

Summer 2004

Rollins Alumni Record, Summer 2004

Rollins College

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ROLLINS

A L U M N I R E C O R D

SPECIAL TRIBUTE ISSUE

SUMMER 2004

A Rollins Valedictory!

THE BORNSTEIN ERA

1990-2004

The Bornstein Era: Cover to Cover



1990

Rollins elects 13th president, 1st woman—Rita Bornstein ... Task Force on the 21st Century focuses on Rollins' future ... Chi Os & TKEs don whites for croquet match ... students host debate: "War in the Gulf: Is it inevitable?" ... on campus: Tiananmen Square student leader Shen Tong, Kuwaiti Ambassador to the U.N. ... water ski team makes big splash at dedication of Harold Alford Boathouse ...

1991

1st AfricanaFest ... Center for Public Service opens ... "Mr. Rogers" returns to Rollins neighborhood for Walk of Fame ceremony ... 300+ delegates, faculty march at Bornstein inauguration ceremony ... Baker Environmental Studies Center dedicated in former shell museum ... national championships for women's golf & men's tennis teams ... All-College Summit cancels classes for strategic-planning conversation ... 1st President's Square Dance ... on campus: Carl Hiaasen, Rev. Joseph Lowery, Newt Gingrich ...

1992

Rollins is COOL—hosts national conference on student community service ... residence hall renovations under way ... 1st Goldwater Scholar ... on campus: Harry Crews, Allen Ginsberg, commencement speaker Lynne Cheney ... TKE rechartered ... women's golf team sinks winning putt & national championship ... Holt School student Leanza Cornett named Miss America ... *U.S. News* ranking: #5 ... Community School of Music adds harmony to Central Florida ... Rollins receives largest gift to date—Virginia Nelson's \$9-million+ bequest, names music department in Nelsons' honor ...



1993

Zora Neale Hurston's *Sun to Sun*, first performed at Rollins, returns ... on campus: Richard Wilbur, Ross Perot, Miss America ... XLR8 becomes Kappa Delta ... Rollins dedicates 1st Habitat for Humanity house sponsored by a Florida college ... "D. J." takes final bow at the Annie, Doc Henson closes book on Rollins career ... Class of '93 survey reveals: short-term goal—getting a job, long-term goal—getting a job ... generations of swimmers mourn Fleet Peoples ... *Sandspur* celebrates 100th anniversary ... 1st Halloween Howl ... Samuel B. Lawrence Center gift expands campus ... President Bornstein finds herself up a tree ...



1994

Rollins named Winter Park Chamber of Commerce "Citizen of the Year" for Habitat for Humanity houses, receives Habitat International award for best small college chapter ... Maya Angelou honored in Walk of Fame ... 1st new endowed faculty chairs announced ... *Whasup??* Reunion revives the grove party ... women's golf team claims 7th national championship ... www.rollins.edu goes online ... what's old is new again: 1st Rollins Conference Courses (RCC) ... *U.S. News* ranking: #3 ... Mary-Jean Plaza dedicated ... Nelson Rose Garden a thorny subject ... on campus: Bailey White, Tim O'Brien, Olympia Dukakis, *The Journal of Graduate Liberal Studies*, *NY Times* & Okinawans seeking repatriation of statue ...



1995

Christian A. Johnson Institute for Effective Teaching created with \$1-million grant ... food survey: Wok Bar—4 stars, Pot Stickers lag behind ... Okinawan statue goes home ... so does Ted Darrah ... on campus: commencement speaker Thomas Keneally, Chinese Ambassador Li Daoyu, Daniel Goleman, Ben & Jerry (with ice cream) ... Arthur Frommer names Cornell Museum one of world's top 10 free attractions ... *U.S. News* ranking: #2 ... campus salutes new flagpole, dresses for Warden Costume Studio dedication ... Thomas Phillips Johnson gives resources for Student Resource Center (TJ's) ...

