



HAMPDEN-SYDNEY COLLEGE



Leadership Profile for President Search 2026



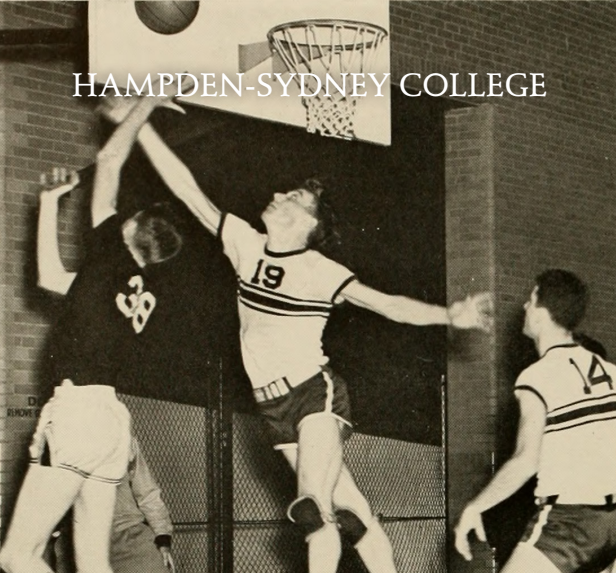
Executive Summary

Hampden-Sydney College (H-SC) seeks a dynamic leader committed to its mission “to form good men and good citizens in an atmosphere of sound learning” to serve as its 26th President. H-SC is one of the nation’s oldest institutions of higher education, and it is one of only four colleges in America dedicated to educating men. H-SC has built significant momentum through advances in academics, student success, philanthropy, facilities, and institutional visibility. The next President will have an extraordinary opportunity to build upon this foundation while leading the College through an evolving higher education landscape.

The President will serve as the chief steward of the College’s mission, values, and traditions while articulating a compelling vision for the future. This leader will champion the enduring relevance of a liberal arts education, promote the distinctive value of the Hampden-Sydney experience, and ensure the College prepares students for a life of success and service in a rapidly changing world. Central to this work will be strengthening enrollment, enhancing the student experience, and communicating the measurable outcomes and lifelong impact of a Hampden-Sydney education.

As the College’s principal ambassador, the President will cultivate strong relationships with students, faculty, staff, alumni, trustees, parents, and friends of the institution. Building upon a period of exceptional fundraising success, the next leader will further expand philanthropic support, deepen alumni engagement, and secure the resources necessary to advance strategic priorities. Success will require an energetic, visible, and accessible leader who listens attentively, communicates transparently, and inspires confidence across the campus community.

The ideal candidate will bring demonstrated leadership experience, strategic and financial acumen, and a record of building consensus among diverse constituencies. Equally important are the personal qualities sought by the College community: integrity, authenticity, humility, sound judgment, empathy, and

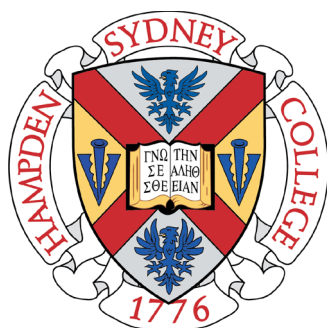


courage. The successful President will possess exceptional communication skills, a collaborative leadership style, and a genuine appreciation for the transformative power of a residential liberal arts education.

Above all, Hampden-Sydney seeks an enthusiastic advocate of the transformative nature of a liberal arts education who embraces the College's distinctive culture, honors its traditions, and possesses the vision and resolve to position H-SC for continued success. This is a unique opportunity to guide a historically significant institution with a devoted alumni base, a clear sense of purpose, and a compelling future.

For information regarding how to apply, submit nominations, or inquire about the role, please see the section "Procedure for Candidacy" at the end of this document.

Opportunities and Expectations for Leadership



Hampden-Sydney College (H-SC) has arrived at an exciting and critical inflection point in its long and storied history. Building on the successful tenure of its current President and the momentum generated by achievements in academics, campus life, and fundraising, the next H-SC President will lead the College into a new era of opportunity. The challenges facing colleges and universities in America are daunting, but the mission and tradition of H-SC provide a uniquely compelling opportunity to engage and educate young men. Specifically, the next President will be expected to address the following priorities:

Embrace and celebrate Hampden-Sydney's distinctiveness, culture, and traditions.

