



## **SEARCH FOR THE PRESIDENT OF RANDOLPH COLLEGE**

Randolph College, a nationally recognized, private, liberal arts and sciences institution, welcomes nominations and applications for its next President.

The 11<sup>th</sup> President of Randolph will assume leadership of an institution that is uniquely defined by its pioneering curricular model, close-knit campus community, exceptional faculty, healthy endowment, rich traditions, renowned collection of American art, and growing NCAA Division III athletics program. With an enviably accessible faculty and an average class size of 11, Randolph offers the quintessential small liberal arts college experience – and one that also embraces a forward-facing view of liberal arts education in the 21<sup>st</sup> century.

From its inception, Randolph has been defined by its commitment to delivering excellent, highly-individualized educational experiences for its students – first to women, now to a diverse, coeducational student body. The successful candidate will be eager to fuse Randolph’s distinctive history, notable recent progress, and bold plans for the future, all while advancing the College’s fundamental mission: *preparing students to engage the world critically and creatively, live and work honorably, and experience life abundantly.*

Randolph’s next leader will be motivated to work collaboratively with a committed Board of Trustees, leadership team, and faculty and staff to harness an ambitious strategic vision for the institution – a vision that encompasses a captivating College identity, enhanced academic programming and partnerships, robust student enrollment and retention, a strengthened financial position, and heightened public recognition and awareness of the College and the transformative experience it provides its students.

A search committee composed of board members, faculty, staff, and students has been formed to spearhead the search for the College’s new leader. Isaacson, Miller, the national executive search firm, has been retained to assist in selecting Randolph’s new President. All inquiries, applications, and nominations for this opportunity should be directed to Isaacson, Miller, as indicated at the end of this position profile.

## **Randolph College History**

Randolph College was founded as Randolph-Macon Woman's College (R-MWC) in 1891 by William Waugh Smith, then president of Randolph-Macon College (R-MC) in Ashland, Virginia. After his efforts to enroll women at R-MC failed, Smith searched the state for a place to create "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 institution opened for its first session in Lynchburg on September 14, 1893, with 36 boarding students and 12 professors; William Waugh Smith served as president until 1912. R-MC and R-MWC established separate boards of trustees in 1953.

The College received acclaim for its academic strength early in its history. In 1902, R-MWC was the first women's college to be admitted to the Association of Colleges and Preparatory Schools of the Southern States, and in 1916, R-MWC was the first women's college south of the Potomac to receive a Phi Beta Kappa charter. It was admitted to the membership in the American Association of University Women in 1919.

The Board of Trustees made the decision to adopt a coeducational model and change the College's name in September 2006, following several years of strategic planning, research, and deliberation. R-MWC became Randolph College on July 1, 2007, and the first fully coed class began in August of that same year. While the shift to a coeducational model was initially divisive, today the Randolph community finds itself in a positive, and far more united, position – Randolph remains an institution that is devoted to providing students an individualized, liberal arts education.

To learn more about Randolph College, please visit: [www.randolphcollege.edu](http://www.randolphcollege.edu).

Please also see the APPENDIX at the end of this document for detailed information about academics, finances, students, campus life, faculty and staff, alumnae and alumni, and more.

## **Role of the President**

The search for Randolph's next President begins as Dr. Bradley W. Bateman prepares to retire in June 2022 after leading the college for nearly a decade. During Dr. Bateman's tenure, Randolph has adapted to nationwide shifts in the higher education ecosystem while remaining true to the mission of the College by updating its curricular model, adding new graduate programs, and building a culture of equity, diversity, and inclusion on campus. The next President of Randolph will assume leadership of the institution at a pivotal point in the lifespan of the College.

Randolph's next President will lead a bold vision for the future of the institution while maintaining broad responsibility across the enterprise. The President functions as the central steward of Randolph's mission, vision, and values, serving as an active, accessible, and energetic presence on campus and beyond the College's iconic Red Brick Wall. The President leads and protects the financial health of the institution, ensuring that budgetary priorities, infrastructure needs, and

investment imperatives are aligned. The President is embedded in the College's essential advancement operations, soliciting leadership gifts and sustaining meaningful connections with alumnae, alumni, and donors. Utilizing a shared governance model, the President works in tandem with the Board of Trustees to advance the College's long-term strategic plans, and with faculty to shape the academic direction of Randolph. And in word and in deed, the President encourages an equitable, diverse, and inclusive environment at the College.