1996

On campus: Wendy Wasserstein, 11 miles of fiber optic cable, 80 miles of network & CATV cable ... Cornell Fine Arts Museum celebrates 100th anniversary of Rollins' museum ... "Three Amigos" strive to save J-term ... London Internship program introduced ... Order of Omega ... Crummer introduces AMBA, EAMBA ... Project Governance's "Hard Choices" TV broadcast beats *Baywatch* in ratings ... *The Campaign For Rollins* kicks off with \$100-million goal, coincides with groundbreaking for Cornell Campus Center ...

on the move! ROLLINS

1997

Rollins on the Move!—bookstore moves to old Rudi's site, C-Store migrates to Sullivan House, Beans relocates to Student Center, becomes *Faux Beans* ... hoopster Daniel Parke sets all-time NCAA 3-pt. record ... Holt School awards 1st Master of Human Resources ... on campus: *The Rollins Colloquy*, Florida Poet Laureate Edmund Skellings, Robert Bellah, Daniel Ellsberg, Danny Glover & Felix Justice, *Darkness Visible* *Radio Theatre* ... off campus: President Bornstein dedicates peace monument in Okinawa ... sayonara, Phi Mu ... students protest Cassini launch ... endowment tops \$100 million ... Knowles Memorial Chapel named to National Register of Historic Places ...





President Rita Bornstein '04H '04HAL and Blair D. Neller '74, President of the Rollins College Alumni Association

On May 6, 2004, the Board of Directors of the Rollins College Alumni Association declared Dr. Rita Bornstein an Honorary Alumna, in recognition of her outstanding leadership, commitment, and dedication to the College. Her spirit of service to Rollins will continue to enhance and promote the Alumni Association's vision, "Connected for Life."

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Secretary

Dear Rita, 2

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President Rita Bornstein's Commencement Address, May 9, 2004

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Dear Rita,

Following Dr. Rita Bornstein's announcement that she would step down from the Rollins presidency in the summer of 2004, her office was flooded with letters and e-mail acknowledging and celebrating her contributions to the College. We share a selection of those messages here.

"You are a top-notch leader, scholar, friend and, I am sometimes sorry to say, unrelenting fundraiser. In fact, when I see you coming, I seem to get the urge to cross to the other side of the street! In the end, my family and I have been glad to stay on your side of the street and join your vigorous efforts to make Rollins College a great educational institution."

—Harold Alford '97H

"I don't know how anyone could have accomplished as much as you did in the years you have served as President."

—H. Clifford Lee
Chairman
Edyth Bush Charitable Foundation

"Our community has been richly rewarded by the commitment you have given to the College and the partnerships you have built with a diversity of organizations and individuals."

—Glenda E. Hood '72
Florida Secretary of State

"In their present world, wherever that might be, I hope Prexy Holt, Mrs. Warren, and the other great contributors to Rollins are vicariously enjoying your many achievements at the College they so dearly loved."

—John Oliver Rich '38
Dean Emeritus of Admissions

"Your tenacious ways of revitalizing the arts and sciences, and your leadership in building bridges between the College and the community have provided important markers for hundreds of other colleges."

—Richard Ekman
President
Council of Independent Colleges

"You have been a model of principled leadership at the campus and nationally. I have often cited you as someone new presidents should emulate."

—Robert Atwell '96H
Past President
American Council on Education

"When presidents do their jobs really well, they not only transform the lives of students, they transform the lives of their institutions, and you have done that for Rollins."

—John C. Hitt
President
University of Central Florida

{ “I admire beyond words your stewardship of Rollins, which has flourished beyond my wildest dreams as a consequence of your leadership.”

—Thaddeus Seymour '82HAL '90H
President Emeritus
Rollins College

“You have created thousands upon thousands of happy memories for students during your tenure as president.”

—Michael Del Colliano '72
Past Vice President
Rollins College Alumni Association

“Her many publications have had a significant impact, raising the visibility of Rollins and making her known as one of the most outstanding college presidents in the country—a leader among leaders.”

—Wayne Anderson
President
Associated Colleges of the South

“What an amazing 14 years you’ve had! George joins me in congratulating you for your wonderful efforts and successful tenure—you are an inspiration to many.”

—Barbara Bush '99H
Former First Lady

“Congratulations on your years of extraordinary work for Rollins College. You have put it on the map, as they say.”

—Edward Albee '00H
Pulitzer Prize-winning playwright

“Rollins has had the great fortune of having you as our leader in maintaining and building what all of us remember—a wonderful atmosphere, great professors, and a solid start to the successes we have achieved.”

