

ABOUT THE HANDBOOK

This Handbook is intended to acquaint employees of Randolph College with the College's personnel policies, procedures, and benefits.

PLEASE NOTE: This Handbook is not intended to and does not create a contract of employment, either express or implied, guarantee employment for any particular period or term, establish binding terms or conditions of employment, or limit possible reasons for ending the employment relationship. *Unless you are a faculty member with a written contract stating otherwise, your employment is "at will."* That means that both you and the College are legally free to terminate the employment at any time and for any reason, except as prohibited by applicable law. No employee, supervisor, manager, or officer has any authority from the College to offer any contract of employment or otherwise change this "at will" status except in writing, with the express written approval of the President and/or Board of Trustees.

The College reserves the right to change the policies described herein without notice (except for matters related to faculty rights and responsibilities covered in the Faculty Handbook), and to make exceptions to the policies described where it deems appropriate. This Handbook also necessarily does not reflect changes in policies made after the date shown on the cover, although you may be notified from time to time of amendments to the Handbook or changes in the policies contained in it. The Handbook is available in hardcopy version from Human Resources or on-line at <http://www.randolphcollege.edu/x13819.xml>. The web version will be the most up-to-date.

The College particularly reserves the right to change, alter, or terminate benefit plans and/or change insurance carriers as it sees fit, consistent with applicable law. Some of the information contained in the Handbook reflects the College's understanding, as of this writing, of the terms of insurance and other benefit programs which will be governed by other documents or by agreements with outside parties.

An Employee Handbook Acknowledgement is included as an Appendix to this Handbook. This form or a copy of it should be signed, dated, and returned as soon as possible upon your receipt of this Handbook.

MISSION STATEMENT

Randolph College prepares students to engage the world critically and creatively, live and work honorably, and experience life abundantly.

STATEMENT OF PURPOSE

Since its founding in 1891 as Randolph-Macon Woman's College, Randolph College has offered students a rigorous education in the liberal arts and sciences. In keeping with the

College motto, *vita abundantior*, integrated living and learning provide a foundation for meaningful lives characterized by a lifelong joy in learning.

Randolph College encourages each student to set and meet high personal goals. Campus life is grounded in the Honor System, which fosters individual integrity and mutual trust. As students from diverse backgrounds study and live together, they are expected to respect the rights and dignity of others, to be open to cultural differences, and to exercise personal and social responsibility. They are encouraged to develop confidence and to participate fully in a community in which women and men work together and treat one another as equals.

Through excellence in teaching, advising, and scholarship, the faculty provides the challenges requisite to the intellectual development of each student. With faculty support, the undergraduate students design individualized and coherent programs of study that combine academic and co-curricular components. While each student's educational plan is unique, all programs of study foster these capacities: to think critically; to write and speak with clarity and accuracy; to employ quantitative reasoning; to use technology effectively and ethically; to cultivate an aesthetic sensibility; to understand key dimensions of the heritage of more than one society; to approach problems with creativity and imagination; to work both independently and collaboratively; and to recognize the power and limitations of knowledge. The graduate students pursue more narrowly focused programs of rigorous study designed to add specialized knowledge to their undergraduate education. The graduate programs are directed by faculty members who are especially knowledgeable about the professional standards to be met by those who earn advanced degrees.

Through their experiences at Randolph College, students are challenged to think ambitiously and to prepare thoughtfully for their futures in a diverse society and an increasingly complex world that offers them expanding opportunities for leadership, responsibility, and service.

ABOUT THE COLLEGE

Randolph College is committed to excellence in the liberal education. The College believes that today the breadth and depth of the liberal arts and sciences program bear as directly as ever on the needs of its students, whose status as individuals in a changing society requires that they be competent, flexible, and strong. Within the traditional framework of liberal studies, the College offers students from around the globe a challenging, enlightened, supportive, and inspiring environment in which to gain superior knowledge, pursue personal growth, and prepare for their futures. This enduring commitment to educating the whole student--affirming each student's significance as an individual and his/her role as part of a larger community, is made possible by the small size of the College and is further demonstrated by its support of the student's growth in personal integrity and in ethical and social responsibility. Concern for the individual fosters the atmosphere of caring valued so highly by the Randolph College community. This is a community where students, faculty, and administrators share a common purpose:

the pursuit of excellence in educating individuals who will be leaders in the global society of the 21st century.

