



**Rollins College
Financial Strategic Planning Task Force**

Charge: Responding to COVID-19

March 2020

Grant H. Cornwell, President

Charge

The charge to the task force is to consider a range of projected scenarios modeling the financial impact on Rollins College of COVID-19 and to make recommendations for strategic changes correlated with each scenario to the president and his cabinet. Each recommendation will include projected revenues and expenses in order to inform future decision making.

Guiding Principles

- Rollins College was founded in 1885 and has persisted and become stronger through many challenges and crises: World Wars, the Great Depression, recessions, near bankruptcy, leadership calamities, and other hurdles too numerous to mention. The task force should take the long view: what might Rollins have to do differently financially to respond to the current challenges of COVID-19 to position it to thrive for generations to come? What actions, taken now, will strategically position Rollins College for the fiscal year 2020-21?
- Priority should be given to protecting the integrity, rigor, and distinctive character of our academic program, based on our core mission of providing a liberal education for global citizenship and responsible leadership, empowering students to pursue productive careers and meaningful lives.
- As in all of our strategic planning, recommendations should be made with a keen eye on competitiveness. In a fiercely competitive market in higher education, now made more so, we should give priority to those dimensions of our program and operation that will advance our value proposition and enable us to attract students eager for what we offer.
- Rollins can only thrive if our expenses are aligned with our revenues; we have to be mindful of both sides of the ledger. Where can we reduce our expenses in ways that do not undercut our core value proposition? And, what programs and positions are critical to securing revenue?

Task Force Ethics

- Deliberations of the task force should be strictly confidential. It is important to examine every idea in a context of free and open inquiry within the group. This can happen only if all members can trust that their ideas and opinions can be expressed and examined within the group and not shared beyond the group.
- Differences of opinion are inevitable and important. The task force will do its best work if it places a high value on patience, generosity of mind, and collegiality.
- Members of the task force are acting as college citizens, and not as representatives of a particular department, program, division, group or interest.

Strategic Planning Task Force

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MEMBERSHIP

Co-Chairs

- Laurie Houck, Vice President for Institutional Advancement
- Ed Kania, Vice President for Business and Finance

Faculty Representatives

- Dan Chong, Professor of Political Science, CLA Division Representative – Social Science
- Henrique Correa, Crummer Professor of Operations and Supply Chain Management, Interim President of Crummer Faculty
- Don Davison, Professor of Political Science, Chair of CLA Faculty Affairs Committee
- Jenny Queen, Associate Professor of Psychology, Vice President of CLA Faculty, CLA Division Representative – Science
- Richard Lewin, associate professor of finance, division representative, business
- Paul Reich, Associate Professor of English, President of CLA Faculty
- Dawn Roe, Professor of Art, CLA Division Representative – Expressive Arts
- Scott Rubarth, Associate Professor of Philosophy, CLA Division Representative – Humanities
- Martina Vidovic, Associate Professor of Economics, Chair of CLA Curriculum Committee
- Wenxian Zhang, Professor, Head of Archives and Special Collections, CLA Division Representative – Applied Social Science

Staff Representatives

- Steve Booker, Associate Vice President for Enrollment Management and Director of Financial Aid
- Deborah Crown, Dean, Crummer Graduate School of Business
- Mary Edwards, Director of Landscape and Grounds
- Matt Hawks, Associate Vice President, Human Resources and Risk Management
- Leon Hayner, Associate Dean and Senior Director of Residential Life and Explorations
- Bill Short, Associate Vice President for Finance and Assistant Treasurer

Task Force Staff

- Jeremy DiGorio, Director, Finance and Treasury
- Meghal Parikh, Director of Institutional Analytics