The mission statement for Hampden-Sydney College befits its position as the tenth oldest higher education institution in the United States, founded in 1775:



President

“Hampden-Sydney College seeks to form good men and good citizens in an atmosphere of sound learning.” This motto is more than just a sentence — it embodies the ideas inherent in an H-SC education and the tenets that H-SC alumni strive to live by. In an era of declining enrollment in higher education institutions, especially of young men, the next H-SC President will need to tell the story of an institution that has created a unique, supportive, and rigorous environment for young men to better understand themselves and their capabilities. H-SC provides an excellent education, ensures a distinctive experience that forms both mind and character, and connects young men to a brotherhood older than America itself. The next President will be expected to embrace this culture and ethos, passionately communicating the merits of a men’s college and the role H-SC plays in forming men who positively impact their communities and the country.

Ensure the College’s commitment to the liberal arts.

Throughout its history, the College has maintained a deep commitment to the transformative impact of a liberal arts education. It has also built distinctive academic programs that define a Hampden-Sydney education, including its Rhetoric Program, which ensures all H-SC students can write and speak clearly and cogently. In addition to the critical thinking skills and other capabilities developed by an H-SC education, the College is also exploring possibilities to adapt and expand programs in business and engineering to meet student demand and integrate the liberal arts into these professional disciplines in a way that aligns with H-SC’s values. The recently created Robert K. ‘87 and Cynthia L. Citrone School of Business and Economics will help to support the College’s efforts on this front. The next H-SC President will be expected to support faculty in their work to ensure an exceptional liberal arts education and to assess how the educational enterprise should evolve to prepare students for technological and societal changes, including artificial intelligence.

Advance outcomes and communicate impact to drive enrollment success.

The next H-SC President will be expected to work collaboratively to identify clear and compelling educational outcomes for H-SC students and effective enrollment strategies



President

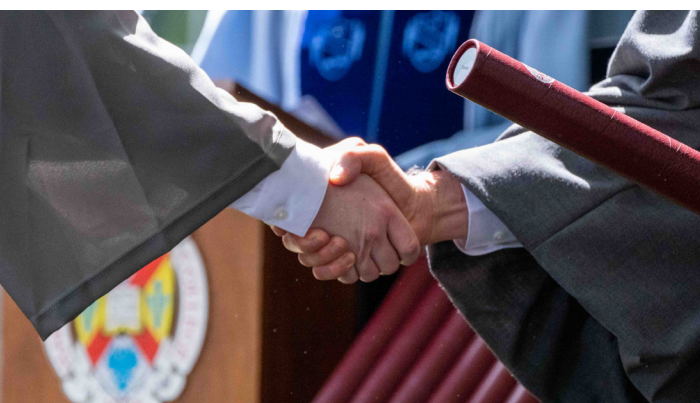
for the College. H-SC has made tremendous progress on many fronts over the last decade and there are abundant opportunities to continue this momentum. After adopting an admissions strategy focused on selectivity and geographic expansion, for example, H-SC has made significant headway in its academic outcomes, including improved retention and graduation rates as well as growth of the out-of-state student population to 40%. Investments have also been made in student learning opportunities that complement classroom experiences, including study abroad, undergraduate research, and internships. The next President must continue to identify opportunities to leverage the powerful Hampden-Sydney alumni network for internships, mentorship, and resources for students and young alumni. Equally as important, the next H-SC President will be expected to identify metrics that demonstrate the lifelong value of a Hampden-Sydney education and tell the many success stories of its alumni – from teachers forming the character of future generations to leaders of industry and government. As the College continues to expand its recruitment and recognition nationally, the ability to effectively demonstrate outcomes and impact will be critically important in achieving the College’s enrollment goals.

Build on recent fundraising achievements.

