



**THE SEARCH FOR  
VICE PRESIDENT  
FOR MARKETING AND  
COMMUNICATIONS**



Rhodes College is an equal opportunity employer committed to diversity in the workforce.





## INTRODUCTION

Rhodes College aspires to graduate students with a life-long passion for learning, a compassion for others, and the ability to translate academic study and personal concern into effective leadership and action in their communities and the world. Rhodes has built a unique place for itself among the nation's top liberal arts colleges by combining a powerful commitment to the liberal arts with unusually rich connections to the surrounding City of Memphis, Tennessee. Rhodes has twice been named "The #1 Most Service-Oriented College in the United States" by *Newsweek*, and civic engagement is integrated into the curriculum for all students. Recently, Rhodes was included in the new Princeton Review college guide, *Colleges that Create Futures: 50 Colleges that Launch Careers by Going Beyond the Classroom*.

Recently named by The Princeton Review as one of America's most beautiful college campuses, Rhodes also ranks #51 among the nation's top liberal arts colleges by *U.S. News and World Report*. The college is one of 40 institutions in the quintessential guidebook, *Colleges That Change Lives*, and is included on The Princeton Review's lists of "Colleges that Create Futures" and "Colleges that Pay You Back."

Rhodes enrolls 2,020 students and has an endowment of \$432 million. The Rhodes student experience is driven by intellectual engagement, service to others, and honor. The Honor System, one of the oldest student-run systems in the country, is a valued and vibrant tradition at Rhodes and all incoming students sign a pledge affirming their commitment to the three components of the System — the Honor Code, the Social Regulations Code, and the Rhodes Commitment to Diversity.

## HISTORY

Rhodes College was founded in 1848 in Clarksville, Tennessee, and, for many years, was closely affiliated with the Presbyterian Church. In 1925, President Charles Diehl led the move to the present campus in Memphis, Tennessee, where, in 1945, the college became known as Southwestern at Memphis.

Since 1984, when the college adopted the name Rhodes College to honor former college president Peyton Nalle Rhodes, the institution has grown beyond regional recognition to a nationally ranked liberal arts college that attracts students and faculty from far beyond the Mid-South region, with 75% of students from out of state, including around 12% from outside the United States.

## THE RHODES VISION

Rhodes College aspires to graduate students with a life-long passion for learning, a compassion for other, and the ability to translate academic study and personal concern into effective leadership and action in their communities and in the world.



## THE CITY OF MEMPHIS

Rhodes sits in the heart of Memphis, a city with boundless creativity where passion, ideals, cultures, and opportunity converge in authentic ways.

The City of Memphis, on the Mississippi River, is filled with unexpected combinations: global commerce and local start-ups, high culture and outdoor adventure, soul food and haute cuisine, world-class infrastructure and spectacular green- and blue-ways, rich heritage and forward thinking, and, of course, all the many forms of music born and still being recorded here, which create a wholly original Memphis sound.

Anchored by three Fortune 500 companies (FedEx, AutoZone, and International Paper), Memphis is also a globally connected transportation hub. The Memphis International Airport serves as the world's largest cargo operation and is home to FedEx's shipping superhub.

The Rhodes community is deeply committed to ensuring continued growth and development in the City of Memphis. Rhodes' unique position as one of few liberal arts colleges in an urban setting provides

an array of opportunities for students and alumni to engage with and make meaningful contributions to Memphis, including:

### [St. Jude Children's Research Hospital Summer Plus Fellowship](#)

Offers qualified Rhodes students an exclusive intensive research experience that pairs students with St. Jude scientists and places them into the hospital's professional laboratories for a period of two summers and the intervening academic year. The internships frequently result in co-authored professional papers with St. Jude researchers.

### [The Lynne & Henry Turley Memphis Center](#)

An umbrella for the community of faculty and student scholars who are researching and promoting the human experience of Memphis and the Mid-South

*continued*





region from the Civil War to the Civil Rights Movement and beyond. The Center builds upon the college's existing assets and academic strengths by providing support and resources for interdisciplinary scholarly activity and student research.

