



**Dean, Olin Library
Rollins College
Winter Park, Florida**

Rollins College educates students for global citizenship and responsible leadership, empowering graduates to pursue meaningful lives and productive careers. We are committed to the liberal arts ethos and guided by its values and ideals. Our guiding principles are excellence, innovation, and community. –Mission Statement

THE SEARCH

Rollins College seeks a collaborative leader to serve as its next Dean of the Olin Library. The College library of the 21st century must be more than a repository of information, but a place where knowledge is created. Rollins seeks a seasoned manager and visionary leader who sees the future of academic libraries and will propel an already strong library forward while maintaining a high quality of service. The new Dean will lead the Library as the intellectual and community hub of campus during a critical time at the College.

The Dean will join a highly respected institution with great aspirations for the future. Situated on a beautiful and gracious campus, the Rollins brand is interpersonal delivery. This Dean will join an ambitious institution boldly moving forward. Reporting to the Vice President for Academic Affairs and Provost, the Dean holds an administrative position with tenure or tenure-track faculty status and directly supervises four department heads and the Olin Office & Facilities Coordinator. The Dean will lead a talented and dedicated team of 23 faculty and staff who lead library information services and tutoring and writing services for the Rollins community.

The ideal candidate will have a track record of progressive experience and demonstrated success leading a library, managing a diverse group of faculty and staff, a history of mentorship, a mindset of partnering and experience building welcoming relationships. They must have a strong sense of the role of libraries in the evolving world of knowledge creation and collection, and the overarching challenges and opportunities including issues of space and facilities, emerging technologies and digital content, preservation of archival materials, and decolonization and diversification of collections. The Dean should be highly student-centered and therefore actively visible across

campus, accessible, and passionate about the role contemporary libraries play in the student experience. They must also have experience supporting faculty in accessing materials, publishing, conducting research, and utilizing innovative pedagogies. The Dean should have a track record of inspiring and bringing together a team of both faculty and staff while placing a high value on professional development. They should be an excellent communicator who builds a data-informed culture. Above all, the ideal candidate must embody a deep commitment to diversity to drive the work of the library to ever increasing inclusivity, an appreciation for liberal education, and support the values and missions of Rollins College.

Rollins College has retained the national executive search firm Isaacson, Miller to assist in recruiting its new Dean. Please direct all inquiries, nominations, and applications to Isaacson, Miller as indicated at the end of this document.

ROLLINS COLLEGE

Founded in 1885, Rollins is Florida's oldest post-secondary institution and has been an independent, nonsectarian, and coeducational comprehensive liberal arts college since its inception. Enrolling approximately 2,700 full-time undergraduate and 500 graduate students, Rollins strives to educate its students for global citizenship and responsible leadership through small class sizes, student-faculty research collaborations, integrating service-learning into the fabric of the Rollins experience, and hosting some of the world's most preeminent thought-leaders for campus discussions and dialogue.

Located lakeside in Winter Park, Florida, Rollins' 80-acre campus provides small-town community and proximity to neighboring Orlando. Beneath Spanish moss and inside the arched doorways of Spanish-Mediterranean buildings, students experience small classes led by faculty who are nationally recognized for innovative teaching and scholarship.

History

Since its founding, Rollins has had a history that intertwines with the cultural and economic history of Florida and the nation. In 1884 Lucy Cross, founder of the Daytona Institute (a small public school), proposed to the Congregational Church the idea of a college in Florida. The Church charged Cross with establishing a location for such a place where a liberal arts education would be valued. With the help of a generous donation of \$50,000 from A.W. Rollins, a Chicago businessman, and the College's namesake, Rollins was founded in Winter Park.

Rollins has persisted through world war, economic crises, and periods of dramatic social change all the while remaining a leader in innovation in liberal education. In 1935, Rollins was one of the first institutions to be nationally recognized for implementing a student-centered curriculum focused on educating students in the context of social responsibility and global citizenship. Rollins was also one of the first colleges to design a liberal arts undergraduate degree for non-traditional students.

Rollins has also been an important pillar of arts and culture in the Central Florida Community. In 1927, Rollins began its “Winter With the Writers” series, which annually brought to campus world-class writers in a creative environment. In 1932, the Annie Russell Theatre was opened on campus and is now the longest continuously operating theater in Florida and named to the National Register of Historic Places. In 1935, the Bach Festival Society was founded to commemorate the 250th anniversary of Johann Sebastian Bach’s birth by presenting the composer’s orchestral and choral music to the public. Today, it is the third-oldest continuously operating Bach Festival in the United States, as well as Central Florida’s oldest operating performing arts organization.