At Randolph, the President reports to the Board of Trustees, and leads a cabinet that includes the following positions: Provost and Vice President for Academic Affairs; Vice President for Institutional Advancement; Vice President for Finance and Administration and Treasurer; Special Assistant to the President and Secretary of the Board of Trustees; Chief Diversity Officer and Director of the Office of Identity, Culture, and Inclusion; Dean of Admissions; Director of Institutional Research, Planning and Assessment; and Director of Human Resources.

## **Opportunities and Challenges**

Because notable headway has been made across various facets of the College, Randolph is primed for bold and optimistic leadership. Guided by Randolph's most recent strategic plan, which was adopted in 2019, the College's next President will have the space – and mandate – to innovate, to tackle thought-provoking institutional questions, and to make an immediate impact. The primary opportunities and challenges that will face Randolph's next President include the following:

### ***Imagine and implement a compelling vision and identity for Randolph College***

Randolph's next leader will play an instrumental role in generating a refreshed and convincing institutional profile for the College – one that comprehensively illuminates Randolph's singular attributes in order to set the institution apart from the nation's and region's dense field of liberal arts colleges. In concert and cooperation with key constituencies, the President will have the opportunity to refine Randolph's public-facing image and distinctiveness in the marketplace, coalescing internal stakeholders around a cohesive message about Randolph's identity and value proposition.

### ***Develop and advance strategies that position Randolph College for enrollment growth and retention success***

Building sustainable enrollment is a perennial challenge faced by Randolph; the move to coeducation was prompted in large part by concern regarding enrollment. As liberal arts colleges across the country seek novel avenues to attract new students, Randolph is championing innovative solutions to recruit and retain talented and diverse incoming classes at the College, including a recent price reset on tuition and room and board. The President will play a central role in positioning Randolph to entice well-qualified students to its campus year-over-year, employing data-informed decision-making to improve enrollment growth and student retention. Also, like every liberal arts college, Randolph must pay close attention to managing its financial aid budget

to achieve the College's foundational aims; Randolph's next leader will be profoundly attuned to this key consideration and bring a demonstrated track record of success in this domain.

***Spearhead and support the inception of new academic programming***

In close collaboration with Randolph's faculty and Provost, the next President will work to broaden the definition of a traditional liberal arts education, building on innovative efforts already in place and identifying opportunities to add in-demand undergraduate majors and graduate degree programs to Randolph's academic portfolio, all while staying true to the College's pedagogical roots. New curricular offerings will be developed with the needs of Randolph's distinctive student body in mind, positioning students for academic success and personal and professional achievement. Creative academic programming will increase enrollments and enhance the College's existing strengths and progress made to date – Randolph's new curricular model, TAKE2, in particular – while capitalizing on the institution's manageable size and nimble profile.

***Foster an inclusive campus environment***

Since Randolph's transition to a coeducational institution in 2007, a more diverse cadre of students has begun to seek the type of distinctive educational experience that Randolph provides. The President will utilize the infrastructure already in place to serve its increasingly diverse student body, including the institution's first Chief Diversity Officer, to continue building a campus community that is broadly welcoming and deeply inclusive. It is imperative that Randolph's next leader work to ensure that the diversity of the College's student body is also reflected in the composition of the institution's administration, faculty, and staff.

***Serve as an approachable leader, both on and off-campus***

Randolph's closely connected community provides ample opportunities for the College's next leader to serve as a visible and accessible presence on campus. The President will be deeply interwoven into the everyday fabric of the Randolph experience, embracing authentic engagement with students, families, and guardians at every turn – from sporting events to cultural productions to lunch in Cheatham Dining Hall. As a spirited and passionate ambassador for Randolph and the value of a Randolph education, the President will promote a sense of unity and pride on the College's campus, while nurturing an atmosphere that balances academic rigor with activities that enrich the student experience. Off-campus, Randolph's next President will have the opportunity to strengthen the established bonds of mutual interest and affection that knit the College to the local Lynchburg community.

***Galvanize and engage Randolph College's community of alumnae/alumni and donors***

Like many liberal arts colleges operating in the current environment, Randolph faces financial pressures with limited resources. Working closely with the College's advancement office, which has an impressive record of performance, Randolph's next President will be an active partner in bolstering alumnae and alumni engagement with the College and in accelerating advancement efforts that match strategic goals with donor interests. The President will respond to generational

shifts in the College's donor base, taking care to engage the College's longstanding supporters while attracting new gifts from emerging supporters. At the highest level, the President's efforts will help ensure that Randolph has the resources to make necessary investments in academic innovations and student success measures in the years to come. And, while significant campus infrastructure needs have been addressed over the last decade, including a major modernization of the College's physical plant, significant needs remain. As a result of the next President's deep engagement with Randolph's alumnae, alumni, and donors, vital capital projects will be brought to fruition, including plans for a state-of-the-art, newly renovated science building.

### **Qualifications, Characteristics, and Experience**

Randolph will search nationally for experienced and passionate candidates who can lead effectively and with vision in a higher education environment. The search committee also welcomes candidates with relevant experience in other settings whose intellectual vitality, collegiality, and expertise indicate a capacity to lead Randolph into a vibrant future.

While no one individual will embody them all, the successful candidate will bring many of the following professional qualifications, skills, experience, and personal qualities to bear in the role:

- A deep understanding of and passionate commitment to the enduring value of a high-quality liberal arts education and the ability to articulate this value to a broad public audience.
- An appreciation of Randolph's history as a woman's college and Randolph's journey as a coeducational institution, along with the skills, foresight, and imagination to guide the College into a new era of progress and success amidst a shifting higher education landscape.
- A strong appreciation of the academic world, its scholarly values, and distinctive professional culture; the ability to earn and command the respect of faculty; strong commitment to the power of ideas, critical thinking, and academic freedom.
- A knowledge of higher education governance, including experience working with faculty and boards of trustees, aiding both to achieve productive, meaningful outcomes while maintaining the ability to serve as the ultimate decision-maker.
- A demonstrable commitment to, and track record of accomplishment around, equity, diversity, and inclusion; sensitivity and broad experience with diverse students, faculty, staff, and communities.
- A substantial and demonstrated understanding of enrollment management best practices.
- Strong planning and financial skills, including experience in setting strategic financial and programmatic priorities that balance near-term and long-term objectives.
- Strong relationship-building and fundraising skills.
- Superb communication skills, both oral and written. An engaged, accessible, and active listener, facilitator, convener, and mediator; equally effective in learning from others, translating thoughts for broader consideration, managing by influence, building unity around difficult issues, making decisions, and explaining one's own views.

- The skills and disposition to build trust in service of reaching innovative solutions and maintaining productive teamwork; the ability to promote creative and innovative change in individuals and in social systems at the College.
- Tolerance for risks; the foresight and ability to course correct when necessary.
- The flexibility, resilience, and creativity to thrive in a lean administrative and faculty structure.
- Authentic engagement with the campus community and strategic engagement with the city of Lynchburg; a visible presence and active participant in a range of events and activities.
- A terminal degree is preferred, but the search committee will be open-minded about alternative preparations for those who are poised to be the outstanding leader Randolph needs in this moment.

### TO APPLY

Randolph College has retained Isaacson, Miller to assist in this search. Please direct all inquiries, nominations, referrals, and applications in strict confidence to:

Ponneh Varho, Partner  
Claire Hennessey, Senior Associate  
Brinkley Serkedakis, Senior Associate  
Auriel Haack, Search Coordinator  
Isaacson, Miller

<http://www.imsearch.com/8112>

Please submit materials electronically.