—Sandra Hill Smith '73 '74MBA
Rollins College Alumni Association Board of Directors

“I get goose bumps every time I think of all the benefits Rollins is enjoying because of your outstanding efforts and vision.”

—Patricia Schroeder '01H
President & CEO, Association of American Publishers
Former Member of Congress

“As a student at Rollins during the era of Hamilton Holt and as a trustee of the College during the tenure of Hugh McKean, I believe I am well placed to appreciate how effectively you have carried on this rich heritage and brought the College’s academic reputation, financial health, and physical infrastructure to new heights. Thanks to your efforts, President-elect Duncan inherits a flourishing institution of higher education.”

—Olcott Hawthorne Deming '35 '94H
Ambassador of the United States of America (Retired)

}

Fulfilling the Promise

"I shall seek the courage to lead boldly and wisely; to listen well to the heartbeat of the College and to nourish its values and its dreams; to design a college for tomorrow, anchored firmly in the proud traditions of the past; and to enlist old friends and new in service of our mission."

—*Rita Bornstein, Inauguration Address*
"The Promise of Rollins: Excellence, Innovation, and Community"



By Lorrie Kyle Ramey '70

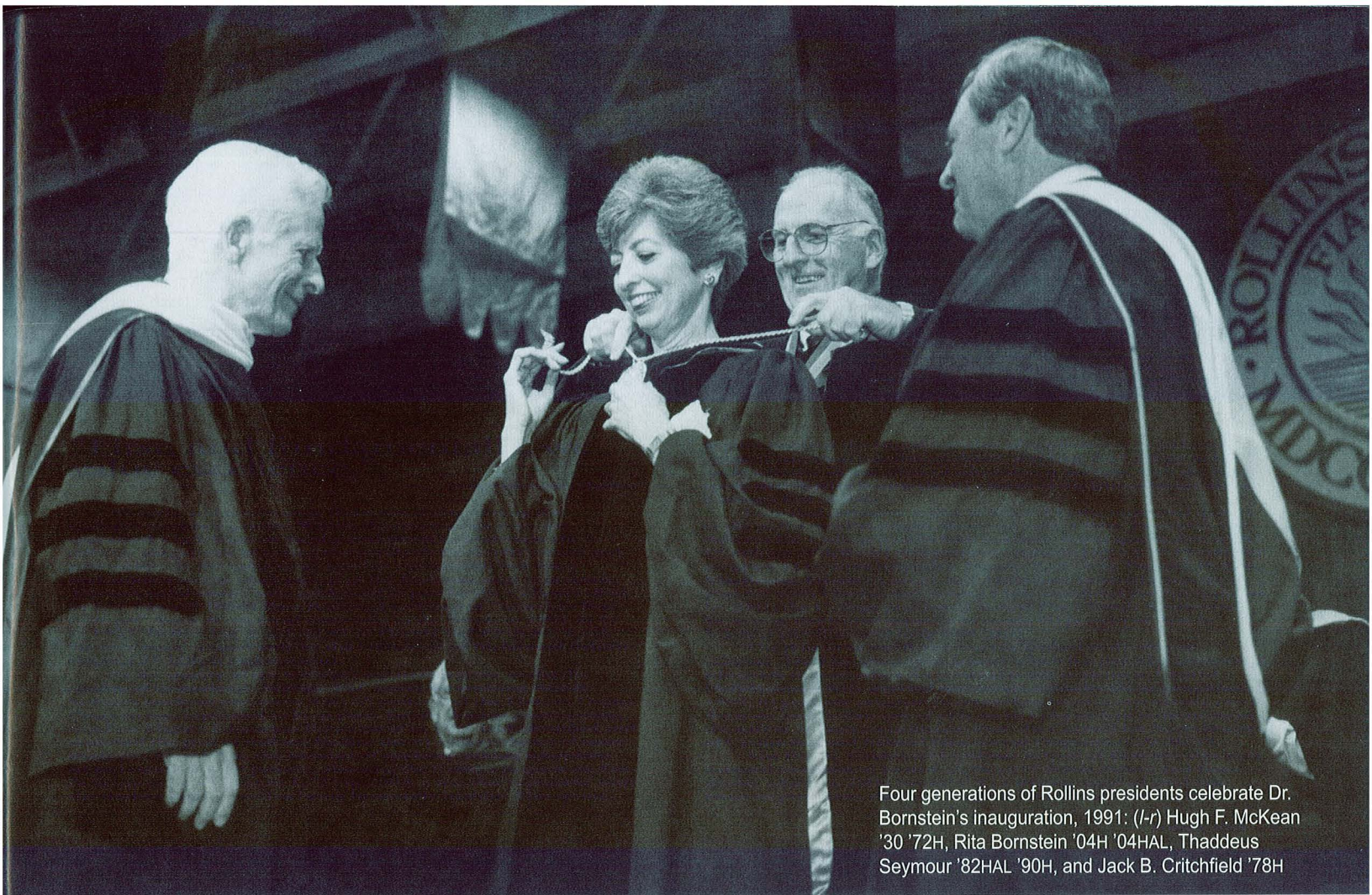
August 1, 1990, was appropriately sunny. As Dr. Rita Bornstein climbed the steps of the Warren Administration Building to begin her first day as the 13th president of Rollins College, she was greeted by a banner reading "Welcome Rita!" and a hug from the chairman of the Presidential Search Committee, Allan Keen '70 '71MBA. She was considered an unconventional president for the College—a woman, a fundraiser, and not recognizably "of" the academy. ("That I stand before you as president is testament to the courage and vision of the trustees and faculty who recognized that contemporary presidents may embody characteristics and biographies different from those of their predecessors," she noted in her inaugural address.)