Rollins Today

Today, Rollins is poised to build on its past successes and achieve the next level of greatness for the institution. The College is actively implementing initiatives to build upon innovation in educational programs and become a national model for engaged learning; to commit to the academic and post-graduate success of students, and to strengthen its strategic assets and invest in areas essential to prosperity and competitive advantage. For more on the plan’s progress, please visit: <http://www.rollins.edu/strategic-planning/index.html>

Rollins is consistently recognized for its strong academic programs, high-achieving student-athletes, strong community engagement, and beautiful campus. *US News and World Report* ranked Rollins number one in the 2022 rank of Best Colleges Regional Universities South (Rollins has been at the number one or number two spot for 26 consecutive years) and number two in Most Innovative Schools in the South. Rollins was recently honored with the NCAA’s Division II Presidents’ Award for Academic Excellence for the 10th consecutive year.

The College remains a major player in the arts and cultural exhibitions of the region. Rollins boasts an on-campus museum—The Rollins Museum of Art—which holds more than 6,000 works ranging from antiquity to contemporary. It houses the only European Old Masters collection in the Orlando area, a sizable American art collection, and the forward-looking Alfond Collection of Contemporary Art.

Academics

Rollins is dedicated to scholarship, academic achievement, and creative accomplishment in the liberal arts. The College has a total enrollment of approximately 3,100 students across the: College of Liberal Arts (2,127 undergraduate students); the Hamilton Holt evening programs (432 undergraduate and 260 graduate students); and the Crummer School of Business (242 graduate MBA students and 43 EDBA students). Students can choose from over 60 programs of study, including 36 undergraduate majors, an MBA program, and five master's degree programs. The College also has a robust study abroad program and is among the top 10 U.S. institutions of its type for the percentage of students (more than 70 percent) who study abroad before they graduate.

Rollins values excellence in teaching and rigorous, transformative education in a healthy, responsive, and inclusive environment. Approximately 206 full-time faculty focus on small, discussion-style classes to engage students through personalized learning experiences. With an average student-to-faculty ratio of 10 to 1 and an average class size of 17, Rollins prides itself on inquiry-based learning and an intimate, respectful learning environment. Faculty not only get to know students in the classroom, but also participate in student-faculty research collaborations and projects.

The tradition of innovation in liberal arts education on which Rollins was founded continues today. Rollins has been lauded for its undergraduate general education curriculum which follows a "neighborhood" model. These neighborhoods empower students to meet the demands of the 21st century by linking courses across a unifying theme. Students take courses in the arts, sciences, humanities, and social sciences and learn how to apply these approaches to different dimensions of that central theme. From this foundation, students graduate ready to create innovative solutions to complex problems.

Rollins College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, master's, and doctoral degrees. The most recent reaccreditation visit was in 2015.

Students and Student Life

Rollins students are academically talented and diverse in their backgrounds and experiences. Students come from more than 40 states and more than 50 countries. More than 35 percent of students are either international students or students of color, and 17 percent of students are federal Pell Grant recipients. Sixty-five percent of students were in the top 25 percent of their high school graduating class. The average freshman retention rate is 85 percent, and the six-year graduation rate is over 75 percent.

Rollins provides opportunities for students to explore diverse intellectual, spiritual, and aesthetic traditions. There are more than 150 student clubs and organizations on campus and Greek life is comprised of about 11 fraternities and sororities. The Tars, Rollins' athletic teams, participate in 20 varsity sports and compete in the Sunshine State Conference as a Division II member of the NCAA. Rollins also offers a robust residential life program with a variety of living-learning communities, and 68 percent of undergraduate students live in college housing.

Service Learning

The Center for Leadership & Community Engagement strives to make Rollins an engaged campus and is consciously committed to reinvigorating the democratic spirit and community engagement in all aspects of campus life. This passion for community engagement is so deeply ingrained in the culture at Rollins that the College has been recognized by the Corporation for National and Community Services with the highest honor a college can receive.

Leadership

Grant Cornwell is the 15th president of Rollins College. He took office as President of Rollins in July 2015 following eight years as President of the College of Wooster, in Wooster, Ohio. Previously, he was Vice President of Academic Affairs and Professor of Philosophy at St. Lawrence University, in Canton, NY. Cornwell graduated with honors with majors in philosophy and in biology from St. Lawrence University. He received his M.A. and Ph.D., also in philosophy, from the University of Chicago. He received an honorary Doctor of Humane Letters degree from The College of Wooster in 2017 and an honorary Doctor of Humane Letters from St. Lawrence University in 2022.

In 2016, Rollins named Susan Singer as the Vice President for Academic Affairs and Provost. Susan previously directed the Division of Undergraduate Education at the National Science Foundation. She was also a member of the Carleton College faculty from 1986 through 2016, where her experience included directing the Perlman Learning and Teaching Center and co-directing the Carleton Interdisciplinary Science and Math Initiative. She studies postsecondary education improvement networks. Susan is an Association of American Universities Senior Scholar for the Undergraduate STEM Education Initiative, and chairs the National Academy of Science, Engineering, and Medicine's Board on Science Education, in addition to service on their Board on Life Sciences.

THE ROLLINS COLLEGE OLIN LIBRARY

The Olin Library aspires to be an exemplary liberal arts college library that collaborates with its diverse academic community in teaching, learning, and knowledge creation. From its inception, the library has been an integral part of the instructional, intellectual, and cultural life of Rollins College. In 2013, Rollins' Olin Library received the Excellence in Academic Libraries Award from the Association of College and Research Libraries for its exemplary programs, services, and resources which further the College's educational mission.

Strategic Planning

The Olin Library's mission is to empower the College community through mentoring, curating vital resources, strategic partnerships, and providing services in accessible learning environments. While continuing to provide solutions to information problems, the library staff and faculty go beyond this to partner with faculty and students throughout the learning and research process. Currently, all librarians (including the Dean) provide research consultations and information literacy instruction and serve as liaisons to academic departments. The Library's current strategic objectives include:

- Continually improving and updating research assistance service and instruction models;
- Promoting and communicating better about resources and services;
- Furthering an innovative culture that encourages open sharing of ideas;
- Updating the building to create spaces that are relevant and responsive to student needs;
- Valuing and advancing inclusivity and developing Olin Library as a force in DEI work creating a culture of belonging.

For more on the Olin Library's strategic initiatives, please visit:
<http://www.rollins.edu/library/about/planning.html>

Facilities

The Olin Library was dedicated in 1985 through a 4.7-million-dollar gift by the F.W. Olin Foundation—the second largest grant ever made by the Olin Foundation at that time. Rising impressively near the shores of Lake Virginia, the four-level, 74,000 square foot library building retains the Spanish Colonial architecture that unifies the beautiful campus.

Open stacks with study areas throughout, conference rooms, group study spaces, a tower lounge with a 360-degree view of campus, and exhibit spaces are some of the features that provide an inviting research and study environment. An intellectual hub of campus, Olin is home to the college Archives and Special Collections, the Tutoring and Writing Center, Instructional Technology and Design, the Information Technology Help Desk, and Accessibility Services.

Collections

The Library's collections reflect the liberal arts mission of the College and strongly support the curriculum through a generous budget. The Olin Library houses over 300,000 volumes, including eBooks. It has just over 1000 print serials, and over 120,000 full-text online serials, a number which is rapidly growing. Current holdings also include a number of special collections, bound periodicals, streaming audio and video, and hundreds of compact discs and DVDs.

In 2015, in pursuit of a system for handling electronic, print, and digital collections, Rollins migrated to a cloud-based solution that increased efficiencies for staff and enhanced the library experience for users. Rollins moved to Ex Libris Alma, a unified resource management solution, and Ex Libris Primo, a discovery and delivery solution. This enables users to readily discover and seamlessly access resources from the entire library collection.

Archives and Special Collections

The Department of Archives and Special Collections acquires, preserves, and makes accessible unique and rare materials that document the history of Rollins College and the Central Florida community. Holdings include a wide range of physical and digital materials, including documents and manuscripts, photographs, audiovisual recordings, maps, architectural drawings, scrapbooks, newspapers, books, and more. The Digital Archivist & Record Management Coordinator also works with other departments at the College to preserve institutional knowledge and records. The Dean will also support The Rollins Book Arts Collection, a collaborative project between Olin Library, the Rollins Museum of Art and the Department of Art & Art History. This teaching collection houses contemporary works that represent diverse perspectives on social, cultural, political ethical and environmental issues.

Tutoring and Writing Center

The Writing Center and content tutoring program were developed according to the priorities of a small liberal arts college, focusing on developing clear thinking and writing in students. Tutoring and Writing Consulting at Olin Library is a free service for students in any major who desire help with course material and/or papers. A powerful cohort of more than 40 students assist their peers with concepts and assignments in specific areas.

Information Technology and Instructional Technology and Design

The Olin Library has a very close and collaborative relationship with the Information Technology Department to support the Rollins community, with two IT offices housed in Olin Library.

