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After receiving his MBA and LLB from Queen's University, Richard worked as a corporate lawyer for a national Canadian law firm. He later served as Corporate Counsel for Honda Canada Inc.

At the University of Toronto, Richard served as the Associate Dean of the Rotman School of Management where he was responsible for all full-time and part-time MBA programs as well as the Master of Finance Program. It was during this time that he began focusing his interests on governance-related matters.

An internationally recognized expert in both corporate and not-for-profit governance, Richard is the National Academic Director of The Directors Education Program (DEP) and the Not-For-Profit Governance Essentials Program (GEP) (in partnership with the Institute of Corporate Directors – ICD). Richard also serves as the Academic Director of the CUES Governance Programs in Canada. He also teaches in Rotman's Executive MBA, OMNIUM, MBA and Executive Education Programs.

Richard has worked with numerous boards, associations and organizations in identifying, creating and developing best governance practices. He has been a director and committee member of over 25 organizations including Rugby Canada, Childhood Cancer Canada, St. Clement's School, the Canadian Olympic Committee, the Commonwealth Games Federation and currently serves as President of Commonwealth Games Canada. He frequently comments on legal, governance and sporting issues in various media across Canada and the USA.