"Some at the time would say that we took a risk," said Keen, "but look what we got. The 'risk' turned out to be no risk at all. We expected great things from Rita in the development area and we have certainly gotten that; but, to our great pleasure, Rita has proven to be an outstanding academic leader and student advocate."

Bornstein had more in common with the College's iconoclastic eighth president, Hamilton Holt, than many initially might have suspected. Like Holt, she would actively build the College's national reputation, champion the importance of pragmatic liberal education, change the face of the campus, and, yes, raise money. She even confronted thorny diplomatic issues on the international stage.

She also identified with the values that characterized the Holt legacy, and which would become the hallmarks of her own administration: excellence, innovation, and community. Like those values, the challenges before her—strengthening the College's quality, building its reputation, and ensuring its financial health, were all inextricably intertwined.

Despite a sagging economy and forecasts of declining enrollments at colleges and universities in the decade ahead, Bornstein launched her presidency with enthusiasm. She formed six task forces to address issues ranging from communication on campus to faculty governance. The Task Force on the 21st Century was charged with initiating strategic planning. The planning process, which incorporated faculty, staff, students, trustees, and alumni, culminated with a daylong all-College Summit in the fall of 1991, when classes were canceled so the Rollins community could debate and refine the Task Force's recommendations. The resulting institutional mission statement, 10 goals, and 75 objectives formed the framework for the College's operations, initiatives, and fundraising for the next decade. At their core, the bedrock principles: excellence, innovation, and community.



Four generations of Rollins presidents celebrate Dr. Bornstein's inauguration, 1991: (l-r) Hugh F. McKean '30 '72H, Rita Bornstein '04H '04HAL, Thaddeus Seymour '82HAL '90H, and Jack B. Critchfield '78H

“First, and fundamentally, we value excellence.”

—Inauguration Address

An early, and continuing, focus was strengthening the College's academic profile. Within Bornstein's first year, she appointed a task force on faculty evaluation to undertake the difficult assignment of raising the standards for faculty tenure and promotion. At the same time, another presidential task force undertook a review of all aspects of the freshman-year experience. The successful results were evidenced in part by the College's climb in *U.S. News & World Report's* annual rankings of “America's Best Colleges”: from #6 regional university in the South in 1991 to #2 in 1995. Rollins has remained #1 in Florida and #2 in the South for nine years, topped only by the University of Richmond (which boasts a \$1-billion endowment).

