

# ASPEN • LEADERSHIP • GROUP

## ASSISTANT VICE PRESIDENT FOR DEVELOPMENT

ROLLINS COLLEGE  
Winter Park, Florida  
<http://rollins.edu>



The Aspen Leadership Group is proud to partner with Rollins College in the search for an assistant vice president for development.

Reporting to the vice president for institutional advancement, the assistant vice president for development is responsible for providing leadership and strategically managing the organization and fundraising activities of major gifts (including parent giving), gift planning, and annual giving.

Founded in 1885 by New England Congregationalists who sought to bring their style of liberal arts education to the Florida frontier, Rollins is a four-year, coeducational institution and the first recognized college in Florida. Rollins College educates students for global citizenship and responsible leadership, empowering graduates to pursue meaningful lives and productive careers. Rollins is committed to the liberal arts ethos and guided by its values and ideals. Its guiding principles are excellence, innovation, and community.

Rollins is nationally recognized for its distinctive undergraduate and selected graduate programs. It provides opportunities to explore diverse intellectual, spiritual, and aesthetic traditions. It is dedicated to scholarship, academic achievement, creative accomplishment, cultural enrichment, social responsibility, and environmental stewardship. It values excellence in teaching and rigorous, transformative education in a healthy, responsive, and inclusive environment.

For more than 130 years, Rollins has adhered to the belief that college is about more than preparing for a career. It is about learning to think critically. It is about discovering how one individual can positively impact the world. To that end, Rollins strives to enable individuals to see the bigger picture, to understand how areas of knowledge are interrelated, and to view learning as a lifelong endeavor. As a result, its graduates are prepared to succeed in any career, but they are also prepared to pursue lives of meaning and purpose.

Rollins College has been ranked one of the top regional universities in the south in the annual rankings of "Best Colleges," released by *U.S. News & World Report*. For 22 consecutive years, Rollins has been ranked among the top two regional universities in the south and first in Florida. Rollins College was named the number one college in the south by *College Choice* in a ranking based on a nationwide survey of entering first-year students.

## **REPORTING RELATIONSHIPS**

The assistant vice president for development will report to the vice president for institutional advancement.

## **PRINCIPAL OPPORTUNITIES**

Rollins College, in the midst of a quiet phase of a campaign, is positioned for success in its fundraising, both annually and through the campaign. With the arrival of an experienced fundraising president two years ago, one who brings vision and clarity of purpose, fundraising can ramp up to systemically engage alumni and parents in meaningful proposal conversations.

After several "best ever" years in campaign fundraising, the fundraising has slowed as the campaign continued in "pause" mode due to a comprehensive strategic planning process. Having emerged from that campus-wide effort, one in which the vice president for institutional advancement was deeply involved, the campus is poised to relaunch the campaign with energy and enthusiasm. With early conversations underway for leadership gifts, fundraising will focus on clearly articulated goals that inspire and motivate.

Rollins is looking for a leader to imagine the future of an effective major gifts, annual giving, and planned giving program and bring the skills necessary to create great results. The AVP will have the full support of the president, vice president, and the president's Cabinet, and benefit from partnerships across campus.

## **PRIMARY RESPONSIBILITIES**

### **Management**

The assistant vice president for development will

- develop short and long-term strategies, goals, and objectives in support of the division's plan and the College's mission, including development and implementation of annual plans, creating and monitoring performance measures, managing campaign pyramid movement and results, measuring progress toward goals, and leading by example;
- ensure that all development efforts are directed at increasing donor support and enhancing the potential for future donor engagement and philanthropy;
- develop and manage an annual budget that is directly linked with the priorities of the Individual Giving program;
- hire, develop, provide direction for, evaluate, and support goals for each member of the team in annual giving, major gifts, and planned giving;
- provide clear goals, regular meetings, and mentoring;
- collaborate with staff in a manner that will maximize individual talents and encourage professional growth;
- find and promote collaboration between this team and other DAR teams and across campus;
- offer an enterprising role model for and set standards for the same among direct reports; and
- identify best practices in each area of individual giving; promote professional development; and support efforts that grow those programs.

## Fundraising

The assistant vice president for development will

- identify, cultivate, solicit, and steward major donors;
- develop relationships with key donors and implement strategies that will bring gifts to Rollins either through direct solicitation or by working with the vice president, president, Board members, and volunteers as they contact prospective donors;
- maintain an active travel schedule of donor visits;
- establish and meet mutually agreed upon annual goals for dollars raised and calls made on donors and prospects;
- assist the vice president of institutional advancement with establishment of fundraising goals and strategies, both annual and long-term;
- oversee prospect pipeline and all gift officers' portfolios, educating about portfolio management, and ensuring movement;
- manage fundraising initiatives, including the portfolio for, activity of, and progress of any current campaign; and
- review annually the funds raised and develop strategies for increasing major gift, planned giving, and annual giving goals.

## KEY COLLEAGUES



**Laurie Houck**

### **Vice President for Institutional Advancement**

The vice president for institutional advancement oversees the Development, Corporate and Foundation Relations, Donor Relations, Annual Giving, Alumni Relations, Advancement Services and Scheduling and Events teams. Prior to Rollins College, Laurie Houck served as vice president for development and alumni relations at the College of Wooster. During that time, she and her team created and implemented effective fundraising and alumni engagement programs that led to increased giving and volunteer involvement, and built on the strong relationships with and commitment of the Board of Trustees and the Alumni Board. She also led the development team at Whitman College from 2006 to 2011, where she created the architecture for their largest campaign. Prior to Whitman, during her decade-long tenure at the University of Washington, she played a key role in the University's \$2 billion campaign.

Houck holds a B.A. in English from Whitman College and completed coursework at Harvard University's Institute for Educational Management in 2013. She joined the Rollins community in January 2017.



**Deborah Crown**

### **Dean and Professor of Management**

Deborah Crown is dean and professor of management at the Rollins College Crummer Graduate School of Business. Prior to Rollins, Crown served as dean of the College of Business and professor of strategic leadership at Hawaii Pacific University, the state's largest private university. As dean, she led the development and implementation of the college's strategic plan; increased net revenue, scholarship funds, and retention and graduation rates; and spearheaded the transition to a comprehensive, student-centered facility. In 2008, she was named associate dean of the Lucas Graduate School of Business and Lucas Endowed Professor of Strategic Leadership at San José State University, and previously at Ohio University where Crown was the O'Brien

Professor of Leadership and director of the graduate programs at the College of Business, with offerings in China, Hungary, and Italy.

The recipient of numerous awards for teaching, research, mentoring and service, Crown began her career at the University of Alabama, Tuscaloosa, where she was named Miles-Rose Professor of Management and coordinator of the management Ph.D. program. She has taught both undergraduate and graduate courses, including doctoral seminars in organizational behavior and an interdisciplinary, inter-institutional course on professional ethics. Crown has been a reviewer for the National Academy of Management and the Society for Industrial and Organizational Psychology as well as numerous professional journals, and her own work has been published many times. She has been featured in national media outlets for her expertise, including CNN, ABC News, *The Wall Street Journal*, *The New York Times*, *USA Today*, and *Entrepreneur*. Crown received an undergraduate degree in psychology from North Central College in Naperville, Illinois, and M.S. and Ph.D. degrees in business administration from the University of Colorado.



**Susan Singer**

**Vice President for Academic Affairs and Provost**

Susan Singer is the vice president for academic affairs and provost for Rollins College. She administers the College's educational program, makes faculty appointments, coordinates academic activities, oversees institutional and faculty research, facilitates budgetary and institutional planning, assures institutional effectiveness and assessment for improvement, and maintains academic standards. Singer directed the Division of Undergraduate Education at the National Science Foundation (NSF), leading a team of 50 with a budget of more than \$300 million annually to catalyze transformation in undergraduate learning and success across the nation. With her leadership, fourteen federal agencies collaborated to increase their collective impact on improving undergraduate science, technology, engineering, and mathematics education. Singer has also been a member of the Carleton College faculty since 1986, where her experience includes directing the Perlman Learning and Teaching Center and co-directing the Carleton Interdisciplinary Science and Math Initiative. She earned B.S., M.S., and Ph.D. degrees from Rensselaer Polytechnic Institute.



