

The Liberal Arts at Work

Ensuring Student Success on Both Sides of the Red Brick Wall

Randolph College Strategic Plan 2024–2029

Randolph College
Strategic Planning Committee
Fall 2023–Spring 2024

Trustee/Alumna

Kathleen S. Graves '80

Faculty

Suzanne Bessenger

Gary Dop

Adam Houlihan

Aaron Shreve

Staff

Jennifer Bondurant

Tom Galbraith

Kim Sheldon

Tim Smith

Student

Isaac Carney '24

Ex-Officio

John Keener

Sue Ott Rowlands

Steve Willis

Statement of Values

Randolph College is guided by the following foundational values:

- Community, as realized through open communication, civility, honor, and care;
- Respect for everyone, supported by active efforts to maintain and increase equity, inclusion, and access;
- Student-centeredness, whereby all programs and operations are constructed to best serve the student;
- The enduring currency of a liberal arts education as the foundation for professional preparation, as realized through innovative programs and curricula; and
- The *abundant life* as an overarching goal for education and for living, defined broadly as a life of purpose, responsibility, individuality, and lifelong learning.

Mission Statement

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

Vision Statement

Randolph College will be widely known for its synthesis of liberal arts education and life and career preparation, standing as an example of how a liberal arts college can thrive through innovation. Its curriculum will be both varied and cohesive, comprising traditional liberal arts majors and market-driven offerings noteworthy for their distinctiveness. With degree-seeking, residential undergraduates as its enrollment core, Randolph will also serve a blend of graduate and non-traditional undergraduate students. The College will offer an array of services to support all of its students — academically, personally, holistically — while incorporating a conspicuous commitment to diversity and inclusion. As a result of these things, Randolph College will grow in enrollment and be financially sustainable.

This page intentionally blank

Strategic Plan

Year 1 : 2024–2025 | *Year 2* : 2025–2026 | *Year 3* : 2026–2027 | *Year 4* : 2027–2028 | *Year 5* : 2028–2029

GOAL 1 Leverage the fact that a liberal arts education is the most effective form of career preparation.

- Objective 1 Create an Experiential Learning Center and develop a four-year career-preparation sequence.
- Objective 2 Formalize an expanded selection of pre-career tracks for specific professions.
- Objective 3 Establish advisory boards with industry professionals across the disciplines.
- Objective 4 Formalize admission relationships with outside graduate and professional schools.
- Objective 5 Make it possible for any student, regardless of financial means, to participate in an internship.

GOAL 2 Support student success at Randolph College proactively, comprehensively, and holistically.

- Objective 6 Treat the first-year experience as a comprehensive whole and improve it where necessary.
- Objective 7 Create an Academic Success Center with services housed in a shared physical location.
- Objective 8 Provide developmental coursework to scaffold writing and math skills.
- Objective 9 Implement academic support and other retention initiatives for specific at-risk subpopulations.
- Objective 10 Reframe PE classes as a “Wellness” component in the general education program.
- Objective 11 Strengthen the community response to student mental health.

GOAL 3 In the Randolph tradition of academic excellence, support and enrich the academic portfolio.

- Objective 12 Add new undergraduate major programs consistent with Randolph’s liberal arts traditions and in demand by prospective students.
- Objective 13 Add new graduate standalone or dual-degree programs consistent with Randolph’s liberal arts traditions and in demand by prospective students.
- Objective 14 Continue to refine and improve the TAKE2 program.
- Objective 15 Implement a strategy for study abroad and study-away programs and for international recruitment.
- Objective 16 Establish a Teaching and Learning Center to offer a slate of teaching-support services.

GOAL 4 Broaden the College's enrollment market and diversify its revenue streams.

- Objective 17 Increase course offerings outside the framework of traditional class times and delivery modes.
- Objective 18 Promote and expedite transfer to Randolph from community colleges.
- Objective 19 Build a degree-completion program geared toward returning and/or adult learners.
- Objective 20 Offer non-degree credentials composed of existing courses.
- Objective 21 Maximize the use of the Randolph College campus during the summer months.

GOAL 5 Strengthen engagement and community among and between Randolph's various constituencies.

- Objective 22 Develop creative ways to incentivize student participation in activities.
- Objective 23 Encourage campus groups that are typically separate to interact in new ways.
- Objective 24 Create and implement an athletics strategic plan.
- Objective 25 Create and implement a strategic diversity, equity, and inclusion plan.
- Objective 26 Support employee wellness and enhance policies relating to work life satisfaction.
- Objective 27 Review the honor system and judicial process and revise as appropriate.

GOAL 6 Address infrastructural and organizational challenges.

- Objective 28 Identify and address areas for improvement relating to employee compensation.
- Objective 29 Transition all institutional policies to the policies web page and create needed policies.
- Objective 30 Identify and address the most urgent deferred maintenance and capital improvement needs.
- Objective 31 Renovate the physical plant to accommodate enrollment and programmatic growth while enhancing access and inclusion.