As the quality of the College's reputation grew, so did the quality of its students. Average SAT scores for entering Arts & Sciences students rose more than 65 points and the Honors Degree Program was expanded to keep pace. Faculty leaders participating in a Pew Higher Education Roundtable in 1997 had identified and endorsed the goal of making Rollins the #1 college choice of more students. Since 1998, the number of students seeking admission surged more than 60 percent, allowing the College to grow its Arts & Sciences enrollment to 1,733 in 2003, a size that is popular with the student body as well as being financially healthy. This spring,

Rollins received the largest number of applications in its history. Student retention has also escalated, allowing the College to be more selective in the offers of admission it extends, with the happy result that Rollins is now the #1 choice of students who are also the College's first choice.

Increased retention is also attributed to the improved quality of life in the residence halls. Since the early 1990s, Bornstein has directed the College to refurbish students' living spaces, first with \$4 million of deferred maintenance, followed by a \$17.15-million program of facilities upgrades. Lyman, Gale, Fox, Pugsley, Rollins, Mayflower, Elizabeth, and Cross Halls have received renovations thus far, with Hooker and Strong Halls scheduled for this summer. In 2001, the College purchased Sutton Place South Apartments, increasing residential capacity to nearly 80 percent of Arts & Sciences enrollment, a long-term goal.

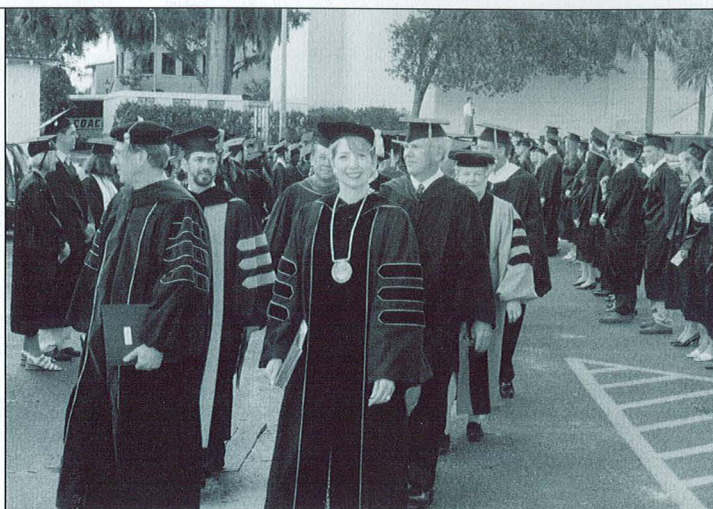
The pursuit of excellence was not limited to the Arts & Sciences. The Hamilton Holt School, which has provided continuing-education opportunities for nontraditional students in Central Florida since 1961, received numerous accolades for its programs. In 1994, its graduate program in counseling became one of only two in the state, and Rollins one of only seven independent institutions in the nation, to earn accreditation from the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

The Roy E. Crummer Graduate School of Business also won national recognition from *U.S. News & World Report*, and from *Forbes*, which in 2000 named it #12 among regional graduate business programs, the only program in Florida to be included.

A Rollins Valedictory!

THE BORNSTEIN ERA

1990-2004



The fall 2003 applicant pool set records for size and GMAT scores. The Crummer School is one of only 29 graduate schools of business in the U.S. to carry accreditation by AACSB International—The Association to Advance Collegiate Schools of Business, and was selected to be one of the first to participate in AACSB's new Reaffirmation of Accreditation Process. Crummer was commended for its "emphasis on teaching, and the accessibility and currency of the faculty."

A further reflection of the College's growing reputation for quality is that all recently hired new faculty have been the first-choice selections of their departments, and Rollins has been their first choice. It is a Bornstein credo that the faculty are the heart of the academic enterprise. In the first week of her presidency, she was already stating that she wanted to raise funds for endowed chairs, to enable the College to attract and retain distinguished faculty. At the time, there were nine named chairs; by the start of Bornstein's 14th year, there were 24, which will grow to 30, thanks to the generous bequest of George D. Cornell '35 '85H.

Among the added chairs is the George D. and Harriet W. Cornell Chair of Distinguished Presidential Leadership, which was created in 2001 as part of the first endowment of a college presidency in the nation. The \$10-million gift from George Cornell was presented in recognition of Bornstein's leadership.