Four characteristics of the College embody its purpose. The first characteristic of Randolph College is its grounding in the liberal arts and sciences. To provide a background for a major field of study and a solid foundation for a profession or career, today's men and women need broad exposure to the substance and methods of many disciplines. Ideally, such breadth of exposure prepares them to think logically and inspires them to strive for open-mindedness and compassionate understanding. Independent judgment and analytical thinking are among Randolph College's goals, for the College believes that the best preparation for a career is not simply specific training, but also educating the whole person to be wise, independent, and responsible. Another primary function of a broad education is to liberate the student from prejudice, provincialism, and ignorance. Randolph College recognizes that full learning occurs best in a multiracial, multiethnic environment. To enable students to be responsible citizens, the College strives to fashion academic programs that will ensure multicultural awareness, and seeks to attract students, faculty, and staff of varied racial and ethnic backgrounds.

Second, Randolph College is a small college. It has not been seduced by the notion that bigger is better or that increases in quantity mean increases in quality. Large enough to sustain the major ingredients of a liberal arts and sciences program and small enough to know and attend to individual students, the College aims to foster the kind of community that combats the anonymity pervading much of modern society. The third characteristic of Randolph College is its residential nature. Because students, faculty, and staff live and work closely together, it is a caring community. The experience of sisterhood/brotherhood and the emphasis on community, particularly the trust that is part of the Honor Code, mean that life at Randolph College involves a moral commitment through which students prepare for leading roles in establishing community beyond the red brick wall that borders the campus. Last, and most important, Randolph College offers an education fully and completely directed toward students. In a time of increasing opportunities for students, it is essential that the undergraduate years help the student build confidence, establish identity, and explore opportunities for careers and for service to the society that awaits her/him.

HISTORY OF THE COLLEGE

Randolph College was founded as Randolph-Macon Woman's College in 1891 by William Waugh Smith, president of Randolph-Macon College in Ashland, Virginia, as "a college where our young women may obtain an education equal to that given in our best colleges for young men and under environments in harmony with the highest ideals of womanhood." The Woman's College became independent of Randolph-Macon College in 1953.

The parent institution was chartered by the Virginia legislature in 1830 and was named for two statesmen, John Randolph of Virginia (1773-1833) and Nathaniel Macon of North Carolina (1758-1837), as a project of the Methodist Church in Virginia. The ethos of

Randolph College is ecumenical, although the College is proud of its historic and continuing relationship with the United Methodist Church.

When Randolph College opened for its first session in 1893, William Waugh Smith was its president. He served until his death in 1912. His successors have been William A. Webb (1913-1919), Dice Robins Anderson (1920-1931), N. A. Pattillo (1931-1933), Theodore H. Jack (1933-1952), William F. Quillian, Jr. (1952-1978), Robert A. Spivey (1978-1987), Linda Koch Lorimer (1987-1993), Lambuth Clarke (1993-1994), Kathleen Gill Bowman (1994-2006), Virginia Hill Worden (2006-2007), and John E. Klein (2007-).

The academic strengths of Randolph College received acclaim early in its history. In 1902 it was the first women's college to be admitted to the Association of Colleges and Preparatory Schools of the Southern States, and in 1916 it was the first women's college south of the Potomac to receive a Phi Beta Kappa charter, becoming the Delta chapter of Virginia. It was admitted to membership in the American Association of University Women in 1919. It opened its doors to men in 2007.

As national recognition led to growth in enrollment, the campus expanded from Main Hall, listed in the National Register of Historic Places, to the current complex of twenty buildings occupying one hundred acres. The spirit and ideals which called the College into being continue to characterize its life. Building on a heritage of strength, Randolph College continues to challenge students to *vita abundantior*, a life more abundant.