### [Internships & Fellowships](#)

Rhodes students have a variety of academic interests and often have the opportunity to connect theoretical study with practical application, thus enhancing their learning experience and contributing to the City of Memphis. Internship sites include FedEx, the National Civil Rights Museum, and Raymond James. Each year, 75% of Rhodes students complete internships and fellowships through organizations and corporations in Memphis.

### **COMMUNITY ENGAGEMENT**

More than 80% of Rhodes students are engaged in community partnerships. Rhodes was ranked 11th for community engagement by The Princeton Review. The first collegiate chapter of Habitat for Humanity was founded at the college. [The Laurence F. Kinney](#)

[Program](#) serves as a hub for Rhodes' campus-wide effort to engage all students in service and social action in Memphis and the broader community. Major programs include the 30-year-old Souper Contact, a soup kitchen for the homeless run entirely by students; *The Bridge*, Memphis' street newspaper, founded by Rhodes students, which aims to bridge the gap between homeless and sheltered by providing the homeless community of Memphis with tools to obtain a self-generated income; and [The Bonner Center for Faith and Service](#), which partners with more than 100 not-for-profit and governmental agencies in the greater Memphis area to provide in-depth service experiences for students. As a member of the [Bonner Scholarship Service Network](#), Rhodes provides service scholarships to 15 students each year. Additionally, the [Summer Service Fellowship program](#), an intensive nine-week summer experience, challenges students to engage in significant community projects identified by a community organization or by the participating student. The fellowship provides academic credit and has a 40 hour per week commitment.

## **ALUMNI IN MEMPHIS**

There are more than 3,500 Rhodes alumni living and working in Memphis, and that number continues to grow each year. Over the last several years, approximately 40% of Rhodes graduates have chosen to remain in the city to start their careers and continue contributing to making Memphis an even greater place to live.



## LEADERSHIP

Jennifer M. Collins was named the 21st president of Rhodes College on Dec. 6, 2021, following a unanimous vote by the Board of Trustees. An inspiring leader, beloved educator, and committed proponent of the value of the liberal arts, she has served since 2014 as the Judge James Noel Dean and professor of law at Southern Methodist University.

At SMU, she works with more than 100 faculty members and supports more than 800 domestic and international students. She has responsibility for managing a \$49 million annual budget; hiring, supporting, and retaining faculty and staff; fundraising; and managing internal and external communications. During her tenure, she has raised more than \$50 million for scholarships, endowed chairs and professorships, and new academic and student programming. In a time of declining interest in legal education, she has increased the number of applications to the law school every year, exceeding both the national and regional averages, and improved the entering academic credentials and diversity of the student body. Collins also vastly increased alumni engagement by creating a new umbrella alumni organization and an Emerging Leaders Board for recent graduates.

Collins joined the law faculty at Wake Forest University (NC) in 2003 and was named associate provost for academic and strategic initiatives in 2010 and vice provost in 2013. As the first law professor to hold these roles, she was responsible for strategic planning, the fostering of interdisciplinary partnerships, budgeting, faculty and student recruitment, and the enhancement of the undergraduate and graduate student experience across multiple schools.

Collins taught courses in criminal law, criminal procedure, family law, gender and the law, and career development and legal professionalism. She has received numerous awards for excellence in teaching.

Collins clerked for the Hon. Dorothy W. Nelson in the U.S. Court of Appeals for the 9th Circuit after graduating from Harvard Law School, and worked in private practice in Washington, D.C., before joining the U.S. Department of Justice Office of Legal Counsel as an attorney-adviser in 1993. She then served as Assistant United States Attorney in the U.S. Attorney's Office for the District of Columbia from 1994 to 2002. She returned to private practice in 2002 at Sidley Austin before moving to Wake Forest.