*Randolph College is an equal opportunity employer.*

## APPENDIX

### **Randolph College: Programs, People, Culture, and Finances**

#### **Academics**

Randolph offers a rigorous liberal arts academic program that prepares students to be independent problem-solvers, confident communicators, and lifelong learners, no matter their chosen field of study or their eventual career path. Undergraduates pursue Bachelor of Arts, Bachelor of Science, and Bachelor of Fine Arts degrees and choose from [29 majors and 42 minors](#), including a self-designed major program. A cooperative, dual degree career program in engineering allows students to earn a degree at Randolph and a second degree from another institution (Washington University in St. Louis or the University of Virginia) in five years. The College also offers popular pre-professional programs in engineering, education, law, medicine, and veterinary studies.

The College offers three master's degree programs: a [Master of Arts in Teaching](#); a [Master of Fine Arts in Creative Writing](#); and a [Master of Arts in Coaching and Sports Leadership](#).

Building on the College's historic commitment to educating the student for an abundant life, Randolph recently launched [TAKE2](#), a new curricular model that sets Randolph apart from other liberal arts colleges. Commencing in the fall of 2021, Randolph students now take two classes at a time for seven-week sessions, instead of five courses per semester, as they did previously. No classes are held on Wednesdays in order to allow for extracurricular activities, community engagement, a cognitive break to study and prepare for classes, field trips, and internships. TAKE2 is designed to foster a more intensive and engaging academic experience at Randolph, enabling faculty and students to dive more deeply into course material. Randolph College is the only institution in the southeast to offer this flexible and innovative curriculum.

Through the [Randolph Plan](#), the College's distinctive college advising program, students work closely with faculty and staff members to chart their individualized, four-year degree programs and career development plans, including majors, minors, course electives, internships, jobs, volunteer work, leadership commitments, and extracurricular activities.

Founded in 2012, Randolph's [Center for Student Research](#) facilitates opportunities for students to participate in original and innovative research and scholarship via three distinct programs. The College's competitive [Summer Research Program](#) allows students to spend eight intensive weeks collaborating side-by-side with faculty members. The program includes all disciplines across campus and offers students opportunities to present findings at professional conferences and/or to publish results in professional journals. [Randolph's Innovative Student Experience \(RISE\) Program](#) provides undergraduate students with opportunities to receive grants for research, creative work, experiential learning, and other scholarly pursuits. In addition, Randolph's [Symposium of Artists and Scholars](#) brings the campus community together each spring to honor the best student research and arts.

Thanks to a grant from the National Science Foundation, Randolph also provides scholarships to make college more accessible for physical science and math majors. The "Step-Up to Physical



Science and Engineering at Randolph College,” or [SUPER](#) program, builds on Randolph’s SUPER College Transition Program, a two-week, intensive, three-credit course that begins before first-year students arrive on campus. Throughout their time at Randolph, all SUPER scholars participate in specially tailored mentoring, academic support services, career guidance activities, and annual tailored seminar courses.

In addition to an established and well-respected student-run [Honor System](#) that permeates all aspects of campus life, Randolph is home to 18 academic honor societies, including one of the oldest chapters of Phi Beta Kappa in the nation and only the fourth charter granted in the Commonwealth of Virginia.

The College is affiliated with several study abroad programs, and nearly 30 percent of Randolph’s students study abroad through partnerships with universities in eight different countries. Students also can take advantage of [The American Culture Program](#), which takes Randolph students out of the classroom and on the road for eye-opening explorations of historically and culturally significant locations in the United States.

### **Campus Life**

Randolph’s residential living experience is central to campus life, fostering a distinctive and resilient sense of community at the College. More than 81 percent of students live on-campus in the College’s six residence halls, making Randolph a true living-learning environment. With on-campus residency, students learn to appreciate the full breadth and depth of cultures, opinions, talents, and experiences that the Randolph community has to offer.

In keeping with its foundational dedication to nurturing the “whole student,” Randolph offers an array of opportunities for students to pursue their passions and hone their leadership skills outside of the classroom. Students have access to more than 40 on-campus [clubs and organizations](#) that encompass interest areas ranging from student government to the arts, from social justice to spirituality.