In April 2026, Hampden-Sydney celebrated the completion of a remarkable comprehensive campaign entitled, *It's Time, Good Men*. The campaign ended after raising more than \$400 million and was the largest in the College’s history. This achievement demonstrated two critical ideas: H-SC has a compelling and vital story to share with potential donors, and the community supporting Hampden-Sydney is deeply committed both intellectually and financially. As the next President develops and implements a strategic vision for H-SC, new priorities will emerge, and new opportunities for philanthropic relationships and fundraising will arise. The next H-SC President must bring a personal and authentic commitment to friend-raising and fundraising as well as an appreciation for the work that has been accomplished to date. Building on the College’s recent success, the President will strategically engage established donors and identify new partners, widen the circle of H-SC champions, and deepen the connection of alumni and friends to the College.

Continue to strengthen the College's finances.

The College has made significant strides in stabilizing its financial foundation, including doubling its endowment, investing more than \$200 million in facilities over the last decade, earning an "A" financial grade from *Forbes* in 2026, and earning an "A" credit rating from Standard and Poor's. While H-SC has made great strides, it faces an uncertain landscape with the demographic cliff and increasing costs. The College is currently working to ensure resources align with priorities and enhance its resource base. The next President will need to have strong financial acumen and the ability to ensure a firm financial foundation so that H-SC is able to continue to advance its mission and impact in the decades ahead.



Focus on communication and H-SC's sense of community.

The President of Hampden-Sydney will be expected to effectively engage a community of passionate constituents: students, faculty, staff, alumni, and donors. The next President must be a visible, authentic, and compelling spokesperson for the College, celebrating its successes and transparently communicating its challenges. As the College navigates many of the financial and demographic challenges facing small, private liberal arts institutions, its next leader must be willing to listen intently, engage broadly, and communicate proactively. The next Hampden-Sydney President must be a tireless proponent of the College who will motivate and support faculty and staff as they continue their remarkable work and engage external constituents as they deepen their commitment to Hampden-Sydney and its future.

Professional Qualifications and Personal Qualities

Hampden-Sydney College's next President will be a leader who finds deep, personal resonance with the College's core mission of educating young men. The selected President will embrace the College's history and traditions as central to its future; will thrive in the intimate environment of a liberal arts college; and must have a record of successful leadership in a complex organization. The selected candidate should also possess the following characteristics and qualifications:

- » A demonstrated track record of harnessing the passion and commitment of multiple constituencies to generate a unified and unifying vision.
- » A collaborative and transparent leadership approach that emphasizes teamwork and builds trusting relationships among the College's various constituencies.
- » Enthusiastic advocacy for the transformative impact of a liberal arts education and a commitment to supporting faculty in its development of the H-SC curriculum and educational experience.
- » Superior communication and relationship-building skills, including especially strong and effective listening skills and an ability to foster sincere personal relationships.
- » An energetic and effective approach to representing the institution to its external communities.
- » A commitment to being a visible presence on campus, demonstrating support for students, faculty, and staff and providing a role model for the College's values and mission.
- » Awareness of the disruptive changes occurring within higher education and the capability to address them effectively.
- » Strong financial acumen and the ability to ensure a solid financial position that provides a firm foundation as the College and higher education navigate a dynamic future.
- » A successful track record of raising philanthropic support from multiple constituencies.
- » Possession of the following leadership characteristics: integrity, intelligence, authenticity, sound judgment, trustworthiness, confidence tempered by humility, empathy for others, courage of convictions, diplomacy, exceptional political instincts, and a sense of humor.



About Hampden-Sydney College

Overview

Nestled on 1,340 acres of gently rolling countryside in Virginia's Southside, Hampden-Sydney College is distinctive in its history, its mission, and its unwavering sense of purpose. Founded in 1775, Hampden-Sydney is the oldest of the nation's few remaining colleges for men. For two and a half centuries, the College has held fast to a mission as clear today as it was at its founding: to form good men and good citizens in an atmosphere of sound learning. Hampden-Sydney's motto — *Hic venite iuvenes ut exeatis viri* — translates as "Come here as youths so that you may leave as men." This motto captures, in a single line, the transformation the College asks of every student who arrives on what generations of Hampden-Sydney men have simply called "The Hill."



Hampden-Sydney takes its name from two Englishmen: John Hampden and Algernon Sidney, hero-martyrs of representative government and civil and religious liberty whose sacrifice was widely invoked by American colonial patriots. From its earliest days, Hampden-Sydney has understood itself as an institution in service to citizenship as much as to scholarship. That founding purpose finds clear expression today in the College's Honor Code and Code of Conduct, both of which are entirely student governed. It is also present in its nationally recognized Rhetoric Program, which asks every Hampden-Sydney student to master the art of speaking and writing with clarity and conviction.

The search for Hampden-Sydney's next President unfolds at a consequential moment for higher education and for the College. The landscape of American higher education is shifting in enrollment, in public confidence, and in the purpose ascribed to a liberal arts education. Hampden-Sydney's identity as a college devoted to the formation of men of character offers both a distinctive value proposition and a genuine responsibility. The next President will lead a close-knit academic and residential community of a thousand students, where relationships between faculty and students run deep, and the bonds of brotherhood forged in the classroom, on the athletic field, and around Hampden-Sydney's storied traditions last a lifetime.

Images courtesy of the National Portrait Gallery, London (NPG D30365; NPG D19276).



History

When a group of patriots and Presbyterians convened at Nathaniel Venable's Slate Hill home in early February 1775, its members were determined to establish an educational institution for the sons of patriots across central Virginia. Within days, the group selected a site and appointed the Reverend Samuel Stanhope Smith, a young Princeton-educated minister, as the College's first Rector. Smith modeled the new institution after his alma mater, but with one adaptation suited to the revolutionary times: a greater emphasis on English than was typical at other contemporary colleges. Within ten months, Smith had secured funding, hired a faculty that included his own brother, John Blair Smith, and enrolled 110 students. Classes began in makeshift quarters on November 10, 1775, a date the College still marks as its founding.

The founders named their college after two Englishmen, John Hampden and Algernon Sidney, who, a century earlier, had given their lives in defense of the principles of representative government and civil and religious liberty. Colonial patriots had long invoked Hampden and Sidney as hero-martyrs of the cause of liberty, and the choice of name aligned the young college unmistakably with the spirit of American independence then gathering force in Virginia. That spirit was reflected in the College's first Board of Trustees, whose members included Patrick Henry and James Madison. In the College's first advertisement, Samuel Stanhope Smith described its purpose plainly: to "form good men and good citizens." That mission, unchanged in language for two and a half centuries, remains the College's own today.

Through the twentieth century, as much of American higher education moved toward coeducation, Hampden-Sydney deliberately preserved its identity as a college for men, becoming, over time, the oldest such institution in the United States. In recent decades, Hampden-Sydney has renewed its campus while holding fast to its mission. The Wilson Center for Leadership in the Public Interest was expanded in 2011; the Brown Student Center opened in 2017 as the new hub of campus life; and the Center for Rhetoric and Communication opened in 2019, giving fresh, purpose-built space to the required Rhetoric Program that has become one of the College's most distinctive academic hallmarks.

Today, Hampden-Sydney enrolls just under a thousand students, sustains one of the most devoted alumni networks in the country, and continues to test, in each new generation of students, the same proposition its founders advanced 250 years ago: that a young man's character is formed as deliberately as his mind.



Academics

Hampden-Sydney's academic program is built on the conviction that a young man's intellectual formation and his character development are inseparable. The College's curriculum, delivered on a standard semester calendar, gives students the breadth of a classic liberal arts education alongside more than 50 majors and minors. Classes remain small and personal — averaging roughly 12 students, with a 9:1 student-to-faculty ratio — so that Hampden-Sydney men are known individually by the faculty who teach them, not lost in a lecture hall.

At the center of the curriculum is the College's renowned Rhetoric Program, required of all students and grounded in the belief that clear speech and writing foster clear thought. The Pannill Center for Rhetoric and Communication houses the program and extends its influence beyond any department. Hampden-Sydney graduates are sought after for their persuasive writing and confident speaking. The Core Cultures program complements this, providing broad grounding in the traditions shaping civic and intellectual life.

Hampden-Sydney's faculty are true teacher-scholars: over 90% hold terminal degrees. This year, their classroom commitment was affirmed when they swept the Virginia Foundation for Independent Colleges awards for Excellence in Undergraduate Teaching, Rising Star, and Excellence in Instructional Technology. The College is also nationally recognized as a top producer of Fulbright Scholars — reflecting both students' ambition and the faculty mentorship preparing them for the nation's top fellowships.