Instructional Design & Technology is a dynamic group of instructional technologists who assist faculty with the creation and design of course content in our learning management system, Canvas. They specialize in designing and facilitating professional development and incorporating technology into the classroom. The IT Help Desk supports students, faculty, and staff, and is situated behind the circulation desk, and partners with circulation to provide technology checkout.

Library Advisory Council

The Library Advisory Council consists of a balanced representation of faculty from different Rollins departments, as well as students. The council's role is to advise the Library Dean on library services, resources, and facilities, and to represent the faculty and students in library decision-making. It also seeks feedback and communicates with the faculty regarding library services, resources, and facilities.

Consortia and Partnerships

The Olin Library is highly active in the Oberlin Group library consortium, as well as the Associated Libraries of the South. The College also participates in the Independent College and Universities of Florida, the Florida Library Information Network, the Florida Association of College and Research Libraries, interlibrary loan partnerships with the Tampa Bay Library Consortium and worldwide with OCLC, and reciprocal borrowing agreements with nearby University of Central Florida and the Winter Park Public Library.

Projects and Initiatives

Olin Library is forward-thinking and proactive about open access. In 2010, Rollins became the third liberal arts college to institute an Open Access Policy. This policy holds that each member of the faculty of the College of Liberal Arts grants to the College nonexclusive permission to make available the final, peer-reviewed, manuscript version accepted for publication of his or her scholarly articles. Olin Library provides an institutional repository, known as Rollins Scholarship Online.

The IT team also offers a Faculty Instructional Technology Integration grant each year. This grant aims to encourage pedagogically innovative ways of using technology in student learning, and to encourage faculty to utilize a collaborative group of technologists and librarians to develop course content and pedagogies.

The Olin Library also spends time recognizing faculty and student research. Each year, the Library hosts The Celebration of Faculty Scholarship, which recognizes the scholarly publications and creative works by Rollins faculty members completed in the previous calendar year. Additionally,

the Library has a rotating display of student artwork and publications, recognizing student achievement and creativity.

Library Staff and Faculty

The 23 library employees are exceptionally talented and dedicated to supporting the College in its mission to educate global leaders and responsible citizens. The staff and faculty work collaboratively with a variety of departments to support an environment that fosters creativity and the perpetual pursuit of knowledge. While they are curators of information, they are also active partners with faculty in designing research projects and teaching students in the classroom.

To further engage with the community, Librarians support students through their participation in the “Your Librarian Program” in which incoming students are assigned to librarians based on their subject interests and major. The goal of the program is to ensure that every student has a one-on-one relationship with someone in the library. Additionally, the library frequently administers surveys to assess library users’ satisfaction with the physical space and various services offered, to ensure Olin is staying responsive to library users’ needs.

THE ROLE

The Library Dean oversees a \$1 million budget and seven direct reports, including the Discovery and Systems Administrator, Access Services Librarian, Head of Research Services, Head of Collections, Director of Tutoring & Writing Center, Head of Archives and Special Collections, and Office & Facility Coordinator. Among other duties, the Library Dean will do the following:

Provide visionary leadership for the Library’s role in the academic and social fabric of the College

One key to the success of the Olin Library is the librarians’ and staff’s deep involvement in campus and academic life. The Dean must be an energetic and staunch advocate for the Library on all matters, from budget and staffing to positioning for continued involvement in the academic life of the College. They will enhance the Library’s reputation and visibility, defining the Library’s place in the community and articulating its vital role in supporting students and faculty. Post-Covid, the Rollins campus now has new buildings that draw students for work, study, and community. The Dean will work with the Olin team, and campus, to define the role of the Library and ensure this key space draws and serves the community. This includes further embedding librarians into the classroom; working with development to steward donors; teaching information literacy; participating in faculty governance; working more closely with faculty on research, pedagogy, course development, and

learning outcomes; and fostering a space that is not just a repository for knowledge, but a place for knowledge generation and community.

Provide leadership and management that unites and empowers library staff and faculty

The success of the Olin Library reflects the dedication of a talented, high-achieving, and customer service-oriented staff and faculty. The Dean will provide strong leadership and management that unites and highlights the strengths and contributions of all library staff and faculty. The Dean will continue the work to build a culture of growth and mentorship by supporting professional development for employees of all career paths. The Dean should support the eight faculty librarians in navigating the tenure process, conducting original research, engaging with faculty and students on research and in the classroom, and participating in service opportunities with Rollins and with external organizations. The Dean should also strongly support the staff to advance their technical skills, cross-train, collaborate across campus, participate in regional and national organizations, and pursue professional development opportunities. Above all, the Dean should break down siloes and build community amongst *all* employees through transparency, fairness, equity, and fostering an inclusive and participatory environment.