She is the co-author of *Privilege or Punish? Criminal Justice and The Challenge of Family Ties* (Oxford University Press 2009). In addition, she has written many other law review articles and essays featured in *Yale Law Journal*, *Boston University Law Review*, *Northwestern University Law Review*, and more. Collins' scholarship is focused on issues involving families and the criminal justice system.

She received her B.A., cum laude with distinction, in history from Yale University (CT) and her J.D., magna cum laude, from Harvard University (MA), where she also served as an editor for the *Harvard Law Review*. Collins and her husband, Adam Charnes, are the parents of Jake, Lily, and Sam.

Collins will assume her responsibilities on July 1, 2022, succeeding Interim President Carroll Stevens, who has served the college since July 1, 2021, following the departure of President Marjorie Hass.





## STRATEGIC PLAN

The college approved its ambitious strategic plan, [\*Achieving Our Best: A Strategic Vision for Rhodes College, 2020-2030\*](#), in October 2019. The plan is the result of an 18-month planning process that included the voices of more than 5,000 students, faculty, staff, alumni, parents, Memphians, prospective students, and their families through qualitative and quantitative research.

In light of the COVID-19 pandemic, recent changes to the broader environment, and ongoing societal and demographic change, the Planning and Priorities Task Force was recently charged with reviewing the strategic plan and recommending priorities and budget guidelines to strengthen the college's financial position, build academic excellence, and create conditions for thriving into the future. The Board endorsed the recommendations of the Planning and Priorities Task Force in October 2020. Under the new President, the plan will again be reviewed and honed as appropriate for the post-pandemic world, in collaboration with the campus community and Board leadership.

As currently written, the strategic plan outlines a commitment to align the college's business model with its mission so that Rhodes can pursue national excellence in residential liberal arts education while remaining a college of approximately 2,000 students. In doing so, the college commits to the Rhodes Edge, an educational and residential experience that ensures the college's graduates are:

- **Intellectually ready to tackle the world's most pressing problems.**
- **Leadership ready to create equitable and prosperous communities.**
- **Career and graduate school ready to succeed in tomorrow's economy.**

By honing the Rhodes Edge, the college will add value to the undergraduate experience so that talented students, faculty, staff, and alumni are increasingly willing to invest in Rhodes. Further, Rhodes will maximize other revenue streams through endowment growth and the development of new revenue generating programs in order to reduce tuition pressure on Rhodes students.

## FOUR FOCUS AREAS

highlighted in the plan are intended to guide decision-making and investments over the next decade:

**Build academic and creative excellence | Foster a culture of belonging**  
**Ensure a transformational student experience | Secure the future**



## DIVERSITY, EQUITY, AND INCLUSION

In April 2021, the Board of Trustees approved the [Rhodes Framework for Inclusion, Diversity, Equity, and Accessibility](#), also known as the IDEAS Framework. The IDEAS Framework follows directly from the college's strategic plan, which identifies as central priorities the following: adopting best practices for equity and inclusion; developing opportunities for cross cultural engagement, interfaith dialogue, and inclusive excellence; and developing a more diverse workforce.

The IDEAS Framework identifies viable short-term and longer-term institutional goals and outlines specific steps Rhodes will take to accomplish its inclusive excellence goals over the next three years. The action plan focuses on seven priorities:

1. **Commitment**
2. **Culture**
3. **Capacity**
4. **Curriculum, Pedagogy, and Faculty Development**
5. **Compensation and Employment**
6. **Climate**
7. **Campus Life and Community**

Other accomplishments related to the goals of the IDEAS Framework include Rhodes welcoming its first Posse Foundation student cohort in August 2021. For the first time in the foundation's history, each Rhodes

Posse group will be composed of students from multiple cities around the country, and will include up to two students from Memphis in each group. The college has also committed to the construction of a "multi-cultural lodge," which is a meeting and social space dedicated for use by minoritized/students of color. The lodge will be incorporated into the new East Village C residence hall building project, which began construction in spring 2021.

## THE HONOR SYSTEM

[The Rhodes Honor System](#), one of the longest-standing honor systems in the country, consists of the Honor Code, the Social Regulations Code, and the Rhodes Commitment to Diversity. The objective of the Honor System is to foster the spiritual growth, moral fortitude, and intellectual development of the individual student. All incoming students sign a pledge at the beginning of each school year affirming their commitment to the three components of the Honor System. Students are personally responsible for their work, their actions, and their word, and all students pledge to uphold the System in their daily lives and to report cases of violation to the appropriate student governing bodies.

The Honor System is a tradition which has been valued by the Rhodes community for more than a century. It allows the fullest possible expression of individual life in harmony with community life, and it is a principle which members of the Rhodes community believe to be fundamental in ethical life during and after college.





## GLOBAL REACH

Rhodes is a global institution, with a faculty and student body hailing from around the world. Professors regularly participate in international research; students are deeply invested in critical study of global cultures and practices across the disciplines. Rhodes was named a top Fulbright producer by the State Department in 2020. Twenty students competed in the 2021-2022 Fulbright cycle.

More than half of Rhodes students supplement their study on campus with international study. [The Buckman Center for International Education](#) provides study abroad advising and financial aid, and serves as the first point of contact for international students studying at Rhodes. Rhodes adopted a new study abroad policy in 2019 that allows students to spend a semester abroad for no additional costs or fees, as long as the student participates in a Rhodes-approved program.

Rhodes is a member of the American Council on Education's ACE Internationalization Lab. The ACE Internationalization Laboratory provides leadership for a systematic and collaborative approach to global education at Rhodes College. Rhodes College is now one of more than 150 institutions that have made a commitment to comprehensive internationalization of their campuses and to the promotion of institutional goals that further global education.

## ACADEMICS

The classroom experience at Rhodes is intimate and rigorous. Rhodes values the engaging dialogue that arises when students and professors work together to investigate questions and problems they care about. In this environment, students are expected to formulate and articulate big ideas and contribute in major ways to the critical discussions and debates that take place in classrooms and laboratories, and the 10:1 student-to-faculty ratio makes this possible. Rhodes seamlessly integrates high-impact experiences such as internships, study abroad, and faculty-mentored student research with a traditional liberal arts education, and the Foundations Curriculum gives students the freedom to pursue their academic interests while developing critical-thinking skills that will serve them throughout their lives.

Through 18 academic departments and 13 interdisciplinary programs, Rhodes offers more than 50 liberal arts and interdisciplinary majors and minors. The college provides pre-professional advising for students who plan to work in the health professions, law, engineering, accounting, business, architecture, clinical psychology, foreign service, ministry, public history, and education, and it has a partnership with St. Jude Children's Research Hospital that provides extraordinary research opportunities for qualified students. Rhodes currently offers a graduate degree program, the Master of Science in Accounting, and offers a Post-Baccalaureate Certificate program in Health Equity.





## STUDENTS

Rhodes is home to a diverse group of approximately 2,030 students who represent 46 states (plus D.C.) and 35 countries. Within the current student body, 31% identify as students of color, and the class of 2020 boasted a record 33% who identify as students of color. Effective fall 2022, the college will transition from a two-year residency requirement to a three-year residency requirement, meaning that nearly 80% of students will live on campus. The student body has a 41:59 male-to-female ratio.

Rhodes students are intellectually curious and deeply engaged in academic and extracurricular activities. Students with a personal commitment to service are drawn to Rhodes and to the many opportunities to integrate themselves into the greater Memphis community, and more than 80% of students participate in service activities. Rhodes actively recruits students who are excited to be part of the city, seeking opportunities to connect with Memphis in ways that are mutually beneficial and meaningful.

Rhodes has enjoyed strong enrollment success over the last five years, with steady growth in both the quantity and quality of applications. Application numbers have increased from 4,731 to a record 6,310 for the 2020-2021 admission cycle. The impressive growth in Early Decision commitments has provided Rhodes with strong enrollment positioning, comprising 20% of the current class and now 32% of the incoming class. The median SAT has increased to 1400 from a historical range of 1310-1330 in recent years (a test-optional

policy went into effect for the entering class fall 2021 and will remain in place through at least 2023). Over half these students have ranked in the top 10% of their high school class with a median GPA of 3.8.

## FACULTY

Rhodes faculty members represent the best of the scholar-teacher model that is essential to a liberal arts education. Scholarly and creative production across the board is unusually high for a liberal arts college, and engaging undergraduates in faculty research – in the humanities and social sciences as well as the natural sciences – is standard practice. Virtually all of the faculty hold the highest degrees in their respective fields and contribute regularly to the scholarship of their disciplines. Many have been recognized for their excellence with grants from the NSF, NIH, NEH, NASA, and the Mellon Foundation, Fulbright awards, and numerous other honors including a recent faculty invitation to join the prestigious Council on Foreign Relations. Rhodes honors faculty accomplishment through institutional awards for teaching, scholarship, and service and supports the ongoing development of the faculty through such programs as the Hill Grant for curricular innovation, the Faculty Development Endowment Grants for faculty scholarship, and an extensive mentorship program for incoming faculty. Rhodes is committed to sustaining an environment in which faculty can thrive in their careers and make substantial contributions to the college community and their scholarly communities.



## STAFF AND ADMINISTRATION

Rhodes employs just over 300 exceptionally dedicated administrators and staff who join the faculty in serving the educational mission of the college and cultivating the character of its students. Staff members are an integral part of the community. Continuing to value the contributions of staff members at all levels of the college is essential to maintaining the sense of common purpose, civility, and respect within the community. Rhodes is proud to recognize particularly outstanding staff contributions at its annual Service Recognition program, which includes recognition for years of service and four awards for outstanding staff.

## CAMPUS

Rhodes' Collegiate Gothic campus, identified by The Princeton Review as the third-most beautiful campus in the United States in 2016, sits on a 123-acre wooded site in the heart of historic Midtown Memphis. The walkways, quadrangles, residence halls, common areas, and classrooms are all intentionally designed to encourage intimate conversation, the exchange of ideas, and life-changing connections.

With each new expansion on its original 110-acre Memphis campus, Rhodes has maintained its Collegiate Gothic architecture. The Paul Barret, Jr. Library, completed in 2005, has been ranked among the country's most beautiful libraries. In 2012, Rhodes opened two new facilities, the expanded and renovated Catherine S. Burrow Refectory and the West Village Residence Hall. In 2014, the college completely renovated the Rhodes Tower science facility and converted Briggs Hall into a computer science building.

In 2017, Rhodes opened Robertson Hall, a \$34 million, 55,000-square-foot science facility that houses state-of-the-art research and teaching labs and smart classrooms.

Currently under construction is the three-story, near-

ly 62,000-square-foot East Village C residence hall, which will house 150 students in both single rooms and suites, as well as an adjoining lodge for multicultural student organizations. East Village C will help the college achieve its strategic goal of a three-year residency requirement and provide additional social and meeting space for multicultural student organizations. The new hall is slated to be online for fall 2022.

## FINANCES AND RESOURCES

Effective June 30, 2021, the college completed its 48th consecutive year of balanced budgets. For fiscal year 2022, the college's total operating budget is \$74 million, which is net of the financial aid budget of \$56 million. As of June 30, 2021, Rhodes had an endowment of \$432 million and a moderate debt level of \$86 million. Total assets were \$688 million and net assets were \$566 million at June 30, 2021, amounts which have not changed materially since the conclusion of the last fiscal year. The college maintains a debt rating of A+ from Standard and Poor's and a rating of A2 from Moody's Investors Service.

The Campaign for Rhodes, which concluded in 2014, was a highly successful endeavor that aligned around the four imperatives of The Rhodes Vision – Student Access, Student Learning, Student Engagement, and Student Inspiration.