Bornstein loves her faculty—even (perhaps especially) the cantankerous ones. Dean of the Faculty Roger Casey has remarked on how impressed he is by her affection for Rollins' professors. "Walk into her office, sit at her conference table, and serving as centerpieces are all the latest books and articles published by faculty. Metaphorically, faculty are central to her worklife. And physically, the products of their scholarship are constantly in front of her... For Rita, this display comes from pride."

And, her faculty love Bornstein. The outpourings of feeling on the announcement of her decision to step down from the presidency were spontaneous and overwhelming. Hoyt Edge, associate dean of the faculty and Hugh F. and Jeannette G. McKean Professor of Philosophy, e-mailed from a conference, "I would love to have been there to join the rest of the faculty in the standing ovation for you. I wonder how many college presidents

in the country would have gotten that kind of response; it was rather astounding, I think, but certainly highly deserved."

"I wasn't expecting to feel so sad, so devastated, really," wrote Barbara Carson, Theodore Bruce and Barbara Lawrence Alford Professor of English. "She'll always be a part of Rollins because of her tremendous legacy—not just in buildings and endowment, but also in the principles of excellence that she's championed."

Added Thomas Ouellette, director of the Annie Russell Theatre, "I have worked with bosses before—but never with a bona fide leader... I have watched, admired, supported, and copied..."

And from alumnus and Archibald Granville Bush Professor of Physics Donald Griffin '64: "I know of no one who has

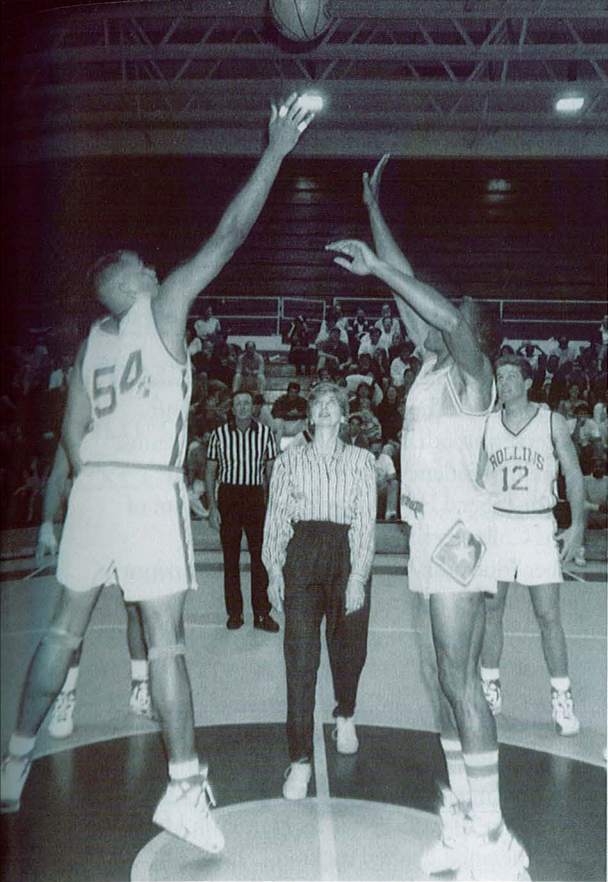


worked harder and with more dedication on behalf of the College, its faculty, and its students than Rita Bornstein."

Bornstein is held in high regard by staff members as well, who remark on the personal interest she has taken in them. "The first time I talked with Dr. Bornstein," said Judy Wolbert '00HH, executive assistant in the athletics department, "she encouraged me to continue my education. Since then, I have completed my A.A., B.A., and am halfway through my M.A. courses. She has never been too busy to stop and give me a smile or ask how I'm doing."

David Collis '80, assistant vice president for development, was invited to join a group of faculty and staff interested in higher education administration that Bornstein convened occasionally to discuss leadership issues. "I feel fortunate that she has taken time to mentor me and encourage my personal and professional growth," he commented. "It has been a wonderful opportunity to learn from a dynamic college president who is a national leader in higher education."