Randolph, home of the WildCats, boasts a growing intercollegiate [athletic program](#). A member of the Old Dominion Athletic Conference since 1982, the College’s NCAA Division III sports teams currently include eight men’s squads (basketball, tennis, lacrosse, soccer, swimming, indoor and outdoor track and field, and cross country) and 10 women’s teams (basketball, cross country, lacrosse, soccer, softball, swimming, tennis, indoor and outdoor track and field, and volleyball). On-campus athletic venues include WildCat Stadium; a newly renovated and expanded Michels Athletic Center; a multi-purpose playing field and track; a softball complex; and a tennis complex.

The College offers plentiful opportunities for leadership and volunteerism, encouraging students to view themselves as part of a vibrant, broad global community. Randolph’s [Life More Abundant Program](#) provides platforms for community service beyond the College’s boundaries; upon graduation, students are equipped to become active citizens who can play a part in tackling complex societal challenges and meeting essential needs in their communities. The College’s [Davenport Leadership Program](#) focuses on developing well-rounded student leaders via a two-week summer institute and peer mentorship opportunities.



Randolph's commitment to sustainability is vigorous and longstanding. As the first institution in the Commonwealth of Virginia to sign the American College and University Presidents' Climate Commitment, the College's sustainability coordinator and active Sustainability Council spearhead ongoing efforts to encourage sustainability in higher education practices. Today, [Randolph is consistently recognized as one of the top "Green Schools" in the country](#). Students, faculty, and staff are dedicated to improving the quality of life within the College community without compromising the needs of future generations. As a result, Randolph has become a model for sustainable practices among small liberal arts colleges.

### **Students**

Randolph attracts students who are seeking intellectual and interpersonal enrichment, consistent and meaningful interaction with faculty, and a cohesive campus experience – all grounded in world-class, individually focused, liberal arts instruction. Randolph's total enrollment for the 2021-2022 academic year is 550; 97 percent of these enrollees are full-time students.

Members of Randolph's current first-year class are high achievers, with GPAs averaging 3.35. More than half of Randolph students were in the top 25 percent of their high school classes, and 80 percent were in the top 50 percent of their high school classes. Nearly 50 percent identify as student athletes.

Approximately 43 percent of Randolph's undergraduate students are non-white; of these students, 91 percent are domestic students of color and 9 percent are international students of color. The College is approaching the national average ratio of females to males; the entering class is approximately 62 percent female and 38 percent male.

While 75 percent of Randolph's students are Virginia residents, members of the student body also hail from 32 states and 12 countries.

Approximately 99 percent of all full-time, degree-seeking undergraduates receive institutional aid, with an average institutional award of \$12,800 and an average total financial aid package of \$29,600.

### **Faculty and Staff**

Randolph's committed and highly qualified faculty members are central to the College's unique identity. Randolph's 60 full-time faculty members are academic leaders, active in research, publishing, and creative activity, while also deeply engaged with their students in the classroom. Ninety-five percent of Randolph's faculty members hold a terminal degree in their fields, and 68 percent hold tenure. Through excellence in teaching, advising, and scholarship, the faculty provides the challenges requisite to the intellectual development of every student enrolled at Randolph.

Randolph's 205 full- and part-time staff members are one of the College's greatest assets. Together with Randolph's faculty, the College's staff play essential roles in recruiting and retaining students,

enhancing student life, supporting the institution's physical plant, and ensuring that the College can support its alumnae, alumni, and donors in a robust way.

### **Alumnae and Alumni**

The College's alumnae and alumni support Randolph in a variety of ways: as donors; as mentors; as volunteers; and as members of the Board of Trustees. The [R-MWC Alumnae and Randolph College Alumni Association](#) currently has 80 active chapters representing 40 states and the District of Columbia. As of September 2021, there are more than 17,475 living alumnae and alumni, of which more than 4,800 are in the Commonwealth of Virginia. More than 820 international alumnae and alumni represent 100 countries. In FY 2021, Randolph alumnae and alumni donated more than \$5.1 million to the College, an increase over alumnae and alumni giving in FY 2020.

### **Traditions, Culture, and Community**

Randolph's rich history and heritage supports a variety of traditions, many dating back to the early 1900s. Rivalry between classes that graduate in even-numbered years (Evens) and those that graduate in odd-numbered years (Odds) keeps class spirit running high annually. [The Greek Play](#), which has existed for more than a century and was revived in 2000 for a new generation of Randolph students, is a cultural highlight of the College experience. Every other fall, the campus and Lynchburg community converge on The Dell – the College's outdoor Greek theater made especially for the plays – to watch the latest production, complete with authentic Greek theatre practices and a classical chorus. Other cherished Randolph [traditions](#) include Pumpkin Parade and an annual Senior Dinner Dance.