ORGANIZATION OF THE ADMINISTRATION

The College's administrative department organizational charts are updated on a regular basis as changes occur. The charts are password protected and are located at <http://www.randolphcollege.edu/x13816.xml>. Proper user ID and password are needed to gain access. There is also a senior administration organization chart on the Human Resources website that is not password protected.

1. President of the College

The President is the Chief Executive Officer of the College. As the educational and administrative head of the College, the President:

- Exercises a general supervision over all of the affairs of the College;
- Provides leadership for the College's future;
- Is responsible for the financial position of the College, including overseeing the College's fundraising activities;
- Is responsible for and has final authority for the administration and fiscal control of the intercollegiate athletics and riding program;
- Is responsible for the hiring, evaluation, and retention or termination of all administrative officers and for recommending their annual compensation to the Compensation Committee for approval; and
- Presides over all faculty meetings.

The President serves at the pleasure of the Board of Trustees and acts as official advisor to and executive agent of the Board of Trustees and its Executive Committee. The President:

- Brings such matters to the attention of the Board of Trustees as are appropriate to keep the Board informed to meet its policy-making responsibilities;
- Has the power, on behalf of the Board of Trustees, to perform all acts and execute all documents to make effective the actions of the Board or its Executive Committee;
- Is an *ex officio* member, without vote, of the Board of Trustees and of all standing committees of the Board unless otherwise provided in the Bylaws.

2. Vice President for Academic Affairs and Dean of the College

The Vice President for Academic Affairs and Dean of the College is the senior academic officer and is responsible for providing leadership and oversight of the College's academic programs. The individual in this position shall:

- In consultation with the faculty and administrative staff, administer the implementation of college academic policies as they affect students and faculty members. Maintain awareness of current trends and needs in higher education in order to help the faculty and administration shape college policies that will benefit the students and keep the College strong academically.
- In consultation with the President and the faculty, supervise the appointment and recruitment of faculty members, conduct annual reviews of tenure-track faculty, and make recommendations regarding tenure, promotion, salary, naming of department chairs, sabbaticals, and terminations for all faculty and staff reporting to the Dean.
- In consultation with the President and department chairs, plan and monitor academic budgets.
- With the Faculty Representative Committee (FRC), conduct program reviews, and with the FRC and other appropriate faculty, assist in developing new programs.
- With the Registrar, supervise the maintenance of students' academic records.
- Assist the department chairs and the Registrar in establishing a schedule of classes, registration for classes, and administration of final examinations.
- Assist the faculty in faculty development programs designed to enhance teaching and research activities.
- Supervise and assist the following offices as needed: Experiential Learning Center, Lipscomb Library, Office of International Programs, Nursery School, Registrar, Writing Lab, and the Organic Garden.
- In consultation with the Business Office, monitor and assist the development of space and equipment needs for the academic area.
- Work with the Associate Dean in developing and supervising the academic portion of Orientation and academic support services, including the Learning Resources Center and the Ethyl Center.
- Assist the Associate Dean in organizing the Faculty Advising system.

- Participate fully in the following committees and groups: Curriculum, Senior Staff, Judiciary, Faculty Representative, General Education. Serve as resource person to the following committees: Academic Personnel, Professional Development, and Educational Affairs (Board of Trustees).
- Maintain current records of faculty members' professional activities and accomplishments. Maintain records of such faculty fringe benefits as professional travel reimbursement, tuition exchange, tuition grants, or tuition remission.
- Maintain the *Faculty Handbook*, make an annual report on the academic area to the President, report to the faculty at faculty meetings and to the Board at meetings of the Board of Trustees.
- Dean's List notification. Participate in selections for Who's Who and upper class scholarships.
- Respond to requests from the President and other offices to assist with, and speak during, such college rituals and support activities as Orientation, Convocation, Commencement, Awards Day, Family Weekends, Open House, Alumnae Reunion, "Breakfast with the Professors," and Alumnae Council.
- With the Grants Coordinator and the President, develop grant proposals pertaining to the academic program.
- Represent the academic portion of the College in working with such off-campus groups as the Tri-College Consortium and other colleges in Virginia.
- Represent the College, as requested, in speeches to civic organizations, other schools, alumnae groups, and the news media.
- Respond to questions, surveys, and complaints about the academic program from any on- or off-campus constituency.
- Serve as chief administrative officer in the absence of the President.
- Assume other duties and responsibilities as assigned by the President.