The faculty members who served on the search committee that brought Bornstein to Rollins are equally laudatory. "Dr. Bornstein's performance over the years has certainly exceeded my early feelings of high expectation," said Samuel Certo, Steinmetz Professor of Management and former dean of the Crummer



School. Larry Eng-Wilmot, professor of chemistry, concurred. "When we hired Rita, I never imagined that her Rollins legacy would be a marvelous set of visionary and indelible fingerprints, visible and invisible, left on our community, that will always lead and encourage us to be better learners, teachers, scholars, citizens, and people."

"Looking back, it's hard to imagine anyone better suited to the needs of Rollins College than Rita," commented Robert Smither, acting dean of the Hamilton Holt School and professor of psychology. But it is James Small, professor of biology and past president of the Arts & Sciences faculty, who may best summarize the thoughts of his colleagues: "I believe my part in bringing Rita to Rollins is one of the most important highlights of my career here."

The increasing quality of the College's academic reputation and its developing financial health have been mirrored in the beautification of the campus. Armed with an updated campus master plan formulated with campuswide input, landscaping was refined, the view of Lake Virginia was restored, and visual standards were defined. Facilities needs identified in the strategic-planning process were addressed. During her 14 years in office, Bornstein presided at dedications of a technology center, costume studio, campus center, executive education center, bookstore, sports complex, tennis stadium, entrance gateway, admission and financial aid center, and softball field. This summer, expansion of the soccer field and construction of the soccer stadium will be completed, and expansions of the music building and the museum are under way. It is no wonder that in some circles, she became known as "the Rita Phenom."

Today, the beauty of the campus has become an emblem of the institution's quality. As Laurin Matthews Baldwin '86 wrote, "It is truly a school which is pretty on the outside but also truly pretty when you become part of it."

"...innovation, one of the well-springs of excellence"

—Inauguration Address

Rollins revisited its roots more than once during the Bornstein presidency. Hamilton Holt's experimental Conference Plan, which replaced the traditional lecture format with active conversations between faculty and students, had drawn Rollins national attention; it also provided the inspiration for the College's successful first-year program, the Rollins College Conference (RCC), introduced in 1994. Each entering first-year student is required to enroll in an RCC course, which is taught by a faculty member who also serves as the student's adviser. Professors, who are assisted by upperclass students serving as peer mentors, engage students outside the classroom as well ("Reach Out," an annual day of service in local communities, has become an RCC tradition). Increased retention of first-year students is ascribed in part to their RCC experience, which helps ease the transition to college life and lays the foundation for a successful Rollins career.

Bornstein challenged faculty and administrators to think creatively about how best to meet students' needs in preparation for their lives and careers in the new millennium. Innovative multidisciplinary majors and minors, such as international business and sustainable development and the environment, were added to the Arts & Sciences curriculum, and a thorough review of the general education requirements was initiated.

Keeping pace with the undergraduate program, the Holt School introduced two top-quality, interdisciplinary masters degrees: the Master of Human Resources and the Master of Arts in Corporate Communication and Technology. The Master of Liberal Studies program, the first MLS in Florida, celebrated its



An International Kerfuffle

In the fall of 1994, Rollins hit the headlines of *The New York Times* when a potential international controversy over ownership of a statue of a young Japanese boy began brewing. *Ninomiya Kinjiro* had stood in the entry of the Warren Administration Building since its completion in 1947. A gift to President Hamilton Holt from a Rollins alumnus, the bronze statue had been removed from Okinawa during the U.S. occupation after World War II, and the Okinawans would like their statue back, please.

Following research, debate, and at least one reversal of opinion (fortunately, another Rollins alum, Rust Deming '64, was serving as interim Chargé d'Affaires of the U.S. Embassy in Japan at the time and provided valuable counsel), Rollins' trustees agreed to repatriate *Ninomiya Kinjiro*, who now stands on permanent display at a private school in Okinawa, Okinawa Shogaku Gakuen. The grateful Okinawans supplied a replica, and a warm friendship between the school ("OkiSho") and Rollins has evolved. Four OkiSho graduates have attended the College.

In 1997, President Bornstein was invited to participate in the dedication of a peace monument at OkiSho. The monument is inscribed with a quotation from Holt's 1938 peace monument at Rollins, in five languages.

