reference collection and many electronic databases.

The online catalog provides access to the collections of all the libraries on campus. The libraries belong to several local, state, regional, and national consortia and can obtain materials not held locally.

Business School Advantage

Electronic or CD-ROM products include *Wilson Business Abstracts*, *F & S Index Plus Text* (U.S. and International), *Econlit*, *Investext*, *ABI Inform*, *CCH Access Federal Tax*, *Business Newsbank Plus*, *Dun's Business Locater*, *InfoTrac* (Expanded Academia, Business, and National Newspaper segments), *Standard & Poor's MarketScope*, *Accounting and Tax Ondisc*, *Lexis/Nexis*, and *Dialog's Business Connection Plus*. They provide access to or contain business information resources that students may use in completing business or economic research. In addition access can be gained to other collections through interlibrary loan. The vast resources of the Internet can be accessed as well.

Computing Facilities

The computer needs of students and faculty for instruction, teaching, and research purposes are the responsibility of University Computing, which is part of Information Services.

The largest computing facility on campus is located in Jepson Hall. The ground floor of the building is dedicated to computer services. Jepson Hall houses three IBM-compatible teaching labs equipped with multimedia projection systems. When classes are not in session these rooms may be opened for general student use. There are two student, general-use computing labs with a combination of Macintosh, IBM-compatible, and Sun SPARC stations. University Computing also maintains a training lab that is used primarily for administrative and technology training sessions and a Technology Learning Center that is largely a faculty resource.

In the fall of 1997, the Boatwright Memorial Library opened the new Boatwright Computer Classroom. This multimedia classroom has IBM-compatible student stations. When it is not scheduled for classes, this classroom is open for general student use during normal hours of operation.

A major renovation of the business school building, which houses The E. Claiborne Robins School of Business and The Richard S. Reynolds Graduate School, was completed in 1999. The building has 10 multimedia classrooms with desktop access to network services, including e-mail and the Internet, for all student stations. The building also contains a new IBM-compatible computer lab.

ETHICS AND CONDUCT

Academic Code of Ethics

The Richard S. Reynolds Graduate School operates under an Academic Code of Ethics. Breaches of the code include cheating, violation of a signed pledge, lying, stealing, and in general breaking one's word of honor in any circumstances. Any person who violates these standards shall be subject to disciplinary action ranging from reprimand up to and including expulsion from the University. Determination of guilt or innocence and imposition of penalties when necessary will be effected according to established procedures, with procedural fairness observed and with appropriate appeal procedures available.

Standards of Conduct

The University of Richmond considers cultivation of self-discipline and resolution of issues through processes of reason to be of primary importance in the educational process and essential to the development of responsible citizens. All members of the University community have a responsibility to comply with local, state, and federal laws, and with all published University policies and regulations. In a community of learning, individual or group conduct that is unlawful, that disrupts or interferes with the educational processes, that causes destruction of property or otherwise infringes upon the rights of others or of the University itself, cannot be tolerated.

The Trustees of the University of Richmond have authorized a Policy Statement on Standards of Conduct, Penalties, and Disciplinary Procedures to guide the conduct of students and their guests. This statement sets forth those standards of conduct which the University of Richmond deems essential for fulfilling its educational mission. Any person who violates the standards of conduct and regulations of the University of Richmond shall be subject to disciplinary action and, if need be, legal action. Disciplinary action may range from reprimand/disciplinary warning up to and including dismissal or expulsion from the University. Penalties will be imposed after proper determination has been made in accordance with established disciplinary procedures of the University, with fair procedures observed and with appropriate appeal procedures available, as outlined in the Policy Statement and any approved revisions thereof.

A copy of this Policy Statement and/or any officially approved revisions thereof is provided to each MBA student who matriculates. All members of the University community should familiarize themselves with this Policy Statement and revisions, and with any other official publications, handbooks or announcements issued from time to time by the University of Richmond or by individual colleges and schools of the University.

ACADEMIC PROCEDURES

Registration

In registering for courses, students are reminded that the set of foundation courses is to be completed before attempting other work. Moreover, it is presumed that students enrolled in advanced-level courses will have the necessary academic background.

Students shall register each term according to the instructions published by The Richard S. Reynolds Graduate School and the University Registrar. A calendar is published concurrently with pertinent dates.

Students are able to register for classes through BannerWeb, a secured Web site that may be accessed over the Internet through the Registrar's homepage:

<http://www.richmond.edu/~registr/>
or, via the following link:
<https://bannerweb.richmond.edu/>

Through *BannerWeb*, students can register for classes, drop classes, view their class schedules, view grades for a specific term and view their unofficial University of Richmond transcript. Students are responsible for all activity on their *BannerWeb* account including PIN maintenance, registration and security. If a student has questions or needs assistance with any aspect of *BannerWeb*, he or she should contact the Office of the University Registrar at (804) 289-8639 or registrar@richmond.edu

Once registered, students may change their registration (drop/add) according to the published schedule. For a regular term, generally adds and withdrawals without academic record may be made during the first two weeks of classes. After that time only withdrawals-with-record are possible. The grade to be recorded during the withdrawal-with-record period is left to the instructor's discretion.

To initiate changes in registration, the student should contact The Richard S. Reynolds Graduate School Office promptly.

Limits of Work

A part-time MBA student may enroll in either three or six hours per semester. Part-time students should consider requirements of their employers when scheduling academic classes.

A full-time student carries from nine to 12 semester hours in one semester. The maximum load for a graduate student is 12 semester hours in one semester.

All full-time students are urged to bear in mind that graduate work requires much more time and effort for reading, research and organization of material than does undergraduate work. Every effort should be made to limit outside work of every sort. If outside employment is an economic necessity for a full-time student, that student must consult the director concerning the advisability of limiting his or her academic load.

Class Attendance

Each student is expected to attend all meetings of all classes, including lectures, seminars, laboratories and drills, in which he or she is enrolled. The specific attendance policy in each course, however, is determined by the instructor of the course, subject to the section on University Holidays below. The specific attendance policy for each course will be announced to the students and distributed on the course syllabus at the beginning of the course.

Faculty members will honor an official notification from the appropriate dean that a student is to be excused for participation in a University-sponsored event, such as choral performances off campus, intercollegiate athletic events or judicial hearings at which the student must be present.

A student generally will be held responsible for all work of a class or laboratory missed during an absence. Acceptance of any excuse for an absence, other than those

excused by the appropriate dean in the previous paragraph, and any provision for make-up, will be at the discretion of the instructor provided it is consistent with the announced policy for the course and with the University Holiday Schedule below. Missed classes, work, tests and/or excessive absences with or without good cause may result in a poorer grade, or failure, in the course. (NOTE: Students enrolled in Business School or School of Continuing Studies courses must attend at least 75% of the class meetings regardless of the reasons for absence to be eligible to receive credit for the course.)

Generally, absences that may be excused by faculty members include accident or illness, death or serious illness of a family member, bona fide religious holiday observance, or participation in other University activities such as field trips. Students should make arrangements with their instructors as far in advance as possible for the make up of any missed work. Students experiencing difficulty in making reasonable arrangements for make-up work may see their dean.

University Holidays

With the increasing diversity of the University community and the limited flexibility in setting the academic calendar, it is not possible to avoid some religious and secular holidays that are very important to some members of our faculty, staff and student body. However, the University is very sensitive to the special needs of those who need to observe such holidays and will make accommodations for them to make up the time missed if arrangements are made in advance.

The University is officially closed on New Year's Day, Thanksgiving Day and Christmas. In addition, some schools are closed for classes on Memorial Day, July 4th and Labor Day while others hold classes on those days. (See the appropriate academic calendar for specifics.)

Other holidays affecting University community members include Martin Luther King Day, Rosh Hashanah, Yom Kippur, the first two days of Passover, Good Friday, and Easter Sunday. In consideration of their significance for our students, students who observe these holidays will be given an opportunity to make up missed work in both laboratories and lecture courses. If a test or examination is given on the first class day after one of these holidays, it must not cover material introduced in class on that holiday. Faculty and staff should be aware that Jewish and Islamic holidays begin at sunset on the evening before the published date of the holiday.

The University recognizes that there are other holidays, both religious and secular, which are of importance to some individuals and groups on campus. Such occasions include, but are not limited to, Sukkoth, the last two days of Passover, Shavuot, Shemini Atzerat and Simchat Torah, as well as the Islamic New Year, Ra's al-sana, and the Islamic holidays Eid-al-Fitr and Eid-al-Adha.

Students who wish to observe any such holidays must inform their instructors within the first two weeks of each semester of their intent to observe the holiday even when the exact date of the holiday will not be known until later, so that alternative arrangements convenient to both the student and instructor can be made at the earliest opportunity. Students who make such arrangements will not be required to attend classes or take examinations on the designated days, and faculty must provide reasonable opportunities for such students to make up missed work and examinations. To facilitate this, faculty will announce and distribute all anticipated test and examination dates on the course syllabus, distributed at the beginning of each semester. Students should be aware that faculty may need to adjust these dates as necessary.

Credit and Grades

The Richard S. Reynolds Graduate School uses the semester hour credit value and the four-point grading system as applied to a normal *A - F* grading scale.

A semester hour is the value of one class hour of work a week through the semester. Grade points are given to each semester hour according to the following scale: *A* (4), *B* (3), *C* (2), *D* (1), *F* (0), *M* (0), and *V* (0). The grade point average is determined by dividing the total number of grade points earned by the total number of academic hours attempted. Each of these totals is accumulated term by term.

Special grades also are used as follows: *V*—failing due to excess absence, *W*—withdrawn passing, *M*—withdrawn failing, and *X*—grade not received from instructor. The *V* and *M* count as *F* in the grade point average computation.

Incomplete Work

Two other letters are used in reports for The Richard S. Reynolds Graduate School students. *I* and *Y* mean that coursework has not been completed by the end of the term. The *I*, which counts as a failing grade in the grade point average, is given when the reasons for incomplete work are deemed unjustifiable by the instructor. The work is to be made up by the date the instructor specifies, but no later than the mid-term point of the next regular term. If the work is not made up during the grace period, the *I* will be converted to *F* unless the instructor has submitted to the registrar a written request for delay until a specified date which has been approved by the director. The *Y*, which does not count as a failing grade, is given when the reasons for incomplete work are deemed justifiable by the instructor. There is no deadline for completion of the work unless the instructor so specifies. In any case, it is the student's responsibility to make arrangements for and progress to the completion of an incom-

plete course. **Part-time students carrying a grade of *I* or *Y* may not enroll for further coursework without the permission of the director.**

Evaluation

Instructors establish grading criteria for their courses and prepare and submit the final course reports (using the grades defined under Credit and Grades) to the University Registrar for recording. In the event of a question about the accuracy of the recorded grade, a student should direct inquiries to the instructor and/or the Office of the University Registrar.

It is recognized that each class and each student in a class has unique characteristics that the instructor alone is in the best position to evaluate; consequently, except in unusual circumstances, formal appeals concerning the evaluation on which a grade is based are not appropriate.

If unusual circumstances appear to have existed which could have affected the evaluation, the student should first bring the matter to the attention of the instructor (if available). If that informal inquiry is impossible, or if its results are disputed, the student may next bring the matter to the attention of the department chair and the instructor, jointly. In the event of continued dispute, the student may formally petition the dean of the student's school, who in consultation with department faculty, may present the matter to the appropriate academic council for a decision.

Academic Progress and Scholarship

A student is expected to make steady progress toward completion of his or her program. A student who, over a period of one year, fails to complete an MBA course at the University of Richmond, unless completing elsewhere an approved course for transfer, will be terminated from the program. Such a student desiring to return to

the program must reapply and be readmitted under the catalog standards applicable at the time of reapplication.

A student is expected to maintain an average of no less than *B* (3.00) to remain in the MBA program. A student who earns less than *B* in two or more courses (whether or not they are being taken for graduate credit) may be suspended from The Richard S. Reynolds Graduate School. A student who earns three *C*s, one *C* and one *D*, or one *F* will automatically be dismissed from the program. A student who has been suspended or dismissed may apply for readmission after the lapse of one academic year. Application for readmission must be made in writing to:

*Graduate Council
c/o Director
The Richard S. Reynolds Graduate School
The E. Claiborne Robins School of Business
University of Richmond, VA 23173*

Transfer Credits

It is expected that all work for the MBA degree will be completed at the University of Richmond. Under certain circumstances, a maximum of nine semester hours may be accepted in transfer. All coursework transferred must be completed at an institution accredited as degree-granting by a recognized regional accrediting body for higher

education, as well as an AACSB accredited graduate school at the time the coursework is completed. Written approval by the director must be obtained in advance if a student desires to take work elsewhere for transfer credit. Upon completion of the approved work, credit will be allowed only if a grade of *B* or better is earned, and after an official transcript documenting the fact is received by The Richard S. Reynolds Graduate School directly from the institution giving the instruction.

Records and Progress Reports

Grades are available through *Banner Web*. Students can also check grade changes, incomplete make-ups, and posting of transfer credit through-out the year from any location. Grades are deemed correct unless notification to the contrary is received by the University Registrar within three (3) months after the close of the term specified.

If students need an official copy of the academic record, they can request a transcript through the Office of the University Registrar. All courses taken at the University of Richmond become a part of the permanent academic record.

Advice concerning progress toward the degree may be obtained in The Richard S. Reynolds Graduate School Office.

FINANCIAL AFFAIRS

Tuition

For 2000-01, the tuition for MBA students taking fewer than nine hours is \$375 per semester hour; tuition for MBA students taking nine or more semester hours is \$10,120 per semester. Late registrations are subject to a \$60 fee, and changes in registration made after the first week of class are subject to a \$10 fee.

The University reserves the right to increase the fees listed herein if conditions should make such changes necessary or advisable. The changes will be announced as far in advance as possible.

Note: Regardless of the University division in which a course is taken, the student pays the tuition and fees of the school to which he or she has been admitted and which is considered the school of record. Any special fee associated with a particular course, such as a laboratory fee, is charged based on registration in the course.

Financial Aid

The University of Richmond offers graduate students various forms of financial support drawing on state, federal, and institutional resources. Financial aid is awarded without regard to race, color, religion, national origin, sex, disability or age. Applicants for financial aid must be enrolled or accepted for enrollment on at least a half-time basis in a degree or certificate program at the University.

Graduate assistantships are available in limited number for full-time MBA students. Students interested in applying for a graduate assistantship should contact the director. Assistantships are not available for part-time students.

Students who are degree candidates and registered for at least six credits a semester may be eligible for either need-based or

credit-based educational loans. Eligibility for need-based financial aid is evaluated annually based upon completion of the financial aid application. In addition, students must meet certain standards of satisfactory academic progress as outlined by the Financial Aid Office. Generally, graduate students are eligible for need-based financial aid for a total of four semesters if they are full time, 10 semesters if they are part time. All graduate students must maintain a 3.00 grade point average. Contact the Financial Aid Office, at (804) 289-8438 for more information.

The Virginia Tuition Assistance Grant is available to full-time degree-seeking MBA students who are bona fide Virginia residents. The grant is available for up to two academic years. Applications are available in the MBA Office and in the Financial Aid Office. The deadline is July 31.

Housing

The University does not provide housing facilities for graduate students, nor does it maintain a housing bureau.

Parking

All students must obtain a parking permit from the campus police office. A nominal fee is charged.

Refund Policy

Inquiries concerning refunds should be directed to the Office of Student Accounts, at (804) 289-8147.

Students are matriculated by semester. If a student withdraws from school or is dropped from the University for whatever cause, a refund of fees for a fall or spring semester shall be made in accordance with the University's Refund Policy. This schedule is adapted for summer terms. Students who withdraw from the University and are

receiving any financial assistance may be required to return such assistance per Public Law 668.22. The University Refund Schedule is available in the Bursars' Office or Office of Financial Aid.

Any special fee associated with a particular course is non-refundable after the first day of class.

Appeals Process

The University of Richmond has an appeals process for students who believe individual circumstances warrant exceptions from published policy. All appeals must be in writing and directed to Annemarie Weitzel, Bursar, Box R, University of Richmond, Virginia 23173.

C O N F I D E N T I A L I T Y

University of Richmond procedures and the Family Educational Rights and Privacy Act of 1974 (P.L. 93-380) as amended, prohibit the unauthorized release of confidential information about individual students. However, directory information is not considered to be confidential and may be published or otherwise released. The University of Richmond has designated the following items as directory information: student name; permanent, campus, local (off-campus), e-mail address and campus computer network (IP) addresses, and associated telephone numbers; date and place of birth; major and/or minor fields of study; participation in officially recognized activities and sports; weight and height of members of athletic teams; dates of attendance; degrees and awards received; previous schools attended; and photographs. Further information on the University's policy is available on the Office of the University Registrar's Web page at <<http://www.richmond.edu/~registr/ferpa.html>> or by contacting the Office of the University Registrar. A student may opt to have his or her directory information withheld. To exercise this option, the appropriate form must be obtained from the Office the University Registrar, completed and returned to that office. Once filed this form remains in effect until withdrawn by the student in writing to the Office of the University Registrar. For further information, contact the Office of the University Registrar.

RIGHTS WITH RESPECT TO EDUCATION RECORDS

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. They are

- 1) The right to inspect and review the student's education records within 45 days of the date the University receives a request for access.

Students should submit to the University Registrar, dean, head of the academic department, or other appropriate official, written requests that identify the record(s) they wish to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

- 2) The right to request the amendment of the student's education records that the student believes are inaccurate or misleading.

Students may ask the University to amend a record that they believe is inaccurate or misleading. They should write the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading.

If the University of Richmond decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his/her right to a hearing regarding the request for

amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

- 3) The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent.

One exception which permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University of Richmond has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

- 4) The right to file a complaint with the U.S. Department of Education concerning alleged failures by the University of Richmond to comply with the requirements of FERPA. The name and address of the Office that administers FERPA are: Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, SW, Washington, DC 20202-4605

COURSES OF INSTRUCTION

All courses carry 3 semester hours of credit.

MBA Foundation Courses

MBA 501 Principles of Accounting. Introduction to concepts of accounting and procedures used to develop accounting records and reports. Techniques for interpretation and use of such reports.

MBA 502 Principles of Marketing Management. Intensive study of marketing processes in advanced market economies concerning the environment within which marketing decisions are made. Areas of concentration: consumer wants; motivation and purchasing power; structure of distribution; product-service market offerings; domestic and international; and management of a firm's marketing effort.

MBA 503 Legal Environment of Business. Business under the U.S. Constitution, federal legislation, legal precedents, and agency orders. Emphasis on court decisions relating to business contracts, secured transactions, and business organizations.

MBA 504 Social, Ethical Responsibilities of Business. Study of various ethical approaches and their application to world of business. Discussion centers on interaction between firms and their various stakeholders, including employees, customers and society. Current cases highlighting ethical principles are used throughout the course.

MBA 505 Economic Analysis. Microeconomic theory employed to explain society's allocation of scarce resources, with emphasis on market mechanism. Problems relating to performance of U.S. and world economies in framework of macroeconomic theory, with emphasis on goals of high levels of output and reasonable price stability. Some attention to the application of economic analysis to the firm.

MBA 506 Principles of Financial Management. Principles and techniques of financial management for the firm. Critical look at and analysis of investment, financing, and dividend decisions and their effect upon firm valuation. Role of capital markets and international aspects of financial management integrated into material covered in this first course in finance. *Prerequisite:* MBA 501 or equivalent.

MBA 507 Quantitative Methods for Business. Principles useful in analyzing business and economic problems. Includes algebra, differential calculus, introductory statistics, and probability.

MBA Core Courses

Prerequisite: For MBA core courses, the completion of all MBA foundation courses except by permission of the director.

MBA 511 Managerial Accounting and Control. Development and use of cost accounting data derived from the accounting system. Emphasizes managers' needs for cost data for decision making, budgeting, and control. *Prerequisite:* MBA 501.

MBA 515 Managerial Economics. Use of microeconomic methodologies in solving business-oriented problems. Focus on tools and techniques for decision making and role economic analysis plays in decision process. *Prerequisites:* MBA 505 and 507.

MBA 520 Advanced Marketing Management. Lectures and case analysis method which integrate student's marketing background. Strategic decisions of the marketing mix variables applied to both industrial and consumer goods companies of various sizes. *Prerequisite:* MBA 502.

MBA 530 Organizational Behavior. Analysis of work behavior from viewpoint of both behavioral research and managerial practice. Understanding of basic issues such as motivation, individual differences, and leadership provides student with foundation needed for managing performance, quality, and operations.

MBA 540 Operations Research. Focus on mathematical programming and decision analysis, with emphasis on their potential contribution to management decision making. Topics in production and operations management, including issues of quality, receive special consideration. *Prerequisite:* MBA 507

MBA 550 Management Information Systems. Integration of computer-based information systems for purposes of managerial control and decision support. Analysis, design, implementation, and organization aspects of MIS demonstrated through case studies and computer-based projects.

MBA 560 Financial Management: Theory and Practice. Financial management techniques, policies and theory are discussed via case studies and problem-scenario analysis. Policies and strategies for current and long-term assets, working capital, total capitalization and profit distribution presented in context of share price maximization. Multinational considerations, leasing, risk analysis, project evaluation, and cost of capital will be specifically addressed. *Prerequisites:* MBA 506, 507, and 511.

MBA 580 Strategic Management. Capstone course. Functions and responsibilities of senior management; the critical problems that affect success in the total enterprise; and the decisions that determine the direction of the organization and shape its future. Strategy is the unifying theme in case discussions. *Prerequisites:* MBA 560 and full-time students enroll only during last semester of their programs, or part-time students enroll after completing 24 or more semester hours of MBA core and elective courses.

MBA Elective Courses

***Prerequisite:* For elective MBA courses, the completion of at least 6 semester hours of core courses.**

MBA 517 Seminar: Selected Topics in Accounting. Selected areas of accounting and taxation; topics may vary by semester and/or instructor. *Prerequisite:* As specified by instructor.

MBA 519 Seminar: Selected Topics in Economics. Selected areas of economics which may vary by semester and/or instructor. *Prerequisite:* As specified by instructor.

MBA 521 Seminar: Selected Topics in Marketing. Selected areas of marketing and marketing management which may vary by semester and/or instructor. *Prerequisite:* As specified by instructor.

MBA 522 International Marketing. Focus on study and analysis of global market and its influence on domestic as well as international marketing. Cultural, political, and economic factors examined as they relate to strategic planning for multinational marketing. Emphasis is two-pronged. Analysis includes not only screening of foreign markets for entry of U.S. products, but also strategic responses to effect of international trade on U.S. market. *Prerequisite:* MBA 520.

MBA 523 Advertising. While providing business overview of field of advertising, course focuses on management of media function, which accounts for approximately 80 percent of all advertising expenditures. Attention given to matching media coverage with targeted markets and to measures of media cost efficiency, using standard advertising industry information sources. No prerequisites, but completion of MBA 520 considered beneficial.

MBA 524 International Market Planning. Through the IMP program, teams of MBA students engage in research projects for Virginia businesses interested in exploring one or more international markets. Some of the firms have extensive international operations, while others have no international marketing experience. Working under faculty direction, each team of students meets with client firms several times throughout semester, conducts extensive independent research, prepares written report and makes oral presentation to the firm. Students are reimbursed for expenses associated with project. *Prerequisites:* MBA 511, 515, 520, and permission of instructor.

MBA 525 Consumer Behavior Analysis. Understanding and appreciation of buyer behavior in market environment. Theoretical perspective, emphasizing application to market analysis and managerial action.

MBA 528 Marketing Research and Analysis. For the marketing research user, to understand when research is appropriate, how it can be used, and what constitutes "good" research.

MBA 533 International Management. Focus on management challenges that business faces in international environment. Emphasizes role that culture plays in human resource decisions and impact of organization's management on host, parent, and third country nationals.

MBA 541 Organization Theory. Analysis of complex organizations, linked to broader environments. Organizational purposes, goals/objectives, strategies, and structures. Significant intraorganizational components: communication, technology, control, reward, authority, and social systems. *Prerequisite:* MBA 530.

MBA 549 Seminar: Selected Topics in Management Systems. Selected areas of management which may vary by semester and/or instructor. *Prerequisite:* As specified by instructor.

MBA 567 Portfolio Management and Analysis. Techniques of analyzing and evaluating financial data for security selection. Security market, investment theory, valuation techniques and applied investments concepts discussed. Emphasis on political theory, risk/return objectives, and portfolio monitoring. Global diversification and resultant effects treated within context of constructing security portfolios. *Prerequisite:* MBA 506.

MBA 569 Seminar: Selected Topics in Finance. Selected areas of finance which may vary by semester and/or instructor. *Prerequisite:* MBA 560 or permission of instructor.

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Richmond, Va.
Gilbert M. Rosenthal, LL.D. (2002),
Richmond, Va.
Charles H. Ryland, LL.B., LL.D. (2002),
Warsaw, Va.
Henry F. Stern, (2000), *Richmond, Va.*
F. Carlyle Tiller, D.C.S. (2003),
Palm City, Fla.
C. Porter Vaughan Jr., D.C.S. (2003),
Richmond, Va.
E. Carlton Wilton, D.C.S. (2002), *Richmond, Va.*

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SCHOOL OF BUSINESS FACULTY

The year given designates the year of appointment. The year with () is the year of *first* appointment.

Ashworth, D. Neil, *Professor of Management Systems*; 1981

B.B.A. (University of Kentucky), M.Comm. (University of Richmond), M.B.A., Ph.D. (University of South Carolina)

Babb, Harold W., *Professor of Marketing*; 1977

B.S. (University of Richmond), M.S. (Virginia Commonwealth University), Ph.D. (Virginia Polytechnic Institute and State University)

Brown, Michelle L., *Assistant Professor of Management Systems*; 1994

Fellow (Life Management Institute), M.B.A., Ph.D. (York University)

Charlton, William T. Jr., C.F.A., *Assistant Professor of Finance*; 1995

B.S. (Texas A&M University), M.B.A. (St. Mary's University), Ph.D. (The University of Texas-Austin)

Clikeman, Paul M., C.P.A., C.I.A., *Assistant Professor of Accounting*; 1995

B.S. (Valparaiso University), M.B.A. (University of Chicago), Ph.D. (University of Wisconsin)

Conover, C. Mitchell, *Assistant Professor of Finance*, 2000

B.A. (University of Maryland), M.B.A. (East Carolina University), Ph.D. (Florida State University)

Cook, Robert Winston Jr., *Associate Professor of Economics*; 1980

B.A. (University of Richmond), M.A., Ph.D. (Virginia Polytechnic Institute and State University)

Cossé, Thomas J., *Professor of Marketing and Director of International Business Programs*; 1975

B.S. (University of Southwestern Louisiana), M.B.A., Ph.D. (University of Arkansas)

- Coughlan, Richard S.**, *Assistant Professor of Management Systems*; 1998
B.S. (University of Virginia), M.B.A., M.S., Ph.D. (University of Arizona)
- Craft, Erik D.**, *Associate Professor of Economics*; 1994
B.A. (St. Lawrence University), M.A., Ph.D. (University of Chicago)
- Dean, David H.**, *Associate Professor of Economics*; 1987
B.A. (Hobart College), M.A., Ph.D. (Rutgers University)
- Dolan, Robert C.**, *Professor of Economics*; 1980
B.A. (Hobart College), M.A., Ph.D. (Rutgers University)
- Earl, John H. Jr.**, C.F.A., C.I.C., C.L.U., C.H.F.C., A.R.M., C.F.P., *Associate Professor of Finance*; 1981
B.B.A., M.S.B.A. (University of Massachusetts at Amherst), Ph.D. (Arizona State University)
- Eylon, Dafna**, *Associate Professor of Management Systems*; 1994
B.A. (Tel-Aviv University), Ph.D. (University of British Columbia)
- Fagan, Marbury A. II**, C.P.A., *Director of Software Instructor*; 1994
B.S., M.B.A. (University of Richmond)
- Geiger, Marshall A.**, *Associate Professor of Accounting*; 2000
B.S.B.A. (Bloomsburg University of Pennsylvania), M.S., Ph.D. (The Pennsylvania State University)
- Giese, Thomas D.**, *Professor of Marketing*; 1978
B.S., M.S. (Southern Illinois University), Ph.D. (University of Mississippi)
- Hoyle, Joe Ben**, C.P.A., *Associate Professor of Accounting*; 1979
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- New, J. Randolph**, *Professor of Management Systems*; 1994
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- Newman, Karen L.**, *Professor of Management Systems and Dean, The E. Claiborne Robins School of Business*; 1999
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- Nicholson, Robert H.**, *Associate Professor of Economics*; 1972
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- North, David S.**, *Assistant Professor of Finance*; 2000
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- O'Connell, Brendan T.**, *Assistant Professor of Accounting*; 2000
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- Pfaff, John F.**, *Associate Professor of Marketing*; 1997
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- Raines, J. Patrick**, *Professor of Economics, The F. Carlyle Tiller Chair in Business*; 1982
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The Management Institute

Dunsing, Richard J., *Associate Professor of Organization Development, The Management Institute*; 1967
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Retired Faculty

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B.S. in B.A. (University of Richmond), M.B.A. (University of Florida)

Bird, Francis A., C.P.A., *Professor of Accounting, Emeritus*; 1972
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Edwards, N. Fayne, *Professor of Economics, Emeritus*; 1968
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Goodwin, James C. Jr., *Professor of Management Systems, Emeritus*; 1976
B.S., M.B.A. (Louisiana State University), Ph.D. (University of North Carolina)

Jones, Phillip A. Sr., *Professor of Accounting, Emeritus*; 1973
B.A. (Harpur College), M.A. (State University of New York at Binghamton), Ph.D. (Michigan State University)

Jung, Clarence R., Jr., *Professor of Economics, Emeritus*; 1966
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King, Robert L., *Professor of Marketing and Director of International Business Studies*; 1990
B.B.A. (University of Georgia), M.A., Ph.D. (Michigan State University), Doctor Honoris Causa (Oskar Lange Academy of Economics, Wroclaw, Poland)

Partain, Robert T., *Professor of Business Administration, Emeritus*; 1963
B.B.A., M.B.A. (North Texas State University), Ph.D. (University of Texas)

Phillips, Robert Wesley, *Professor of Finance, Emeritus*; 1974
B.A. (Denison University), M.B.A. (Ohio University), D.B.A. (Indiana University)

Robbins, W. David, *Professor of Business Policy, Emeritus; Dean Emeritus of The E. Claiborne Robins School of Business; The W. David Robbins Chair of Business Policy*; 1959
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Whitaker, David A., *Professor of Economics, Emeritus*; 1969
B.S. (Virginia Commonwealth University), M.S. (Virginia Polytechnic Institute and State University), Ph.D. (University of Florida)

INDEX TO BUILDINGS

Boatwright Memorial Library 5

Built in 1955, this library is a memorial to Frederic W. Boatwright, the third president of the University (1895–1946) and chancellor (1946–51). Multimedia facilities in the Media Resource Center include a 100-seat auditorium and individual study carrels wired for videotape, videodisk and audio media. The offices of the Dean of Arts and Sciences, the Graduate School and International Education are located in a wing of the library. On the lower level, the Lora Robins Gallery of Design from Nature displays shells, fossils, gems and minerals.

Booker Hall of Music 38a

This facility houses the music programs. It is named for Leslie Sessoms Booker, a 1922 graduate of Westhampton College who served as alumnae secretary for the Westhampton College Alumnae Association from 1943 to 1968; Russell E. Booker, a 1924 graduate of Richmond College and 1929 graduate of The T.C. Williams School of Law, who taught in the law school and was executive director of the Virginia State Bar for many years, and Lewis T. Booker, a 1950 graduate of Richmond College, a 1977 recipient of an honorary degree, a member of the Board of Trustees since 1972 and former rector.

Brunet Memorial Hall 18

One of the original buildings on campus, with additions completed in 1943 and 1964, Brunet Memorial Hall was extensively renovated in 1985. It is named for a University benefactor, Mrs. Sarah A. Brunet of Norfolk, Va. The building houses the admission office, the financial aid office, the Office of the Registrar and the Bursar's office.

Camp Concert Hall 38b

Located in the Booker Hall of Music, this theatre is named for James L. Camp, a trustee of the University (1900–26) and given in his memory by his six children. It was renovated in 1996.

Cannon Memorial Chapel 36

Constructed in 1929, the chapel was donated by the widow of Henry Mansfield Cannon, a Richmond tobaccoist. It contains a Baroque tracker-action pipe organ built by Rudolf von Beckerath in 1961. Each of the beautiful stained-glass windows was commissioned by friends of the University.

Deanery 33

May L. Keller, dean of Westhampton College (1914–46) and professor of English, had the deanery built in 1925, and it was her home until 1964. The Deanery was renovated in 1981 and now houses the Westhampton College dean's office.

Dennis Memorial Hall 13

Completed in 1964, this men's residence hall is the gift of Overton D. Dennis, a member of the Richmond College class of 1910, in memory of his brother, Eugene T. Dennis.

E. Carlton Wilton Center for Interfaith Campus Ministries 37

Completed in 1992, this facility houses the chaplain's staff and the denominational campus ministers as well as meeting rooms, a reception area and counseling facilities. It was a gift of E. Carlton Wilton, a trustee since 1984 and chairman of The Wilton Companies.

The E. Claiborne Robins School of Business 1

The University's business school in 1979 was named The E. Claiborne Robins School of Business in honor of the University's distinguished trustee and benefactor. In 1978, the graduate school of business was named to honor Richard S. Reynolds. Both are housed in this 1961 building made possible by a substantial bequest of L.U. Noland, a Newport News, Va., businessman. A wing completed in 1984 enhances the building's capacity. A major upgrade of the building's technology infrastructure was completed in 1999, and includes 10 multimedia classrooms with desktop access for each student to network services, a new computer lab and student group study space.

Fraternity Lodges 22 & 24**Freeman Hall 10**

This men's residence hall was built in 1965. It is named for Douglas Southall Freeman, class of 1904 and former editor of the *Richmond News Leader*, who served as a trustee of the University (1925–50) and as rector (1934–50).

Gottwald Science Center 35

Completed in 1977, this complex houses the biology, chemistry and physics departments, and also components of the Virginia Institute for Scientific Research (VISR). In 1979 the center was named in honor of University trustee emeritus Floyd D. Gottwald, vice chairman of the executive committee of Ethyl Corporation.

Gray Court 39

Completed in 1974, this women's residence hall was given in memory of Agnes Taylor Gray, a 1923 graduate of Westhampton College, by her

husband, Virginia Senator Garland Gray, a 1921 graduate of Richmond College and a trustee of the University (1949–77).

Heilman Dining Center 34

Named for E. Bruce Heilman, president of the University (1971–86), this is the central dining facility for the campus. The building opened in the fall of 1982 and houses one of the most modern dining services in the South. The University Club is located on the lower level.

Jenkins Greek Theatre 41

This amphitheater was built in 1929 with funds given by a prominent Richmond businessman, Luther H. Jenkins, R'04, H'52.

Jepson Alumni Center 49

The Jepson Alumni Center began with the gift of the original "Bottomley House" to the University by Mr. and Mrs. William H. Goodwin Jr. The facility includes a state-of-the-art conference center, elegant entertainment space and overnight guest suites. It is named for Robert S. Jepson Jr., a 1964 graduate of The E. Claiborne Robins School of Business, holder of a graduate business degree (1975) and honorary degree (1987).

Jepson Hall 17

Completed in 1992, this building houses the Jepson School of Leadership Studies, the nation's first such school for undergraduates. University Computing and the mathematics and computer science department also are located in this 70,000-square-foot building. It is named for Robert S. Jepson Jr., a 1964 graduate of The E. Claiborne Robins School of Business, holder of a graduate business degree (1975) and honorary degree (1987).

Jeter Memorial Hall 15

This residence hall for men is one of the original buildings constructed in 1914. It is a memorial to Jeremiah Bell Jeter, a charter trustee of Richmond College (1840–80).

Keller Hall 43

Constructed in 1937, the building is named for May Lansfield Keller, the first dean of Westhampton College (1914–46), and professor of English. The residential section for undergraduate women includes the Keller Hall Reception Room. Another section is connected to the Modlin Center for the Arts.

Law Residence Hall 21

Lora Robins Court 32

Completed in 1979, this residence hall for 250 women was constructed through the generosity of Lora Robins.

Marsh Hall 11

Completed in 1973, this men's residence hall is named in honor of Robert T. Marsh Jr., a 1921 graduate who became a trustee in 1953 and served as rector (1958–73).

Maryland Hall 3a

Built in 1932 and named for its generous donors, the Maryland Baptists, this building houses the University's administrative office, including the president's suite and University Relations.

Millhiser Memorial Gymnasium 16

Constructed in 1921 with funds given by Mr. and Mrs. Clarence Millhiser in memory of their son, Roger, a former student at Richmond College, this building houses the Military Science department.

