



**Dean of the Hamilton Holt School
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 Dean for the Hamilton Holt School. The Holt School is one of three academic units within the College and operates alongside the College of Liberal Arts (“CLA”). Currently, the Holt School serves 512 traditional-age and adult students seeking access to quality undergraduate and graduate programs within a personalized adult learning environment. Benefitting from strong support from Rollins’ administration and Board of Trustees, the Dean will join Holt at a critical juncture in its history, a time when the school is ready to develop a strategic plan that looks to the future, enhance its offerings, and deliver a value proposition that is unique in the central Florida area.

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 across the three schools of the College, 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.

Reporting to the Vice President for Academic Affairs and Provost, the Dean is responsible for the management and oversight of undergraduate and graduate program offerings within the Hamilton Holt School. This leader will ensure that the educational programs and curriculum are nimble and stay relevant and responsive to the ever-changing needs of students and employers. The Dean will work closely with colleagues across the School and Rollins College and serve as the face of the Holt School to the external

community. The Dean will work collaboratively with Enrollment Management and Marketing to assist in defining and strategically marketing the one-of-a-kind experience a Rollins education provides to the rapidly growing adult education market in Orlando.

The ideal candidate will have a track record of progressive experience and demonstrated success in adult education, and have a strong sense of the overarching challenges and opportunities facing continuing education as one of the fastest growing and most competitive segments in higher education. A distinctive feature of the Holt School is that its programs are located within a traditional liberal arts ethos. Programs are delivered on campus in person, with many programs offering a new hybrid model where 49% of classes may be online. Thus, the Dean should have extensive knowledge of the adult learner's motivations for continuing education and be able to leverage that knowledge in a way that helps support enrollment efforts.

The incumbent will bring deep experience setting a strategic agenda and working with faculty and staff to launch new initiatives. The Dean will be committed to supporting faculty and staff while placing a high value on professional development. The Dean must also be an excellent communicator and partner internally with administrators and various departments across campus, as well as externally. Above all, the Dean must be highly student-centered, embody a deep commitment to diversity and inclusion, possess an appreciation for liberal arts education, be able to advance initiatives within a faculty governance system, and be supportive of the values and traditions 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

Located lakeside in Winter Park, Florida, Rollins' 80-acre campus provides a small-town community and proximity to neighboring Orlando, the second fastest-growing metropolis in the country. 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 political, 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 annual Winter with the Writers series, which brings 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 is 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 sponsors the third-oldest continuously operating Bach Festival in the U.S., as well as being 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 deepen student engagement with the College's mission, committing to the academic and post-graduate success of students, and stewarding its strategic assets to strengthen the College's competitive advantage. The College is in the process of implementing its strategic plan on Diversity, Equity, Inclusion, and Belonging

Rollins is consistently recognized for its strong academic programs, high-achieving students and student-athletes, strong community engagement, and beautiful campus. *U.S. News and World Report* ranked Rollins number one in the 2022 - 2023 rank of Best Colleges Regional Universities South (Rollins has been at the number one or number two spot for 22 consecutive years). Additionally, *Forbes Magazine* ranked Rollins' Crummer School of Business as the number one Business School MBA in Florida. The *Princeton Review* ranked Rollins the number one Most Beautiful College Campus in 2016. Rollins also has garnered accolades from the NCAA for a high academic success rate for student-athletes, by Kiplinger's for being a "Best Value College," by Carnegie for community engagement and service learning, and by Fulbright for being a top producer of Fulbright scholars.

The College remains a major player in the arts and cultural exhibitions of the region. Rollins boasts an on-campus museum—The Cornell Fine Arts Museum—which holds 5,500 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 Alford Collection of Contemporary Art. Rollins also hosts thought leaders from a broad spectrum of disciplines and expertise for public lectures and readings, symposiums, seminars, master classes, interviews, and special-interest sessions. Notable speakers include Dr. Jane Goodall, Itzhak Perlman, Oliver Stone, Martin Luther King III, Sir Paul McCartney, Gloria Steinem, and Martha Nussbaum.

Rollins College has a longstanding commitment to diversity, equity, inclusion, and belonging (DEIB), but there is work still to be done. Since the most recent racial justice movement, the students, faculty, staff,

and trustees of Rollins College have deepened their awareness, their sophistication, and their commitment to these issues. As a result, Rollins recently launched a DEIB Strategic Initiative, which is led by a steering committee responsible for asking difficult questions and tracking progress.