25th anniversary. The Crummer School redesigned its MBA offerings to meet the needs of two special markets: adults with significant work experience who wanted a fast-track program and recent graduates who sought both education and experience. The resulting Accelerated and Early Advantage MBAs now serve as models for other schools' programs.

A landmark of the Bornstein presidency was the 1997 national conference "Toward a Pragmatic Liberal Education: The Curriculum of the 21st Century." The Rollins Colloquy brought 200 college and university presidents and higher education leaders from across the country to Rollins to consider the future of liberal education. Spearheaded by Bornstein, keynoted by nationally recognized scholars Louis Menand, Alexander Astin, Lee Shulman, and Troy Duster, and cosponsored by Rollins' Christian A. Johnson Institute for Effective Teaching, The College Board, the Council of Learned Societies, and the Association of American Colleges and Universities, with support from the Jessie Ball duPont Fund, the Colloquy renewed and reconfirmed Rollins' role in the history of higher education, established nearly 70 years before by Hamilton Holt's 1931 National Curriculum Conference, chaired by John Dewey. The resulting book, *Education and Democracy: Re-imagining Liberal Learning in America*, featuring a chapter by Bornstein, remains an important document in the conversation about the liberal-arts curriculum.

Although she published book chapters, articles, and columns (including a 12-part online diary on values and the College presidency) throughout her administration, one of Bornstein's key accomplishments is the 2003 publication of her book *Legitimacy in the Academic Presidency: From Entrance to Exit*. She had already drawn national attention to the changing role of the college president when she persuaded the American Council on Education to devote an issue of its journal, *The Presidency*, to articles evolving from the Southern University Conference program "Redefining Presidential Leadership in the 21st Century," which she had convened. *Legitimacy in the Academic Presidency* has been hailed as an innovative construct in higher education, combining theory, data, and personal experience.



Dr. Louis Menand, Dr. Bornstein, and Dr. James Kloppenberg engage in conversation at The Rollins Colloquy.

“...community—
a value deceptively
simple in concept
but elusive in
execution”

—*Inauguration Address*

Bornstein actively sought to create opportunities for community to thrive at Rollins. Recognizing the need for friendly gathering places, she suggested plazas and garden areas that invited students, faculty, and staff to stop and chat. Among those were her own gifts to the College, Rita's Fountain and Harland's Haven. She championed the Cornell Campus Center and was deeply involved in its planning (including fulfilling the faculty request for Starbucks coffee).

To cultivate further intellectual community among the faculty, she and the faculty president co-hosted a series of lunchtime discussions on such topics as globalization, postmodernism, and peace in the Middle East.

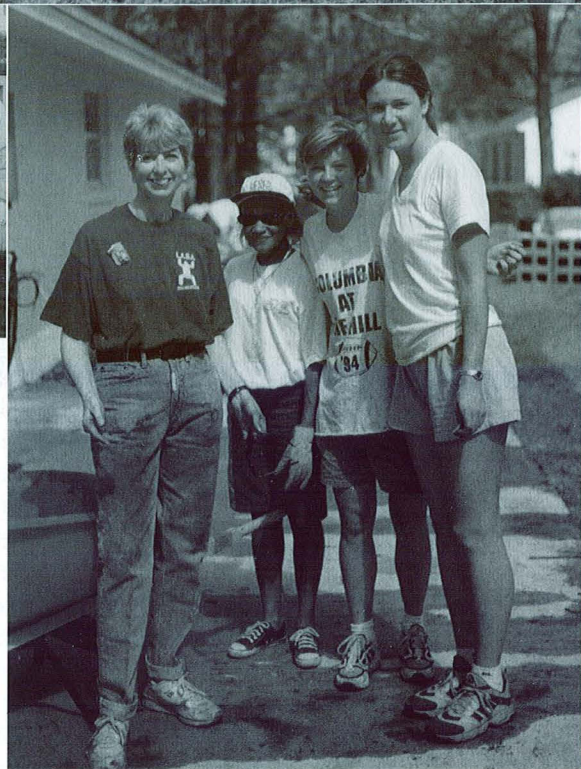
The high point of community on campus remains the Fox Day picnic, as students, faculty and staff, and their families join together on Mills Lawn for supper with the Fox. