



RANDOLPH  
COLLEGE

# 2011 Strategic Plan

An Update of the 2006 Strategic Plan

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## Part One: Mission, Vision & Values

### I. Mission Statement

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

### II. Statement of Vision

Randolph College will be recognized for its innovative academic and co-curricular programs. Students will be challenged to develop their intellectual and creative talents, pursue educational opportunities in and out of the college community, and embrace honorable living, all as the basis for success in a changing world.

The College's foundation will be its historically distinguished liberal arts curriculum, rich traditions, and beautiful campus. An outstanding academic environment, led by a noted faculty, will support learning in both traditional and new programs of study that are of interest to today's students. Randolph graduates will be prepared for the challenges of the future, where personal contribution and accountability are required. Randolph College will attract students seeking open-minded engagement with different cultures and disciplines. Their educational experiences at Randolph will result in personal growth and the exploration of original thought.

The College will attain optimal and sustainable enrollment, supported by a collaborative faculty, administration and staff. Engaged alumnae and alumni will contribute as well, in keeping with the College's motto, *vita abundantior*, as they combine experiences at the College with accomplishments after graduation.

### III. Statement of Values

#### **Randolph College students will engage the world critically and creatively**

Randolph College will combine the liberal arts with innovative educational programming to provide a context for intellectual development and career preparation. A Randolph College education will prepare graduates to take their places in a complex world. Randolph College students will be active participants in their own educations. Combining instruction with research and leadership

opportunities, students will contribute to their own personal and intellectual growth. They will have a wealth of academic, artistic, athletic, civic, and other opportunities through which to express their creativity. Critical thinking skills will be emphasized, as written and oral communication skills are combined with scientific and quantitative skills. Randolph's programs will prepare students to make critical judgments, weigh competing factors and apply sound analysis.

### **Randolph College students will live and work honorably**

Randolph College will deliberately and overtly incorporate its Honor Code and Honor System into educational and community programs. The values inherent in this code have become essential in the digital age. The College is committed to the preservation and utilization of its Honor Code, which serves as the basis for students' lives within the community and provides the bedrock for lives of integrity. Randolph College students will acquire knowledge of disciplines that emphasize honor and integrity at work in human endeavors. They will experience life in an honor-bound community while learning to analyze broad societal issues. Ultimately, they will be recognized for their unwavering commitment to academic and personal integrity. This will be a hallmark distinguishing Randolph College and its graduates.

### **Randolph College students will experience life abundantly**

Randolph College will provide a trajectory to success, contribution, and fulfillment. From its inception in 1891 as Randolph-Macon Woman's College, Randolph College has recognized the value of the "life more abundant" – not for personal gratification or in a materialistic sense, but as an expression of the importance of appreciating the world in all its complexity, engaging with others, achieving personal growth, and meeting the needs of the community. In support of this objective, Randolph College students will receive individual attention that promotes the personal and intellectual growth of each student. They will develop lifelong skills, set and achieve goals, and explore new areas of interest. Furthermore, they will appreciate the importance of serving others as well as meeting personal ambitions.

Editorial Note: Nomenclature has been changed below – "Strategies" to "Goals," and "Goals" to "Objectives" – so that the language and hierarchy corresponds to that used in Randolph College's routine planning and assessment documentation. Consecutive numbering has been added.

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## **Part Two: Strategies (Goals)**

To bring form and direction to Randolph College's Mission, Vision, and Values, the College has developed strategies in five specific areas:

Academic Environment	Enrollment
Campus Environment	Alumnae & Alumni
Communications & Collegiality	Engagement

These strategies will be implemented from 2012 to 2016 and, taken as a whole, will underpin a vibrant College that is financially sustainable and educationally rewarding. Specific decisions made during implementation will be data-driven and guided by institutional and external research. Each strategy will be assessed to make sure it contributes to the College's financial viability and is congruent with the goals of the other strategies.

## Academic Environment

### Principles

Randolph College will expand upon its existing strengths and increase external recognition of them. This will be manifested by:

- A thriving liberal arts program that serves as the foundation of students' educational experiences.
- A pattern of academic and creative productivity by faculty and students that results in tangible, demonstrable, independent output.
- An intimate campus environment encouraging close collaborative relationships among students, faculty and staff.
- Reinforcement of student roles as participants in a learning community characterized by opportunities for experiential learning and by diversity, creativity, mutual respect, and honor.
- Continued academic excellence, reflected in part by the recognition of faculty and the consistent record of success of graduates in gaining acceptance at, and degrees from, top-level professional and graduate programs.
- The encouragement provided by a challenging and supportive community for students to achieve at their highest personal level.

### Five-Year Goals Objectives

By 2016 ...

1. New programs will be in place that support increased tuition revenue, including career-oriented minors and majors appropriate to a liberal arts college; thematic centers, ideally cross-disciplinary in nature and incorporating both the academic and the co-curricular, that distinguish Randolph from other colleges; graduate programs that will flourish over time; non-credit academic programs providing educational opportunities for non-degree-seeking students; and opportunities for lifelong learning for alumnae and alumni.
2. The College's general education curriculum will be reviewed to incorporate new perspectives appealing to today's students and their new needs and interests.
3. Flexibility within the curriculum will be increased, including the revision of academic calendars to include a January or May term, and the adjustment of other formal aspects of curricula, as necessary, to allow for the use of online technology to support academics.
4. The College's Quality Enhancement Plan (QEP) *Bridges Not Walls* will be fully implemented in its current form or revised as needed in accordance with the requirements of SACS, resulting in a focus on intercultural competence as an integral part of the student experience.

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## Campus Environment

### Principles

Randolph College will implement policies that make the best use of its setting and infrastructure. This will be manifested by:

- A strong sense of place embodied in close, interconnected campus facilities. Future additions to the campus facilities will honor the history and character of the campus as enrollment grows.
- The continued implementation of the 2008-2018 *Randolph College Facilities Master Plan*.
- The initiation of specific projects not included in this Strategic Plan or the *Facilities Master Plan* as required and with appropriate funding.
- The focus on the expressions of the Mission Statement, Vision Statement, Values Statement, and Strategic Plan in all infrastructural decisions.
- The ability of physical resources to accommodate both current and future needs, with infrastructure situated so as to anticipate growth rather than react to demand.
- The identification of the highest and best use of the College's land assets, incorporating best practices in sustainable design.

### Ongoing Goals Objectives

5. The campus will become more pedestrian-oriented, with walking and gathering spaces to include a pedestrian corridor behind Main Hall bordered by a renovated Student Center and a courtyard between Main and Webb Halls.
6. To meet the expectations of today's students and to accommodate enrollment growth, existing residence halls will be renovated to include updated furnishings, fixtures and HVAC systems, and new residence halls will be built or acquired as needed. Appropriate provision will be made for long-term parking needs.
7. The front portion of campus will be enhanced through landscaping improvements and the construction of new academic space, laboratory facilities, and administrative offices as needed.
8. A new athletics and recreation facility will be added on the north side of campus between Leggett and Webb Halls, with a pedestrian connection helping to link front and back campuses.

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## **Enrollment**

### **Principles**

Randolph College will establish student recruitment, admissions, and retention tactics that will increase net tuition revenue without sacrificing the principles of academic quality or diversity. The overall intention will be to:

- Enroll more students while increasing retention rates and managing the discount rate to maximize net tuition revenue.
- Target students who appreciate the value of a Randolph College education, who are academically well-qualified, and who are geographically, culturally, ethnically and socioeconomically diverse.
- As the College grows, it will remain committed to a size that preserves the close-knit sense of community, a low student-faculty ratio, and an ample opportunity for involvement and leadership.

### **Five-Year Goals Objectives**

By 2016 ...

9. Target figures for enrollment, discount rate, and retention will have been established and met so that net tuition revenue equals or exceeds salary expense (consistent with the faculty salary plan), and enrollment approaches 1100 students.
10. The Randolph College name will be sufficiently familiar in the marketplace that it is not confused with any other institution and its identity as a modern co-educational college is clear.
11. The student body will be diverse, including a gender mix that approximates the national average for liberal arts colleges; transfer and adult populations that significantly supplement the traditional first year population; and sustainable geographical, cultural, ethnic and socioeconomic diversity.
12. Two of the College's most enduring enrollment characteristics – academic excellence and residential community – will be maintained. The academic profile will be stronger, and Randolph will remain predominantly residential.

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## Communications & Collegiality

### Principles

Randolph College will consciously promote policies that support the College's hallmarks of collegiality, collaboration, civility, and honor. This will be manifested by:

- A culture of trust and respect, as supported by the College's Honor Code, that pervades all interactions between students, faculty and staff in the classroom, in meetings of campus organizations and groups, and in everyday casual interaction.
- A tradition of open communication that extends to Lynchburg and environs, the Commonwealth of Virginia, and our alumnae and alumni.
- The creation of opportunities for modeling honorable living to people on campus, in our local community, and in the world beyond.

### Five-Year Goals Objectives

By 2016 ...

13. Specific methods and protocols will be in use by Student Government, faculty, staff and the Board of Trustees to communicate concerns in a way that is constructive and that affirms the College's mission.
14. Curricular and co-curricular programs will be informed by the principles of the Honor Code and by attention to character, civility, and conflict resolution, while knowledge of the details of the Honor System itself will be more strongly introduced and reinforced.
15. Enhanced external relations will improve the College's visibility and reputation in the larger community. This will include increased accessibility to the College as a destination for civic, cultural, and educational events throughout the Central Virginia region.
16. Improved communications with alumnae and alumni will include both printed and online versions of publications available on multiple platforms, as well as active online social communities.

## **Alumnae & Alumni Engagement**

### **Principles**

Randolph College will actively engage its alumnae and alumni in the life of the College through robust chapter programs and “can’t miss” campus events. In particular, it will develop programs for effective re-engagement with alumnae who have become less connected with the College. This strategy will incorporate cultivation as a lifelong process, beginning with each student on campus and the recognition that they are the College’s best ambassadors and collectively its proudest achievement. The following principles will apply to engagement efforts:

- A methodology will be adopted that counts and measures engagement as a percentage of donors, a percentage of volunteers, and a percentage of event attendance.
- Alumnae and alumni who are already involved will be asked to enlist others.
- The College will continue to honor the history and traditions of Randolph-Macon Woman’s College while embracing change.
- There will be three target groups for alumnae and alumni engagement: prospective students (college fairs, high schools, etc.), current students (mentoring and internship opportunities), and former students (career guidance and networking, educational and travel opportunities, social events and chapter meetings, etc.).
- Cultivation of key volunteers and other significant alumnae and alumni will take on added significance as the College seeks to strengthen its Annual Fund and prepares for a Capital Campaign.

### **Five-Year Goals Objectives**

By 2016 ...

17. The College will increase the proportion of engaged alumnae and alumni to 30 percent of solicitable alumnae and alumni.
18. The College will adopt a proactive, personal approach to engaging and developing giving capacity in key volunteers and all alumnae and alumni, ensuring that the donor base grows.
19. The College will communicate its progress to alumnae and alumni through an effective and efficient communications program that uses print and digital media.
20. The College and the Alumnae and Alumni Association will collaborate to revitalize the alumnae and alumni chapter structure, resulting in more participation in, and support for, chapter-level and on-campus events.