The College's commitment to experiential learning is formalized through COMPASS, which guarantees every Hampden-Sydney student a funded, off-campus learning experience, removing cost as a barrier to the kind of hands-on education that increasingly distinguishes successful graduates. Students with a bent for independent inquiry can pursue a funded Summer Research Program under the guidance of a faculty mentor, allowing them to pursue a serious line of research over the summer without sacrificing a semester of coursework. These students present their findings at the program's conclusion each summer. Work conducted



during the academic year finds its own showcase each spring at the College's Student Research Symposium, and the College further supports students who wish to present their work beyond the Hill by funding travel to regional and national academic conferences.

These investments show in the outcomes Hampden-Sydney students achieve. Ninety-one percent of this year's graduating class completed their degree in four years or less. The College's freshman retention rate stands at 85%. Both are marks of a student experience that keeps young men engaged and on track. According to the College's Graduate Outcomes data, recent graduates report an average starting salary of \$55,000. Early-career median pay reaches \$71,300. These figures speak to the durable value employers place on a Hampden-Sydney education.

The College's academic program is entering a new chapter. Hampden-Sydney has announced the formation of two new schools: the Robert K. '87 and Cynthia L. Citrone School of Business and Economics and the Eugene W. '72 and Katharine P. Hickok School of Government, History, and Civic Leadership, both of which will find a home in a newly renovated Gilmer Hall opened this fall. These schools build on existing strengths anchored by centers of excellence, including the Wilson Center for Leadership in the Public Interest, the Center for Public Economy, and the Center for Public History. They join the Flemming Center for Entrepreneurship and Innovation, which recently added a new minor in Entrepreneurship and Innovation.

These initiatives follow the 2022 opening of the College's \$55 million Pauley Science Center, which includes state-of-the-art classrooms, laboratories, equipment, and interactive spaces to support first-class science teaching, research, and scholarly activity. In fact, the Pauley Center is the culmination of both an investment in the natural sciences and a growing strength in this area at Hampden-Sydney. Significant research funding, faculty scholarship, and student research has been focused in the sciences, creating a real strength at H-SC.

Together these projects reflect a sustained, decade-long investment in the facilities and academic structures that will carry Hampden-Sydney's mission into its third century.



Student Life



Honor and Self-Governance

Life at Hampden-Sydney is shaped by two student-administered codes: the Honor Code, which upholds integrity — “will not lie, cheat, or steal, nor tolerate those who do” — and the Code of Conduct, promoting civility — “behave as a gentleman at all times and in all places.” Elected student leaders oversee these codes, reinforcing a culture of self-governance that generations of alumni cite as their most lasting lesson. This culture defines the community by trust, responsibility, and lifelong ethical standards.



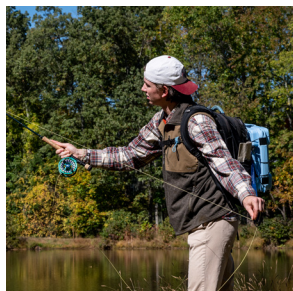
Traditions

Hampden-Sydney’s traditions bind each new class of students to those who came before. Founders Day, celebrated annually, fosters unity and a sense of heritage among students, faculty, and alumni. The One Brotherhood Dinner, held each year, strengthens community ties and supports the close-knit environment that distinguishes life on The Hill. Each fall, “The Game,” a football contest against Randolph-Macon College that is one of the oldest rivalries in the South, ignites school spirit, cultivates camaraderie, and connects the community in a shared tradition of enthusiastic rivalry.



Residential Life

Hampden-Sydney requires students to live on campus for all four years, reinforcing the College’s goal of modeling what it means to live in a more perfect union, and the value of having students living and learning together. That commitment has been matched by sustained investment in the residential experience: nearly every dormitory on campus has undergone renovation in recent years, most notably the extensive restoration of historic Venable Hall, and the College has added The Groves, a new apartment-style residence near Lake Chalgrove that gives upperclassmen a more independent living option without leaving The Hill.



