



*Search for the Dean*  
**Virginia Commonwealth University**  
**School of Dentistry**

Richmond, Virginia

*"In an atmosphere of rigor, respect, and support, VCU School of Dentistry is ... graduating excellent dental professionals prepared to collaborate with other health care professionals in a climate of rapid and dramatic changes and possibilities affecting the future of the dental profession."* —2018 Strategic Plan, VCU College of Dentistry

## THE SEARCH

Virginia Commonwealth University (VCU) invites nominations and applications for Dean of the School of Dentistry. Hailed for its nationally ranked programs in multiple disciplines including the health sciences, VCU is a cutting-edge teaching and research university with a commitment to excellence, diversity, innovation, and outreach. VCU is the second largest university in Virginia and is ranked by the National Science Foundation as one of the top 100 research universities, with \$335 million in sponsored research in FY2020. Carnegie Classification of Institutions of Higher Education classifies VCU as an “R1 Doctoral University – Highest Research Activity” and the University also holds Carnegie’s “Community Engagement” status.

Today, the VCU community includes over 2,500 full time faculty, 10,400 staff, and more than 29,000 students in over 200 degree and certificate programs, across its campuses: the downtown Monroe Park and MCV campuses in Richmond, with health programs in Fairfax and Charlottesville, and a School of the Arts in Doha, Qatar. Classified as a Tier III institution with the highest level of financial authority by the State Council of Higher Education for Virginia, VCU educates and graduates more Pell-eligible and first-generation college-going students than its Tier III counterparts in the commonwealth combined.

The School of Dentistry (SoD) is part of VCU Health Sciences, which also includes the College of Health Professions, Schools of Medicine, Nursing, and Pharmacy, and the Massey Cancer Center. Founded in 1893, the School is the only school of dentistry in the commonwealth of Virginia. The GPA and DAT credentials of accepted candidates are consistently among the top schools in the nation. SoD students go on to join a passionate and loyal group of alumni, many of whom are leaders in state, regional, and national dental

organizations. The School provides care to approximately 30,000 patients in its clinics and serves thousands more through community engagement activities each year.

The School of Dentistry seeks in its next Dean an inspirational leader with proven administrative experience to work closely with faculty, staff, and administrators, within the School and beyond, to foster excellence in teaching and learning; research and scholarship; diversity and inclusion; and outreach and service. The Dean will be a person of the highest integrity with a collegial style that engenders trust and inspires excellence, and will have exemplary communication skills. The Dean will work closely with senior leaders, faculty, staff, alumni, and external agencies to achieve the goals that align with VCU's future plans and academic mission.

*All inquiries, applications, and nominations should be directed in confidence as noted on page 5.*

## **SCHOOL OF DENTISTRY DEAN**

The Dean, who serves as chief academic and executive officer of the School, provides strategic and intellectual leadership and administrative oversight for the School's educational, clinical, research, service, and patient care programs. The Dean collaborates with faculty, students, and staff to create and sustain a unified vision for the School and to advance the School's quality, reputation, stature, and goals. As leader and champion for the School, the Dean works with alumni and the dental community of practitioners.

The Dean reports to the Senior Vice President for Health Sciences at VCU and CEO of VCU Health System and meets regularly with the SVP and the other Health Sciences Deans to provide advice and counsel. The Dean represents the School of Dentistry in University-level discussions and strategic initiatives and works with other school and college deans as a member of the VCU Deans Council to advance the educational mission of the University and to develop joint educational and research activities.

## **OPPORTUNITIES AND CHALLENGES**

The Dean will have substantial opportunities to lead a school that is already well-positioned in dental education and discovery. Important opportunities and challenges for the new Dean include:

### **Build and support a diverse and inclusive internal community**

The Dean will be expected to promote and strengthen diversity, equity, and inclusion as integral to the mission and excellence of the School. The Dean will promote a community that is highly collaborative, celebrates student success, highlights faculty and staff accomplishments, and embodies a climate that celebrates breadth and inclusivity. The Dean will inspire and lead this talented community as they deliver exceptional academic programs, provide expert clinical care, and pursue the discovery of new knowledge that enhances oral health and overall health.

The Dean will work with School leadership, faculty, and staff to oversee structures and strategies to recruit, retain, mentor, and support faculty, staff, and students from underrepresented backgrounds and across other diverse populations. This work will become increasingly urgent as the School anticipates retirements in a competitive environment for faculty, and vies for a shrinking number of highly qualified student applicants. The School provides highly competitive faculty salaries and unique opportunities for students that can help attract the next generation of faculty, staff, and students. In supporting all missions of the School, balancing its excellence in clinical education and care delivery with a desire to increase the School's research profile through support for current faculty and recruiting new research faculty, the dean will ensure that new faculty will be mentored and all faculty will have the opportunity for further professional development.

### **Establish and execute on a forward-thinking strategic plan**

The new Dean will engage with the VCU community to develop a strong vision and implement a new strategic plan for the School. This plan, which is currently under discussion, will not be completed until the new Dean has arrived and will foster enduring bridges between the clinical education, clinical research, and basic research areas of the School; advance the School and University goals for interdisciplinary collaborations for excellence and impact; and help ease structural barriers that may exist in the translation of discovery to clinical care. Strong working relationships and transparent communications will allow the Dean, in consultation with faculty and staff, to lead the School and the execution of this plan successfully. While seeking and carefully considering collaborative input, the Dean will also be expected to make critical and potentially difficult administrative and strategic decisions that will position the School for future progress.

### **Developing and maintaining critical relationships across the University and broader community**

The Dean will strengthen the SoD's position on campus, building interdisciplinary partnerships and advocating for the School. This commitment will be evident in the Dean's work with other deans to create an outstanding interdisciplinary environment that supports collaborative educational and research efforts. These efforts should go beyond individual faculty working together but be focused on building strong systems of interdisciplinary collaboration. The Dean will also be a visible advocate and champion for the profession, engaging with alumni, the public, community leaders, organized dentistry, state and federal policy leaders, and potential donors.

### **Ensure the proper resources and infrastructure to achieve the School's goals**

The School is in a strong financial position. The next Dean must bring a savvy business sense and operational acumen to ensure continued strength, and make modifications to staffing, operations, and systems as needed to ensure that the School optimally supports excellent research, teaching, and clinical care delivery. The Dean must address the current space needs and pursue a new campus building which will allow for flexible education space, state-of-the-art operatories and laboratories, and additional research space. The new building, which is high on the list of University priorities, will require state and private backing to realize and

presents an opportunity for the Dean to provide thought leadership in determining forward looking change in dental education.

To support the School's future goals, the Dean will be expected to present a compelling vision for the School and energetically seek funds from a wide range of sources, including private philanthropy, corporations, and foundations. The Dean will work in conjunction with the University's development team to communicate the School's achievements and an ambitious plan for the future.

## **QUALIFICATIONS AND CHARACTERISTICS**

Candidates must have a DDS, DMD, or equivalent terminal degree in a relevant field, as well as a proven record of achievement commensurate with an appointment as a tenured professor at Virginia Commonwealth University. Successful candidates also will be able to play a major administrative and strategic leadership role in a large, complex, public research university.

Successful candidates also will have a broad set of skills and assets deemed important for success as the next Dean. While no one person will possess them all, the successful candidate will embody many of the following qualifications and attributes:

- A track record of successful leadership in education, research, clinical care, service, and administrative management.
- A distinguished academic background. A record of scholarly achievement, a history of teaching effectiveness, a record of administrative effectiveness, and acknowledged reputation in the provision of exemplary health care.
- Demonstrated success in managing and leading a complex organization undergoing significant and persistent change.
- Demonstrated ability to build a sense of community and to actively engage faculty, staff, students, alumni, and oral health professionals in support of a shared strategic vision.
- Demonstrated success in enhancing the education and research agenda of an academic unit or program, in responding to student needs and building environments that enhance student learning, and in building programs and environments that enhance faculty research productivity.
- Demonstrated commitment and success in promoting and supporting diversity, equity, and inclusion in the recruitment and retention of faculty, staff, and students and in the training of oral health practitioners who are prepared to attend to the unique needs of an increasingly diverse patient population.
- Demonstrated interest and ability in generating external funding, including private fundraising for the School.
- Exceptional interpersonal and communications skills; the ability to listen attentively to varied perspectives; the ability to foster a supportive and collaborative working environment.
- A collegial, consultative management style, with the ability to be strong and decisive while also taking into account the needs and perspectives of faculty, staff, and students. The ability to collaborate and to delegate along with the ability to make difficult and timely decisions based on well-considered input.

- The ability to represent the School effectively; to build strong relationships with internal and external constituents, to be an effective advocate for the School and the advancement of the profession; and to demonstrate political astuteness that allows one to be an effective liaison between the School and external stakeholders, including practicing dentists and other health professionals, affiliates, health care systems, business and industry, and local, state, and federal policymakers.
- A clear understanding and interest in embracing new pedagogical and clinical care techniques, such as use of digital dentistry, to meet current and future needs of learners and clinicians.
- A high level of integrity and professionalism, and a commitment to support the professional development of faculty and staff.

Review of applications and nominations will begin immediately and will continue to be accepted until the position is filled.

## **TO APPLY**

Virginia Commonwealth University has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications (a resume and cover letter) should be directed electronically in confidence to the firm:

Michael Baer or Amy Segal  
Isaacson, Miller  
[www.imsearch.com/7943](http://www.imsearch.com/7943)

*Virginia Commonwealth University is an equal opportunity, affirmative action university providing access to education and employment without regard to race, color, religion, national origin, age, sex, political affiliation, veteran status, genetic information, sexual orientation, gender identity, gender expression, or disability.*

## **APPENDIX**

### **VIRGINIA COMMONWEALTH UNIVERSITY**

#### **History through Today**

With roots dating back to 1838, Virginia Commonwealth University (VCU) is among the largest universities in Virginia. Located in Richmond, Virginia, VCU is part of a culturally diverse city with many historic neighborhoods. The University has a rich history. Two separate institutions—Medical College of Virginia and the Richmond Professional Institute—were merged in 1968 by an act of the Virginia General Assembly to create VCU.

Historically, VCU has been a strong partner to and economic anchor for Richmond and its surrounding communities. Combined, VCU and the VCU Health System are the largest employer in the Richmond metropolitan area. Additionally, VCU's investment in the Broad Street corridor between the two Richmond campuses has catalyzed private developers to revitalize this neighborhood. VCU's Siegel Center draws crowds to the downtown area through its concerts, speakers, and university athletic events. Moody's, a national bond-rating agency, notes that the region's economy "has gained strength from education and health services anchored by VCU, which has invested \$655 million in the city's downtown since 2006." Today, VCU continues to serve an integral role in the economic health of the city of Richmond and the region by educating the current and future workforce, advancing research, and enhancing patient care.

VCU's sponsored research has grown steadily in recent years and continues its upward trajectory. It attracted \$335 million in sponsored research in FY2020. The University ranks 65<sup>th</sup> in R&D expenditures among public institutions and is one of 28 public institutions that has both an NCI-designated center and an NIH Clinical and Translational Science Award.

#### **Leadership**

##### ***Michael Rao, President***

Michael Rao, PhD, became the fifth president of Virginia Commonwealth University and VCU Health System in 2009. President Rao has been in higher education administration for more than 25 years, beginning in California in 1992, when he became president of Mission College. At the time, he was the youngest college president in the nation. He went on to serve as chancellor of Montana State University – Northern and president of Central Michigan University.

##### ***Art Kellerman, Senior Vice President, VCU Health Sciences & CEO, VCU Health System***

Arthur L. Kellermann, MD, MPH is senior vice president for Virginia Commonwealth University (VCU) Health Sciences and CEO of VCU Health System. Before joining VCU in 2020, Dr. Kellermann served as dean of "America's Medical School" - the F. Edward Hebert School of Medicine at the Uniformed Services University of the Health Sciences (USU) in

Bethesda, Maryland, which serves as the leadership academy for military health and the U.S. Public Health Service.

Dr. Kellermann previously held the Paul O'Neill-Alcoa Chair in Policy Analysis at the RAND Corporation, an independent, non-profit research organization. Prior to that, he was professor of emergency medicine and public health at Emory University, where at various points he served as founding director of the Emory Center for Injury Control, founding chair of Emory's Department of Emergency Medicine and later, Associate Dean for Health Policy at the Emory School of Medicine.

### **Quest 2025: Together We Transform Excellence and Access**

Guided by its current strategic plan, Quest 2025: Together We Transform, the University will refocus the undergraduate student experience, strengthen educator and researcher compensation, increase national prominence through research, improve the patient experience, and meet the goal set for the largest capital campaign in University history. The Dean and the School of Dentistry will participate in moving the institution forward by:

- Ensuring a 21<sup>st</sup>-century learning experience through the School's curriculum, driving innovation in oral health, and providing inclusiveness in the student body as well as access to patients and exposure to excellence in clinical and research experiences.
- Raising the School's institutional profile by building on interdisciplinary and collaborative research strengths to meet the needs of the Commonwealth and the nation.
- Leveraging expertise from across the university and health system to provide patients access to robust, high-quality health care in an interprofessional environment, resulting in an unparalleled patient experience.

## **SCHOOL OF DENTISTRY**

### **History**

The School of Dentistry was created in 1893 when the University College of Medicine opened with a dental department as one of its original divisions. The Medical College of Virginia inaugurated a dental education program in 1897, and in 1913 the two programs merged to form the MCV School of Dentistry.

### **Educational Programs**

The School strives to help students become first-rate professionals that share in the core values of honesty, integrity, hard work, and dedication to the betterment of humankind. The School offers the following programs:

- **The Doctor of Dental Surgery (DDS)** The DDS curriculum is organized into a competency-based four-year degree program. The program emphasizes study in three broad areas: biomedical sciences, clinical sciences, and behavioral sciences. Laboratory and clinical experiences are offered throughout the four years of study to

develop the skills and judgment vital to the practice of general dentistry.

- **International Dentist Program** The School offers internationally trained dentists an opportunity to enter the DDS program in the second year.
- **Dental Hygiene** The Dental Hygiene Program in the Department of General Practice offers courses leading to a Bachelor of Science in Dental Hygiene. The Dental Hygiene Program requires two years of liberal arts study, with a minimum of 60 semester hours, followed by two years of study focusing on basic and dental sciences, dental hygiene science and theory, community health, and preclinical and clinical experiences. Upon successful completion of the program, graduates are eligible for national, regional, and state board licensing examinations.
- **Advanced education and graduate programs** The School offers advanced dental education programs beyond the DDS degree. Satisfactory completion of the program leads to the award of a certificate of training and certifies eligibility for examination by the appropriate specialty board.

Students enrolling in endodontics, orthodontics, pediatric dentistry, and periodontics also are awarded a Master of Science in Dentistry upon completion of the requirements for the certificate and successful defense of a thesis.

In addition, the Dental School offers several Graduate research programs to provide training for students who wish to pursue research in oral health and biomedical science.

- 
- **Master of Science in Microbiology and Immunology with a concentration in oral biology** This two-year degree is offered by the School of Dentistry in association with the VCU School of Medicine. Students can explore a career in research on topics including cancer, infection and immunology, tissue engineering, and clinical research opportunities.
  - **PhD program in Oral Health** Research gives students the opportunity to conduct cutting edge biomedical research to help cure human disease. An interdisciplinary environment provides a range of opportunities in cancer; immunology and infectious diseases; and regenerative medicine.
  - **Combined DDS/PhD** degree is designed for students interested in a career in academic dentistry and in translating oral research health research to the clinic. Students will complete the first two years (preclinical years) of dental school followed by a focus on the requirements for their PhD After completion of their doctoral degree requirements, students rejoin the dental curriculum in the third year of the program.

The Advanced Education and Graduate Programs are housed in the Lyons Building and the Philips Institute for Oral Health Research located on the medical campus at Virginia Commonwealth University.

## **Faculty**

The School's excellence rests on the distinction of its faculty, who have earned a reputation for educational innovation and contributions in many areas of research. There are 88 full-time faculty, 28 percent of them tenured and 8 percent tenure track. The School has 58 part-time faculty, mostly in the clinical area. In addition, the School has a staff of 56 comprising professional/academic personnel, administrative or technical positions, and 17 postdocs and graduate assistants.

## **Students**

Total enrollment in the SoD is 497, including graduate and advanced education students. There are 410 students in the DDS program, 32 in the undergraduate, and 55 in the graduate programs. Of the students enrolled in the School's DDS and graduate programs, approximately half are women and half men. The dental hygiene program has attracted predominantly female students. Thirty-nine percent of DDS students are underrepresented minority students, along with 28 percent of dental hygiene students.

Acceptance into the School of Dentistry's academic programs is highly competitive. With robust applicant pools, all programs attract the best students. For the most recent DDS class, there were 2,207 applicants for 95 positions. The average GPA of the entering DDS class is 3.6 out of 4.0.

## **Diversity, Equity, and Inclusion**

The School of Dentistry embraces a strong commitment to diversity, equity, and inclusion in alignment with the University's mission and priorities. The School "embrace(s) diversity as one criterion of excellence amongst many; we vigorously promote faculty, staff, and student diversity and inclusion at all levels of the university; and we will continue to explore new ways to improve our diverse and inclusive environment." Every member of the VCU School of Dentistry and VCU Dental Care is responsible for encouraging a clinical, educational, and research environment that is welcoming and inclusive of all. Through this journey, the students, faculty, and staff have committed to make VCU School of Dentistry and VCU Dental Care a better place, a stronger community partner, and deserving of the trust of all.

## **Research**

Sponsored program awards for the School have increased steadily over the last decade. Over the last five year the School of Dentistry has been awarded, on average, \$4.8 million annually for research with \$4.3 million of that from federal funding, including \$3.4 million from the National Institutes of Health.



The School's main projects supported by the NIH funding are in bacterial pathogenesis and cancer. There are strong interactions between researchers at the School with investigators in the School of Medicine, the School of Pharmacy, and the Massey Cancer Center. In addition to infection and cancer, there is a developing interest in bioengineering with close collaborations with the School of Engineering.

Biomedical research is carried out in the Philips Institute for Oral Health Research. The mission of the Institute is to carry out fundamental research on diseases of the oral cavity and head and neck, and to translate the knowledge gained for the improvement of human health. In addition, the Oral Health Services Research Core partners with the health system and community to develop research and education in oral and public health dentistry to integrate oral health into overall healthcare. The School's General Practice department conducts a wide range of clinical and dental materials research and all clinical departments conduct research in their specialty areas.

In the immediate future the School will be applying for a training grant from NIDCR to support the development of PhD students and post-doctoral scholars. In the medium term, a Program grant application centered around infectious agents and oral cancer will be submitted to the NCI. The ambition is to become recognized as a center of research excellence by the wider dental community. Given the opportunity a new building presents, incorporating research facilities into this building will be an important consideration that will allow the School to continue to grow in the research area.

### **VCU Dental Care**

VCU Dental Care is a non-profit, 501(c)(3) corporation that operates and manages the VCU School of Dentistry's faculty private practice, residents, and student clinics. Because this organization is financially self-supporting (\$18 million revenue), they have developed business practices that take into account the academic mission of the faculty and institution, yet maintain financial viability for the corporation. VCU Dental Care currently operates and

manages 14 clinics and 160 staff members within the School of Dentistry. These clinics offer patient treatment under the supervision of faculty. The Dean of the VCU School of Dentistry serves as Chairman of the Board of Directors of VCU Dental Care. The Board is highly informed and attentive to the constraints of student, resident, and faculty schedules, as well as patient needs in an urban academic environment. The current CEO of VCU Dental Care is serving on an interim basis which will allow the new dean flexibility soon after their appointment. Due to its relationship with VCU Dental Care, VCU School of Dentistry is uniquely situated, as many other dental schools do not have this magnitude of corporate structure, nor the knowledge of educational requirements and demands on faculty and students or issues for patients with regard to navigation through a large health care system.

## **Service and Community Engagement**

The School of Dentistry is inextricably linked to the larger community and provides oral health care to a diverse patient population. There are more than 95,000 patient visits to the School's campus-based clinics each year. In the VCU Dental Care Clinic, patients are treated in 280 spacious operatories. Patients can be treated in a range of services including, but not limited to General dentistry, Cosmetic care, Endodontics, Oral and Maxillofacial surgery, Orofacial Pain/Oral medicine, Orthodontics, Oral pathology, Pediatric dentistry, Periodontics, Prosthodontics, and Urgent care. Teledentistry evaluations are available allowing dental care access for patients who live in more remote or rural areas.

The School of Dentistry offers its dental students, dental hygiene students, and residents opportunities to provide community engagement activities and participate in different programs to enrich their educational experiences.

Service-Learning at SoD is a course-based, credit-bearing educational experience in which students participate in an organized service activity that meets community-identified needs. Students reflect on the service activity to increase understanding and application of course content and to enhance a sense of civic responsibility. All senior dental and dental hygiene students are required to participate in a service-learning course, providing clinical services at sites across the state. The school seeks to cultivate partnerships that will be diverse in the types of community-based settings and populations served by the clinical programs. A mix of partnerships, including those serving urban and suburban populations, affords students a variety of community training experiences. Site selection is based on the educational value of the experience and may include the opportunity to work with special populations, including the socially and culturally disadvantaged, and practice in alternative and non-traditional settings. For the 2021-2022 academic year dental students rotate through 13 clinics across the state and dental hygiene students join them at seven of the sites.

Several different volunteer opportunities are provided for faculty and students such as the Mission of Mercy (MOM) projects. Founded to address the needs of underserved citizens, MOM provides services to areas, often rural, where there is a lack of dental practitioners. Also, each fall the SoD sends three groups of fourth-year students to Jamaica. The Jamaica Project represents the school's annual international humanitarian mission, and charges 30 students with performing procedures in local communities that have little access to dental

care. In addition, smaller teams travel to local elementary schools to share nutritional information and provide oral health education. Additional opportunities exist for students to apply to participate in study abroad programs in Belize, Brazil, Campania, China, and Slovenia.

## **Finances**

VCU operates under an RCM budget model. The School's annual operating budget in the fiscal year ending June 30, 2021, was somewhat over \$45 million, with approximately 30 percent of this funding from state support, 52 percent from tuition, 14 percent from fees, and 4 percent other income. This does not include the revenue from external research grants and contracts, which in the most recent fiscal year was approximately \$6 million. The school also retains approximately \$11 million in carryforward funding

In addition, the School derives annual resources from VCU Dental Care, a non-profit corporation which administers the faculty, resident, and student practice plans. The Corporation, as it is commonly called, includes the revenue and cost of the student clinical practice, and also the revenue and expenditures for the other practice plans. The faculty practice covers approximately 20 to 25 percent of faculty who practice clinical dentistry. Those faculty are also allowed, should they wish, to have an additional day for private practice outside of VCU Dental Care. The Corporation also absorbs some of the School's expenses based on the School's Mission and the needs of educating the students. In the most recent year the total budgetary expenditures of the Corporation for salary and operating expenses that support the faculty and School, including student clinics, total about \$16 million.

The School has approximately 180 endowed and current funds, altogether totaling in excess of \$30 million. The funds are used in support of over 100 scholarships, 10 named endowed chairs/eminent scholars/professorships, various lectures, department support, and community projects such as the Mission of Mercy and Jamaica Project.

In addition, the School seeks and receives significant support through fundraising from alumni, friends, and corporate supporters. A typical fundraising year averages about \$2 million.

The School has been able, during the pandemic, to maintain a strong budget position through excellent management and foresight in handling necessary changes. The Corporation weathered a three-month shutdown of clinical practices from March through June of 2020 followed by limited opening on July 1 that quickly built back to a 70 percent patient load. The Corporation was back to 100 percent of its pre-Covid patient load by December 2020. Utilizing many strategic business options available, VCU Dental Care maintained its staff through this extraordinary period. Overall, the School is running in the black and anticipating a continued stable budgetary environment.

## **Alumni and Friends**

The School of Dentistry is particularly proud of its relationships with alumni and with the other dental health care providers in the region, including a close relationship with the Virginia Dental Association and the Virginia Dental Hygienists Association. Through its alumni across the Commonwealth the School is the beneficiary of knowledge and expertise, advice, advocacy, and assistance in achieving its mission of dental education, research, and outreach. There are nearly 6,000 living alumni, including DDS and dental hygiene alumni. An active School of Dentistry Alumni Society works to link alumni to the School and the University; generate alumni pride and support; and provide advice to improve the student experience.

## **Fundraising**

The School received over \$1.9 million in gifts during the 2020 calendar year. Participating in the university campaign that ended June 30, 2020, the School of Dentistry raised just shy of \$22.5 million from 2,900 donors. The School has \$25 million in endowed funds, with 30 percent of the earnings supporting students, 30 percent going to program support, 30 percent going to endowed chair/eminent scholars and the remaining 10 percent toward lectures. In 2020, 115 students received a total of \$238,357 in donor-funded scholarships and awards. Eight professorships and two endowed chairs in the School are supported by endowments.