Academics

Rollins is dedicated to scholarship, academic achievement, and creative accomplishment in the liberal arts. The College has a total enrollment of approximately 3,200 students across the College of Liberal Arts (2,300 undergraduate students), the Hamilton Holt evening programs (279 undergraduate and 233 graduate students), and the Crummer School of Business (300 graduate MBA students). Students can choose from over 60 programs of study, including over 30 undergraduate majors, an MBA program, and five master's degree programs. The College also has a robust study abroad program. It is among the top 10 U.S. institutions of its type for the percentage of students (60 percent) who study abroad before they graduate.

Rollins values excellence in teaching and rigorous, transformative education in a healthy, responsive, and inclusive environment. Approximately 235 full-time faculty (176 of which are tenured or tenure-track) focus on small, discussion-style classes to engage students through personalized learning experiences. With an average student-to-faculty ratio of twelve to one and seventy percent of classes having fewer than twenty students, 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.

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 from underrepresented minorities, and 25 percent are federal Pell Grant recipients. Nearly 70 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 70 percent.

Rollins provides opportunities for students to explore diverse intellectual, spiritual, and aesthetic traditions. There are more than one hundred student clubs and organizations on campus, and Greek life comprises about ten fraternities and sororities. The Tars, Rollins' athletic teams, compete in 23 varsity sports throughout the NCAA Division II Sunshine State Conference. Rollins also offers a robust residential life program with a variety of living-learning communities, and more than 60 percent of students live in

college housing.

Community Engagement

The Center for Leadership & Community Engagement strives to make Rollins an engaged campus. It 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 engrained 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 took office as president of Rollins College in July 2015, following eight years as president of The College of Wooster. Nationally recognized for his work defining liberal learning in a global environment, Cornwell serves on the Council on Foreign Relations' Global Literacy Advisory Board and as a member of the board of directors of the Association of American Colleges and Universities. He has also served on the American Council on Education's Commission on International Initiatives and the National Advisory Panel for the Association of Governing Boards' project on Faculty and Institutional Governance. He is a co-author of "An Education for the Twenty-First Century: Stewardship of the Global Commons."

Susan Singer served as the Vice President for Academic Affairs and Provost from 2016 through May 2023, when she departed to become the president of St. Olaf College. Donald L. Davison, Cornell Distinguished Faculty Professor of Political Science and Fulbright Distinguished Scholar of American Studies, currently serves as the Vice-President for Academic Affairs and Provost. Davison has been a fellow at the National Endowment for the Humanities, an Aspen Institute Fellow for Citizenship and Democracy, and a Robert Wood Johnson Fellow in health care policy in the United States.

THE HAMILTON HOLT SCHOOL

The Hamilton Holt School exists to serve the local community. The School embodies the Rollins College value of diversity and inclusivity, with 41 percent of students coming from underrepresented groups. The Holt School also deeply values access to education and awards 140-160 full scholarships each year.

History

Officially founded in 1960, the Holt School has roots in the 1950s when a mathematics professor implemented adult education courses for returning World War II veterans. Back then, the School of Continuing Studies was characterized as "the College that cares," and the faculty vowed to provide responsive, individualized education while meeting a community need for higher education for adults. Because of the quality, character, and importance of its educational program, in 1987, the trustees named the Hamilton Holt School in honor of Rollins' renowned eighth president, Hamilton Holt, who served from 1925 to 1949. Since those early days, Holt has continued to embody Rollins' student-centered style of

education and its reputation for academic excellence and educational innovation. The School now has more than 12,000 living alumni.

Academics

The Hamilton Holt School at Rollins offers bachelor's and master's evening degree programs designed for working adults. Holt offers 11 adult learner undergraduate programs to 279 undergraduates and eight graduate programs to 233 graduate students. In weekday and weekend classes that average 17 students, Holt School students collaborate with distinguished faculty and diverse students of all ages and backgrounds while participating in hands-on original research and developing career-applicable skills. In Fiscal Year 2023, the Holt School awarded approximately \$350,000 in endowed scholarships to students.

Importantly, the Holt School has experienced declining enrollments, especially in the undergraduate program, for the past decade, but efforts to address the situation have progressed. The School engaged in a deep market research project to identify new and promising programs. An outcome of the research is a more refined messaging platform and identity of the school. Holt is being repositioned as a school for Professional Advancement and Graduate studies to better serve the Central Florida population and reaffirm its mission.

The Holt Advisory Board serves as a strategic advisor to the Dean, working to support community engagement, advocacy, and philanthropic efforts. Board members represent different professions and sectors, all passionate about Holt and its students.

Governance and Finances

The Hamilton Holt School has a close relationship with the College of Liberal Arts (CLA), and its programs and services are integrated in many ways. While the CLA Dean of the Faculty and the Dean of the Holt School both report to the Provost, many faculty who teach in the Holt School are part of the tenure and promotion process through CLA and therefore report through the CLA Dean of the Faculty. It is essential that the Dean of Holt and the CLA Dean of Faculty work closely on faculty recruitment, development, and retention. There are 12 full-time faculty who teach full-time exclusively at the Holt School, 90 full-time faculty who teach at Holt but also in CLA, and 95 adjuncts for the Holt School.

While many functions such as development, student affairs, career services, admissions, and marketing are centralized, the Holt School has its own professional staff, including an associate dean for Holt operations and professional academic advisors. The Holt Admissions team was recently aligned under the centralized Enrollment Management division and collaborates closely with the Dean.

In the fiscal year 2023, the Hamilton Holt School reported approximately \$6.8 million in tuition revenues, approximately \$3.5 million in payroll and related expenses, and \$200,000 in general and administrative expenses.

THE ROLE

The Dean will be an inspirational leader able to communicate the value of Holt's programs and the excitement of its students and will engage faculty in the work of the School. The Dean reports to the Provost and collaborates as a member of the Provost's leadership team. The Dean works closely with the CLA Dean of Faculty to ensure the undergraduate programs meet programmatic standards and are in keeping with institutional guidelines, resources, and student expectations. The Dean is responsible for overseeing and managing undergraduate and graduate offerings, program development, faculty development, and the Holt budget. Substantial opportunities await the next Dean to further develop the School, including the following initiatives:

Solidify Holt's identity and place in the Central Florida adult education market

The new Dean will have substantial opportunity and responsibility to engage in continuous long-range planning efforts and to think broadly about the future, identity, and value proposition for the Holt School. An important element in this identity is understanding the relationship between the Holt School and the College of Liberal Arts at Rollins College. The Dean must work in close partnership, and build strong relationships with the School's faculty, staff, and students to realize a strategy and vision for how Holt can gain a competitive advantage in the marketplace. The Dean must be attuned to the ever-changing needs of employers in the region and national trends in adult and continuing education so that Holt's program offerings can flexibly respond to demand in Central Florida. The Dean will work with faculty across the College to explore prospects to grow and strengthen Holt's courses, with the potential to expand the slate of programs resourcefully. Above all, the Dean will work with a variety of stakeholders to develop a sense of identity and community within the Holt School and ensure that its programs continue to focus on high-quality teaching and embrace the Rollins College liberal arts curriculum.

Manage the School's operations and finances

The Dean must be an experienced educational administrator able to run a complex organization with diplomacy. The Dean will manage and develop the team and assess the School for organizational effectiveness and will be a careful steward of the School's resources and budget, demonstrating thoughtful judgment around managing competing interests with resources. The Dean will explore opportunities to enhance Holt's finances with the goal of generating additional revenue streams. Additionally, the Dean will work closely with Rollins' Office of Institutional Advancement on fundraising efforts and relationship building, as well as focus on creative ways to steward and engage the School's alumni.

Collaboratively work with the Division of Enrollment Management to achieve enrollment goals

Perhaps the most urgent need of the Hamilton Holt School is to bolster the enrollment of both the undergraduate and graduate programs. The Holt School has experienced declining enrollments, especially in the undergraduate program, for the last decade. To this extent, the Dean will work closely with the

Vice President for Enrollment Management and Marketing and the Provost in setting a strategic recruitment plan and achieving realistic enrollment goals. Recognizing that enrollment strength is supported by strategic marketing, the Dean will work closely with the Office of Marketing and Communications and the Holt Marketing Advisory Committee to promote Holt's unique value proposition and support marketing plans that service enrollment goals. While challenges exist, there are also substantial opportunities for the Holt School that a creative leader must cultivate. For example, unlike many other parts of the United States, the Central Florida community enjoys a growing adult learner population.