Fraternities, Societies, and Student Organizations

More than 60 student-run clubs and organizations represent a broad range of interests, while ten national fraternities and three National Pan-Hellenic Council chapters together draw approximately half of all students. The College's honor societies recognize excellence in history, academics, and leadership. The Union Philanthropic Society, founded in 1789, is the nation's second-oldest and longest continuously operating debating society, highlighting Hampden-Sydney's focus on rhetoric and civic engagement. H-SC also boasts a Phi Beta Kappa chapter as well as a chapter of Omicron Delta Kappa.



Athletics and Recreation

Hampden-Sydney fields 10 intercollegiate athletic programs in NCAA Division III, and athletics reach far beyond the varsity roster: roughly 40% of students compete on varsity teams, and 80% participate in intramural sports. An active roster of club sports including rugby, fly-fishing, and clay target shooting rounds out an athletic culture that prizes participation as highly as competition. The College athletic facilities are some of the finest and best equipped in all of Division III sports, including the newly renovated Kirby Sports Center. The College's beautiful campus has three small lakes, a wooded hiking trail, and a ROPES course. Students and the local community have access to an outstanding 18-hole golf course less than two miles from the campus.



Service and Community Engagement

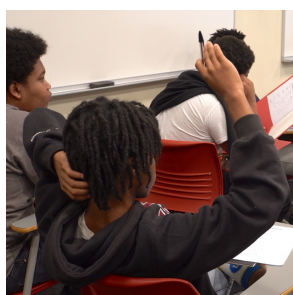
Service is central to the Hampden-Sydney experience from a student's first year. Each fall, students join The Big Event, a campus-wide day of service, while the Beyond the Hill program sends participants on service trips. Over 500 students have contributed 40,000 hours to date. Locally, students engage with the community throughout the year, supporting the belief that good citizenship grows from consistent practice rather than occasional gestures.

Together, these elements of student life support one of the College's core priorities: retention. A closely knit community—defined by honor, tradition, and four years of shared residential life—fosters friendships, a sense of belonging, and loyalty. This gives Hampden-Sydney an advantage in keeping students engaged and invested from their first year to their last.



Faith Life

Though Hampden-Sydney has no religious requirements for students, the College and the local community offer a multitude of ways for students from all faith traditions to explore and deepen the spiritual dimension of their lives. A College chaplain provides personal support and guidance, while College Church offers opportunities to participate in regular Sunday services and key campus events. Students of any faith tradition, or none, are welcome to gather, fostering a sense of community and inclusion.



ELITE Educational Pipeline

Emerging Leaders in Transition to Excellence (ELITE) is Hampden-Sydney's signature access and development pipeline, built by the Office of Culture and Community to recruit, enroll, and graduate academically talented young men from Pell-eligible, first-generation, and other underserved backgrounds, both locally and across the country. Rather than a single program, ELITE functions as an eight-year continuum: it begins with high school partnerships through ELITE Pre-College, brings rising students to campus for a residential Summer Bridge experience, develops enrolled students over four years as ELITE Scholars, each paired with a dedicated alumni mentor and guided through the College's MADE curriculum (Mindset, Application, Discipline, Excellence), and ultimately returns graduates to the pipeline as mentors for the classes behind them. The model is already showing results: its inaugural 2026 Summer Bridge cohort drew thirty students from more than five states, two of whom committed to Hampden-Sydney within days, while current ELITE Scholars served as their residential mentors.



Beginning with the Class of 2031, Pell-eligible Scholars will receive last-dollar scholarship support, closing the roughly \$8,000 gap that often stands between high-achieving, low-income students and a debt-free degree. For the next president, ELITE offers strategic capacity in three directions at once: an enrollment engine that extends the College's geographic and demographic reach, a retention architecture built on mentorship and belonging, and a philanthropic platform with active donor development toward permanent, endowed funding, making it a working demonstration of Hampden-Sydney's mission applied to the students for whom that formation carries the greatest consequence.



Procedure for Candidacy

Applications, nominations, and inquiries can be submitted through the **WittKieffer Candidate Portal**. Applicants should submit, as separate documents, a CV or résumé and a letter of interest that addresses the themes outlined in this profile. WittKieffer is assisting Hampden-Sydney College in this search. For full consideration, candidate materials should be received by **November 11, 2026**.

Nominations and inquiries can also be directed to Ryan Crawford, Greg Duyck, and Maya Holt-Brockenbrough, Ph.D., at **HSCPresident@wittkieffer.com**.