The \$314 million campaign significantly strengthened the college's financial base. Total institutional assets increased by more than \$200 million during The Campaign for Rhodes. New initiatives as a result of the campaign include: the creation or enhancement of 258 student scholarships; funding and endowment for 13 faculty chairs and professorships; 30 new funds established to support faculty teaching and research; and an increase in total interior square footage from 899,000 to 1,282,000, which includes the addition of the Paul Barrett, Jr. Library and Robertson Hall.



## ROLE OF THE VICE PRESIDENT FOR MARKETING AND COMMUNICATIONS

The Vice President for Marketing and Communications is a visible and accessible leader locally, regionally, and nationally who provides high-level strategic direction for the college's marketing and communications. Reporting directly to President-Elect Jennifer Collins, the Vice President serves as a collaborative and collegial member of her core Senior Leadership Team, which currently includes:

- Chief Human Resources Officer
- Executive Assistant to the President
- Provost and Vice President for Academic Affairs
- Vice President for Enrollment
- Vice President for Development
- Vice President for Finance & Business Affairs
- Vice President for Strategic Initiatives
- Vice President for Student Life

The Vice President for Marketing and Communications leads a staff of 11 and oversees a \$1.25 million budget. The Vice President will serve as a persuasive and credible champion of Rhodes' efforts and successes to a wide range of external audiences. The Vice President will serve as a transparent and communicative partner across campus, collaborating and sharing information with faculty, staff, and administrative peers.

The Vice President for Marketing and Communications will plan, develop, implement, and evaluate a creative and effective comprehensive marketing and communications strategy to promote the mission and interests of the college. This includes overseeing the progression of the college's brand identity and message architecture, establishing a framework that is well defined and aligned to the college's vision and strategic objectives. It also includes working closely with the admission and enrollment services team to lead acquisition marketing efforts to drive results across the enrollment funnel to continually assess and adapt outreach and engagement with prospective students and their families, starting with lead capture, to applications to yield. Marketing efforts includes a sophisticated personalized multimedia outreach strategy.

The Vice President for Marketing and Communications serves as the marketing and communications liaison and strategic advisor to the Senior Leadership Team and advises on internal and external communications issues, crisis communications, media perceptions, public relations issues, marketing strategies, and effective messaging to advance the reputation of the college, increase revenue (in partnership with admission and development), and minimize risk.

The Vice President for Marketing and Communications provides leadership and direction for the overall planning, management, evaluation, and assessment for the website, social media channels, publications, and media relations. The Vice President will deploy a comprehensive plan across disciplines to increase the visibility of Rhodes and implement strategic plans for marketing through print and electronic media; pinpoint areas of concern or interest to the media; take initiative to discover stories that support the marketing plan and work with staff to effect strategic media placement. The Vice President for Marketing and Communications will lead, mentor, and develop a team of professionals to form a cohesive, well-functioning unit that delivers high-quality strategies and tactics across all marketing and communications media for the promotion of Rhodes.

### PROFESSIONAL AND PERSONAL PROFILE

- Proven track record of demonstrated success and progressively responsible positions in marketing and/or communications. Previous experience in higher education is preferred but not a requirement; working in a complex, matrixed environment with multiple internal and external audiences is a must.
- Seasoned communications and/or marketing professional with experience developing integrated plans and programs that drive results across high-value, complex, decision-making journeys.
- Substantial experience implementing marketing lead acquisition practices.
- Significant experience in management and supervision, able to build teams, encourage and support team members, and bring out the best in each professional.
- Aptitude for and adeptness at tracking and leveraging data to inform strategy and tactics that are aligned with the college's strategic plan and mission.
- Team player with extraordinary people and relationship-building skills, a highly visible and accessible management style, and a genuine willingness to listen.
- A competitive and relevant spirit of promoting the college with integrity, honesty, and ethics.
- Someone who has high energy/drive, a sense of humor, a relentlessly positive attitude, and is results oriented.
- Bachelor's degree in marketing, public relations, business, or a related field; an advanced degree is preferred.