Modlin Center for the Arts 38

This spectacular state-of-the-art facility was completed in 1996, and is the focus for the arts at the University. It includes theatres, art galleries, a music-listening library, practice rooms and teaching studios. It is named for George M. Modlin, president of the University (1946–71), chancellor (1971–86), and chancellor emeritus (1986–98).

Moore Memorial Hall 12

Built in 1969, this men's residence hall is named in honor of T. Justin Moore, 1908 graduate of the University, who served as a trustee (1936–58) and rector (1951–58).

North Court 40

Constructed in 1914, this women's residence hall is one of the original buildings on the Westhampton campus. The four residence sections are grouped around a large English court, with a classroom section connected by a tower and cloisters.

Perkinson Recital Hall 40

The original Westhampton College Dining Hall is now used for recitals and lectures. It is named for William and Byrd Boisseau Perkinson, of Lawrenceville, Va. He is a 1938 graduate of Richmond College and she is a 1940 graduate of Westhampton College.

Physical Plant 27

Pitt Baseball Field 25

The field is named for Coach Malcolm U. Pitt, a member of the class of 1915, baseball coach (1928–71), and director of athletics (1944–67).

Political Science 8

Built in 1951, this facility houses the University post office, human resources and the department of political science.

Power Plant 26

President's Home 44

Built in 1973 at 7000 River Road.

Puryear Hall 3c

Completed in 1926 and named for Bennett Puryear, professor of chemistry and chairman of the faculty in the 19th century, this building originally housed the chemistry department. It now houses the modern languages and literatures department, including a technologically advanced language lab, and the sociology and anthropology department.

Richmond Hall 3b

Named for the city of Richmond whose residents provided generous gifts toward its construction in 1930, this building houses the department of psychology, Counseling and Psychological Services, Career Development Center, and classrooms.

Robins Center 23

Completed in 1972, this \$10 million center was a gift of alumnus and trustee E. Claiborne Robins and his family, whose other donations to the University included \$50 million to the University in 1969. It includes a 10,000-seat basketball arena, aerobics and fitness facilities, swimming pool and other sports and classroom space.

Robins Memorial Hall 14

Built in 1959, this men's residence hall is the gift of E. Claiborne Robins, class of 1931, in memory of his mother, Martha Elizabeth Robins.

Ryland Hall 2

Students now regard this as one building with a single name, although there are actually two structures joined together, both built in 1914. Robert Ryland Hall is named for the only president of Richmond College (1840-66). Charles H. Ryland Hall is named for a nephew of Robert Ryland, and a trustee of Richmond College (1874-1911), treasurer of Richmond College (1874-1911), and librarian of Richmond College (1883-1914). Extensively renovated in 1990, the facility houses classrooms and faculty offices for the departments of English, history and journalism.

Soccer/Track Complex 20**South Court 42**

This residence hall for women was constructed in 1948.

Special Programs Building 31

Built in 1963, this facility houses the Management Institute, School of Continuing Studies, Student Health Center and University Police.

The T. C. Williams School of Law 19

Established in 1870 and named for Thomas C. Williams Sr., trustee of Richmond College (1881-89), the present building was constructed in 1954 and enlarged in 1972 and 1991. Library additions were completed in 1981 and 1991.

Thalhimer Guest Cottage 33

Built as a part of the Deanery grounds, the cottage was extensively remodeled in 1985 to accommodate special visitors to the campus. The guest cottage is named for Ruth Wallerstein Thalhimer, a 1922 Westhampton College graduate, whose gift along with others, especially those from the Westhampton College Class of 1934, made the renovation possible.

Thomas Memorial Hall 7

One of the original buildings, this residence hall for men is named for James Thomas Jr., a charter trustee of Richmond College (1835-59).

Tyler Haynes Commons 4

Spanning Westhampton Lake, this student activities center includes lounges, the campus radio station, dining facilities (the Pier), campus pub (The Cellar), the bookstore, game rooms, meeting rooms, student organization offices, and the offices of the vice president for student affairs and the director of multicultural affairs/assistant to the vice president. Completed in 1977, the building was named in 1984 for W. Tyler Haynes, a 1922 graduate of Richmond College and a trustee of the University (1963-1972).

University Forest**Apartments 29**

Primarily junior and senior students live in this complex of townhouses. Four apartment units are especially designed for disabled students.

University Post Office 8**Virginia Baptist Historical Society 6**

This wing of the Boatwright Memorial Library is the repository for the archives of the Baptists of Virginia and includes more than 1,500 manuscript volumes of early church records. Much work toward preserving and cataloging the materials was done by Dr. Garnett Ryland, secretary of the society (1940-54) and professor of chemistry (1915-45).

Whitehurst 51

Whitehurst, completed in 1998, is both the gateway and the "living room" of the Richmond College community. Whitehurst houses the Richmond College Dean's Office and provides social and meeting space for all University of Richmond students. The architecture of Whitehurst is modeled after Thomas Hall and Jeter Hall, the original buildings of Richmond College. Whitehurst also boasts an attractive 52-foot clock tower that chimes on the hour. This elegant and comfortable facility was made possible by an estate gift from John D. Whitehurst, Jr., R'27, L'31.

Wood Memorial Hall 9

A substantial grant for this men's residence hall, constructed in 1956, was given in memory of Mrs. Bettie Davis Wood.

See next page for Numerical Key.