Steward close-knit internal relationships

While the Dean is expected to serve as an advocate for the Holt School, the Dean will work closely with administration and departments across the institution to find creative ways to move Holt and Rollins College forward. Transparency and frequent open communication will be vital to building excellent internal partnerships and relationships, and the Dean will be expected to engage with various internal constituents, including faculty, staff, and students. Specifically, the Dean will work collaboratively with the CLA Dean of Faculty to support undergraduate programs; represent the Hamilton Holt School at administrative, faculty, and student-focused meetings; chair the newly created Graduate Council; and serve as an ex-officio member of the Hamilton Holt Advisory Board.

Foster and enhance external relationships

The new Dean will serve as the external face of the institution. The Dean will work closely with local area employers, organizations, and agencies to ensure that Holt's offerings are relevant and that its students are afforded every possible opportunity to progress in their careers and engage in the community. Staying plugged into the community will expand the School's reach and will be key for the Dean to expand internship, externship, and job opportunities for students. The Dean will work to forge corporate and community partnerships that create strong enrollment pipelines. The Dean will oversee relevant articulation agreements, collaborations, corporate outreach projects, public and private-sector partnerships, and other inter-institutional agreements.

Support and grow a vibrant and diverse internal community

As the College and the Holt School evolve, the Dean will drive the recruitment, development, and retention of excellent faculty, staff, and students. The Dean will be considered a leader who fosters and continually reinforces a climate of inclusiveness where all members of the School and the Rollins College community can reach their individual and collective potential. Specifically, the new Dean will be instrumental in championing the College's strategic plan for Diversity, Equity, Inclusion, and Belonging. This individual will personally demonstrate a commitment to diversity and inclusion; maintain an environment that operates based on openness, civility, and respect; and enhance the School's work in preparing culturally competent citizens. Rollins is a student-centered institution, and the Dean must be passionate about partnering with the Student Success Advisory Committee, Advisement, Student Services,

and other College offices to identify, recognize, and support student success.

QUALIFICATIONS AND EXPERIENCE

The Hamilton Holt School seeks an inspiring, energetic, and experienced leader to set a dynamic course for the future. This Dean will bring strong management and leadership skills and an appreciation for transparency and shared governance. Importantly, the new dean must demonstrate data-driven decision-making. The Dean will possess superior communication skills, political aptitude, entrepreneurial energy, and the capacity to represent the School effectively to external constituencies. The Dean will have a deep sense of the challenges and opportunities facing adult and continuing education coupled with an appreciation for the liberal arts. The professional and personal qualifications of an ideal candidate include the following:

- A deep track record of leadership in adult or continuing education; knowledge of the trends, challenges, and opportunities that face this sector of higher education;
- An astute understanding of finances and budgeting, including how to foster new revenue streams, fundraise, and streamline budgeting processes and procedures;
- Demonstrated experience running a department, division, or school, deep knowledge of academic administration;
- Data-driven decision-making;
- A demonstrated commitment to diversity, inclusion, and equity; an understanding of its importance to the mission and richness of Rollins College and its continued success;
- An experienced budget manager who can contribute to financial stability through careful stewardship of funds;
- An interest and/or experience in fundraising for academic programs and student support;
- A successful history of employee development and team building, including a demonstrated commitment to building and supporting a diverse staff, faculty, and student body;
- A track record of working with faculty and staff to design and launch educational programs;
- Evidence of developing and implementing successful, innovative, and complex program and course offerings in a higher education environment;
- Public presence and the ability to represent the School and College effectively for purposes of outreach, development, and external partnership building;
- Dedication to high-quality teaching and academic quality; curriculum and program development experience;
- Passion for being student-centric;
- A reputation for being an open and consultative leader, including being a good listener, open-minded, transparent, and collaborative; and
- Academic credentials appropriate to the leadership of the Holt School; a PhD is 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

Randi Alberry, Managing Associate

Sokeng Cleary, Senior Associate

Isaacson, Miller www.imsearch.com/9516

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.