Value and advance diversity within the Library

Rollins highly values its diverse community, and the College is committed to the principle that diversity and inclusion are essential to a fulfilling educational environment. Increasing the diversity of the student body, faculty, and staff has been a priority on campus over the past several years. As one of the most vital resources on campus, the Library should embody these ideals as a welcoming and inclusive place with a strong culture of belonging. A leader in addressing the current and future issues of librarianship and collections, the Dean will demonstrate a commitment to diversity and equity through the decolonization and diversification of the Library's collections and displays.

Provide astute fiscal management

The Dean will be a savvy manager of resources, able to maneuver in the typically tight budget space of higher education. As a data-driven decisionmaker, the Dean will astutely allocate resources and apply creative approaches to tight funding in the world of escalating costs for journal subscriptions and the other materials needed for outstanding teaching and research. The Dean will seek opportunities for collaboration with other departments in the college and external partners and will work with the college's advancement team to identify potential donors and secure additional funds for the Library to permit more flexibility in addressing the diverse needs of the Rollins community.

Provide clear direction and management for Olin Library's physical space

The Olin Library shares challenges with other academic libraries: defining and positioning themselves during a time of rapid transformation of the information management landscape; adapting to changes in the nature of scholarly communication, the mechanisms of information storage, and retrieval; meeting the evolving expectations of students, faculty, and researchers when seeking information; and defining the role of library buildings as critically important, nimble spaces for instruction, learning, and community building. The Olin Library's physical structures and space constraints represent a distinct challenge in the effort to accomplish its complex and ever-changing services. The Dean must provide leadership and direction to continue to meet the needs of the faculty and student body creatively and effectively by creating a physical space that harbors resources, fosters collaboration and knowledge development, inspires creativity, is technologically advanced, and is a place for events, displays, and social interaction. The Dean of the Olin Library will also collaborate effectively with the multiple other College divisions that share the library space, including Accessibility Services and the IT Help Desk, and the Dean should actively collaborate with and support the work of these various divisions to enhance student and faculty success.

Support the evolution and adoption of innovative services and technologies

Academic libraries are at the leading edge of shifting information formats and contents. Working with the IT team, the new Dean will ensure that the Library is in a position to foster innovation and take considered risks while retaining the best of current library habits and practices. The role requires a person who is highly attuned to developments in and new capabilities of technology but who also appreciates the importance of print and archival resources for teaching and research. The Dean should aspire to make information literacy instruction more pedagogically sophisticated and effective, and support the multimodal literacies associated with today's complex information environment.

QUALIFICATIONS AND EXPERIENCE

The professional and personal qualifications of an ideal candidate include the following:

- Substantial experience in library leadership and proven capacity to cultivate relationships with administrators, faculty, staff, and students;

- An understanding of the major challenges facing academic libraries, in areas such as collection development, technology integration, inclusion, space planning and utilization, publishing, open access, and organizational development to support rapidly changing user needs and expectations;
- A record of innovation, creativity, and invention, not delivered top-down, but achieved by working collaboratively with others;
- Knowledge of emerging digital technologies and their potential within the domains of scholarship and scholarly communication;
- Proven managerial ability, including the effective leadership, management, team-building, and development of a diverse and passionate team of faculty and staff;
- Knowledge of metrics designed to evaluate and assess successful outcomes of library impact and librarian and staff performance;
- A track record of data-driven decision-making;
- A dedication to fostering a diverse and inclusive environment in a student-centered institution;
- Public presence and the ability to represent the College effectively for purposes of outreach, development, and inter-institutional cooperation;
- A reputation for being a good listener, open-minded, transparent, and collaborative;
- Academic credentials appropriate to the leadership of a library in a scholarly liberal arts environment; terminal degree required; Doctorate preferred.

TO APPLY

All inquiries, nominations, referrals, and resumes with cover letters will be held in strict confidence and should be directed to:

Jackie Mildner, Partner
Alexandra Lolavar, Associate
Isaacson, Miller
www.imsearch.com/8646

Electronic submission of materials is strongly encouraged.

It is the policy of Rollins College not to discriminate on the basis of sex, disability, race, age, religion, color, national or ethnic origin, ancestry, marital status, veteran status, sexual orientation, gender

identity, gender expression, genetic information, physical characteristics, or any other category protected by federal, state, or local law, in its education programs, admissions policies, financial aid, employment, or other school-administered programs. The College is an equal opportunity educational institution.