3. Vice President for Institutional Advancement

The Vice President of Institutional Advancement oversees the integrated advancement functions, works with the President to create and implement a comprehensive development plan designed to meet the specific fundraising needs of the College, and provides strategic direction of the College and works closely with members of the Board of Trustees.

The position holds oversight responsibility for all development functions including, but not limited to, major gifts cultivation and solicitation; annual fund, leadership, and reunion giving; corporate and foundation relations; and advancement support services. In addition to oversight, the Vice President is responsible for cultivation strategy and solicitation of a select portfolio of leadership donors. The Vice President will:

- Prepare for review and approval of an annual operating budget for the Office of Institutional Advancement, as well as annual fundraising goals and objectives congruent with the strategic plan of the College;
- Design and conduct initial, and thereafter annual, evaluation studies to assess the effectiveness of the College's advancement activities for presentation to the President and appropriate committees of the Board;

- Plan, develop, and oversee comprehensive fundraising programs to include major gifts, planned giving, annual fund, corporate and foundation relations, donor relations, and other programs that may from time to time be added, consistent with the strategic plan of the College;
- Define measurable objectives to ensure the accomplishment of Randolph College's annual fund raising goals, and processes for reporting and evaluating outcomes;
- Develop, implement, and manage uniform procedures appropriate to the various aspects of the advancement function including adequate stewardship and fiscal controls;
- Evaluate all departmental employees annually to ensure unity of purpose, clarity of responsibility, identification of areas for improvement, ongoing professional development, and recognition for successful attainment of organizational goals and objectives;
- Plan and develop opportunities for the President and others to present the case for support of Randolph College to specific donor prospects, and assure adequate strategic planning and support for such activities;
- Serve as the representative of the Advancement function to Board Committees as warranted, and staff said Committees as required; and
- Assume other duties and responsibilities as assigned by the President.

4. Vice President for Enrollment Management

The Vice President for Enrollment Management is responsible for the development and management of a national and international recruitment, admission, financial aid, and retention programs. The position provides leadership, vision, and oversight of the areas of enrollment planning; marketing the College to prospective students and families; recruitment; admissions; and financial aid, scholarships, financial planning and retention. The Vice President will:

- Oversee, help to initiate, and evaluate current programs and new strategies to attract and retain domestic, international, and non-traditional age students to the College;
- Oversee and evaluate financial aid policies and practices to ensure they support the College's enrollment and net tuition revenue goals;
- Work closely with the VP/Dean of Students and the VP/Dean of the College, among others, to provide a comprehensive campus-wide retention program;
- Work closely with the Office of Institutional Advancement (Alumnae, College Relations, Development) and the Athletic Department to develop a recruitment marketing plan for the College which creates a strong and consistent link between the College's external communications (print and non-print) and overall enrollment goals, and which enhances the College's national and international visibility;
- Serve as liaison to the Student Affairs and Enrollment committee of the Board of Trustees, along with VP/Dean of Students;
- Serve as a spokesperson for the College on issues of enrollment management and other related areas;

- Oversee budgets of reporting areas;
- Serve on the senior staff; and assume other duties and responsibilities as assigned by the President.

5. Vice President for Finance and Administration

The Vice President for Finance and Administration and Treasurer of the Board is responsible for the financial affairs of the College and for providing administrative support services to the College's faculty, staff and students. Included in this responsibility is the supervision of the following departments: Business Office, Buildings & Grounds, Safety and Security, Information Technology, Dining Services and the Bookstore, and serving as staff liaison to the Investment, Finance, Buildings & Grounds and Audit Committees of the Board of Trustees.