**Michele Meyer**

**Lord Family Assistant Vice President for Student Affairs**

Michele "Micki" Meyer serves as the Lord Family Assistant Vice President for Student Affairs at Rollins College. She holds an Endowed Chair position funded by the DHL and RNR Foundations to build capacity around engaged scholarship, high impact learning, and student engagement. She oversees areas of campus that work directly with leadership education, civic engagement, service-learning, diversity and inclusion, student involvement, and college access. Meyer received her Bachelor's of Science in Human Communications and Media Management from the State University of New York College at Fredonia and Master of Arts in College Student Personnel from Bowling Green State University. Over the past 17 years Meyer has worked closely with faculty, staff, students, and community partners to make purposeful connections between campus and community that make meaning of a liberal arts education in the 21<sup>st</sup> century. She has been engaged in strategic efforts to help advance an agenda of civic learning and action including NASPA's Civic Learning & Democratic Engagement efforts with the Lead Initiative, Lead Consulting and Advisory Boards. Meyer serves as a Certified Scholar for Florida Campus Compact. In 2008 she was awarded the Community Engagement Educator Award for Independent Colleges and Universities by Florida Campus Compact. In 2009 Meyer was named as an Engaged Scholar for New Perspectives in Higher Education by Campus Compact. In 2014 she was honored with the "Above and Beyond" Award by

Florida Campus Compact for excellence in higher education. In 2017 Meyer was identified as a *Winter Park Influential Leader* by *Winter Park Magazine*. During her career, Meyer has been engaged throughout Winter Park and Orlando and currently serves as a board member for the Downtown Orlando YMCA and Healthy Central Florida Winter Park.

### **CANDIDATE QUALIFICATIONS AND QUALITIES**

The successful candidate for the position of assistant vice president for development will have

- a strong track record in fundraising, including demonstrable success cultivating and soliciting major gifts at the six-and seven-figure level;
- prior experience working on a successful campaign;
- deep appreciation and understanding of the collegiate enterprise and the ability to articulate these values internally and externally;
- experience using data analytics and metrics as strategic planning and management tools;
- ability to travel extensively;
- ability to communicate effectively with successful individuals of high net worth, both alumni and non-alumni;
- experience developing and executing short- and long-range prospect strategies; and
- experience supervising professional level staff.

A Bachelor's degree and at least five years of progressive experience in institutional advancement in higher education or related field is required for this position. An advanced degree is preferred.

### **SALARY & BENEFITS**

Rollins College offers a competitive benefits package. As a Rollins College employee, one can take advantage of benefits and opportunities which will enhance the quality of one's life, provide protection for a variety of circumstances, help one prepare for your future, aid in personal and professional growth, and help maintain balance in one's work and family life.

### **LOCATION**

This position is based in Winter Park, Florida, an attractive and historic residential community adjacent to the city of Orlando. Rollins' award-winning campus is situated on the shores of beautiful Lake Virginia and adjacent to the first-class dining, shopping, and entertainment options of Winter Park's famous Park Ave. Rollins College was ranked the No. 1 Most Beautiful Campus by The Princeton Review's *The Best 380 Colleges*.

### **DIVERSITY AND INCLUSION**

Rollins' campus community is not only a reflection of the diversity of race, heritage and culture found in its backyard, but an extension of the good in the world that comes from respecting and celebrating differences.

### APPLICATION DEADLINE

All applications must be accompanied by a cover letter and résumé. Before submitting your materials, please read them over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

*To nominate a candidate, please contact Tim Child, [timchild@aspenleadershipgroup.com](mailto:timchild@aspenleadershipgroup.com).*

*All inquiries will be held in confidence.*

### ASPEN • LEADERSHIP • GROUP

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