### **Life After Randolph**

Randolph College is intensely invested in the personal and professional success of its students, drawing a bright line from the liberal arts to promising career pathways. Career development begins during students' first year at Randolph via the College's [Four-Year Career Plan](#), which is designed to help students assess skills, explore the options, and build real-world work experience through internships, job shadowing, and by tapping into Randolph's active, accomplished, and passionate network of alumnae and alumni.

The College's [Career Development Center \(CDC\)](#) is dedicated to shaping professional young adults who are committed to their futures and ready to engage the world with their skills and strengths upon graduation from Randolph. The CDC offers internship opportunities, self-assessment services, professional development programming, résumé and cover letter workshops, networking opportunities, career immersion trips, career and graduate school fairs, and job application assistance.

### **Campus and Location**

Randolph's picturesque campus comprises 18 buildings, including stately Main Hall – located at the center of campus – which is listed on the National Register of Historic Places; six spacious, mixed-year coed residence halls; the recently renovated Student Center; the five-story Lipscomb Library; and Houston Memorial Chapel, among others.

As a campus crown jewel, the [Maier Museum of Art](#) houses an outstanding collection of American art – chiefly paintings, works on paper, and photographs dating from the 19<sup>th</sup>, 20<sup>th</sup>, and 21<sup>st</sup> centuries. Open to visitors year-round, the Museum serves both the academic community and the general public, offering changing exhibitions, rotating displays of the College’s permanent collection, and varied educational programs.

Randolph’s 100-acre campus is situated in the foothills of the scenic Blue Ridge Mountains in Lynchburg, Virginia, a city of 76,000 residents. The campus community has easy access to extensive biking and hiking trail systems, the Blue Ridge Parkway, and the scenic James River, which runs through the heart of Lynchburg. The city boasts a thriving entertainment scene, with theater and live music venues, shopping, and restaurants a stone’s throw from campus. As an exurb of Washington, DC, Richmond, VA, and Raleigh-Durham-Chapel Hill, NC, Lynchburg is only a short drive to larger metropolitan areas, all of which are also accessible via Amtrak and a regional airport.

### **Financial Position**

Randolph benefits from a strong endowment for a college of its size and remains committed to careful stewardship of its resources. The College’s endowment currently measures \$197 million. Total operating expenses for FY 2020 were \$30.8 million, with approximately 45 percent of total operating revenues derived from net tuition, room, board, and fees. The College seeks to make headway on both sides of the operating ledger, achieving business process efficiencies and cost savings, investing for long-term growth in net student revenue, and taking advantage of new revenue streams consistent with a liberal arts educational mission. Sector-wide demographic changes, enrollment competition, and student retention nonetheless pose significant challenges to the goal of a balanced budget. The negative financial implications of the COVID-19 pandemic, compounded by the costs associated with maintenance of the College’s core mission and the need to continue key strategic investments, have resulted in a spending rate over the target five percent endowment draw. The next President will bring vision, imagination, and financial acumen to bear, maintaining the ability to adapt as external forces shift, and making difficult decisions towards creating financial equilibrium in service to the College’s mission.

### **Fundraising**

Randolph’s advancement efforts have an impressive track record of success. In FY 2021, Randolph achieved its most significant Annual Fund total since FY 2018, raising more than \$2.1 million in unrestricted dollars from 2,100 individuals. Gifts to the Annual Fund support many critical aspects of campus life, such as experiential learning, faculty professional development, and campus sustainability projects. Across its restricted and unrestricted funds, Randolph raised over \$6.4 million from more than 2,300 donors in FY 2021.

The College is currently engaged in the quiet phase of a capital campaign effort, with funds dedicated to the renovation of the institution’s science building. As of June 2021, the College has secured more than half of its capital campaign goal, with significant prospects remaining in the donor pipeline.