In this connection, the Vice President for Finance and Administration and Treasurer is responsible, among other things, for the following:

- Preparation of the College's long-range financial plan
- Preparation and monitoring of the College's annual operating budget and financial management information
- Management of the relationship with the College's external auditors
- Management of the relationships with the College's lenders and of the College's borrowings and cash resources
- Management of the College's endowment funds
- Coordination of the College's facilities planning activities, maintenance of facilities and management of capital projects
- Coordination of the College's risk management program
- Management of the College's information technology and communication resources
- Management of relationships with such outsourced services as foodservice, security and bookstore
- Liaison with the College's legal counsel on all legal matters
- Management of the College's off-campus properties program, including Investment Properties of Lynchburg, LLC.
- Assume other duties and responsibilities as assigned by the President.

6. Vice President for Student Affairs and Dean of Students

The Vice President for Student Affairs and Dean of Students is the chief student affairs officer, responsible for providing leadership and supervision for programs, personnel and services relating to the co-curricular life of students. Because Randolph College is a residential college, the integration of living and learning is a core priority. The VP/Dean is responsible for evaluating programs, services and personnel in all areas under their purview. He/She works collaboratively with faculty and staff of the academic dean as well as the Vice President for Enrollment on matters related to enrollment and retention. Position has substantial interaction with students on a daily basis and serves as advisor to the President and the Board of Trustees on matters of student life.

- **Residence Life** – Responsible for supervision of residence hall staff, including professional and student employees, including the ultimate responsibility for oversight of residence hall policies, emergencies and crisis procedures, housing assignments, staff training and evaluation, educational programming in the halls, key inventories and maintenance/housekeeping requests. Works closely with the Director of Residence Life to assure that the living environment in the residence halls is conducive to academic and personal success for students.
- **Judicial Affairs** – Works closely with the student Judicial Chair to ensure that the Honor Code is upheld and that potential violations are handled expeditiously, fairly, and according to College guidelines. Also oversees the Social Violations Hearing Board, which is responsible for responding to social violations that are not honor offenses.
- **Student Activities** – Supervises professional and student staff who are responsible for providing adequate and appropriate social, educational, cultural and recreational opportunities for students both on and off campus. Position oversees the many traditional events and assures that the many social and cultural traditions at the College remain vibrant and meaningful. Maintains close contact with Student Government leadership and with the Macon Activities Council (MAC) and advises Student Government (SG) on matters related to their operations, finances and leadership.
- **New Student Orientation** – Coordinates the first year orientation program, including supervision of student and professional staff, program development, scheduling and completion. Responsible for assuring that the Orientation program is appropriately comprehensive and serves as a solid introduction to the academic and social culture of the College, and that the program is evaluated annually.
- **Health Services** – Supervises the staff of the Health Center and works collaboratively with the Director of the Health Center to set and maintain appropriate policies and procedures regarding scheduling, confidentiality, record-keeping and the overall operation of the Center. Also assures that the Health Center maintains successful relationships with the local physician, hospitals, pharmacies, and other health services providers for both routine and emergency needs.
- **Counseling Services** – Supervises the staff of the Counseling Center and works collaboratively with the Director of the Counseling Center to set and maintain appropriate policies and procedures regarding scheduling, confidentiality, record-keeping and the overall operation of the Center. Assures that the Counseling Center staff is adequately trained about how to respond to psychological crisis situations, and that the staff maintains relationships with a local psychiatrist and other professionals and hospitals in the community whose services may occasionally be needed.
- Assume other duties and responsibilities as assigned by the President.

7. Director of Alumane and Alumni

The Director occupies a central role in the advancement of the College and its 12,000 alumnae in 50 states and 65 countries. The Director provides strategic leadership for Randolph College and the Randolph-Macon Woman's College Alumnae and Randolph College Alumni Association, working in concert with its Board of Directors and the entire College community to help alumnae/i maintain ties to the College and to each other. As a senior member of the College administration reporting to the President of the College, the Director works closely with colleagues in the recruitment and retention of students; the planning of Annual Fund and other development efforts; and the creation of career development programs involving alumnae/i and students. The Director will:

- Develop and implement innovative alumnae/i programs consistent with national best practices;
- Identify, recruit, and work with all levels of volunteer leadership, including a Board of Directors;
- Plan and oversee a variety of major events, including on-campus event and regional alumnae/i events;
- Plan and oversee communications to alumnae/i regarding the College;
- Hire and supervise staff to accomplish the College's and Association's mission and goals;
- Develop and manage a budget, coupled with an understanding of the overall financial structure of the College; and
- Assume other duties and responsibilities as assigned by the President.

8. Director of Institutional Research and Assistant to the President

The Director of Institutional Research and Assistant to the President provides direct support to the President. The Director coordinates and reports matters relating to institutional research. This position also serves on several strategic committees and currently serves as Secretary of the Board of Trustees.

Directing Institutional Research

- Develop and maintain institutional databases;
- Publish an annual fact book to support decision-making and planning;
- Collect and analyze data in support of the College's objectives;
- Coordinate and/or respond to requests for institutional information from internal and external sources;
- Support the College's strategic planning process; and
- Chair the College's outcomes assessment activities.

Assistant to the President

- Serve as a sounding board for issues and ideas;
- Provide information for presidential communications;

- Serve as the President’s liaison to internal and external constituencies;
- Undertake special projects identified by the President; and
- The prerogative for nominating and electing the Secretary of the Board belongs to the Board of Trustees. Traditionally, the Assistant to the President has been elected to this position with responsibilities to act as the liaison for Trustee communications, helping to plan meetings for the Board of Trustees, supervising logistics, and carrying out the duties of the Secretary.

9. Assistant Vice President for College Relations and Marketing

The Assistant Vice President (AVP) reports directly to the President and is an integral part of the senior management team. The position is responsible for planning and implementing short- and long-term marketing and communication strategies that convey the mission of Randolph College to its national and international constituencies and the public at large. Areas of responsibilities include media relations, the college website, publications and marketing materials, and special events. The AVP will:

- Develop and implement short-term and long-term marketing strategies to convey the mission, policies, and accomplishments of Randolph College to both internal and external audiences;
- Direct a comprehensive media relations program focused on national and international visibility;
- Create and produce all strategic college communications--print, broadcast, and electronic, ensuring consistent messages and a compelling image for Randolph College;
- Serve as coordinator of the President’s weekly communications meetings;
- Oversee the ongoing development and production of the College’s website;
- Collaborate with the President, Admissions Office, Development Office, and Alumnae to develop and produce all communications;
- Create synergies between Alumnae, College Relations, and Development;
- Supervise OCR staff managing priorities, deadlines, and expected staff performances;
- Work with all areas of the College in the creation and execution of special events (Fall Symposium, the Pearl S. Buck Award, capital campaigns, inaugurations, etc.);
- Prepare and manage the OCR budget;
- Serve as a member of Senior Staff;
- Chair the College’s Visibility Committee meetings; and
- Complete other projects as assigned by the President.

RANDOLPH COLLEGE’S RESPONSIBILITIES

Notwithstanding any other provision of this Handbook, all managerial and administrative functions and prerogatives entrusted to and conferred upon employers inherently, expressly and by law, are retained and vested exclusively with the College, (*except for matters related to faculty rights and responsibilities covered in the Faculty Handbook*) including but not limited to: the right to exercise our judgment and discretion to take

whatever action is necessary to operate the College's business, protect its health, property, security, and general welfare; to reduce, contract out, sell, close down, or relocate the College's operations or any part thereof; to hire, lay off, direct, discipline, discharge or increase the efficiency of the workforce in the manner and to the degree the College deems appropriate; to set the standards of productivity, maintenance, services, security, research and development; and, in general, to take whatever other actions necessary in the College's operations and direct its work force.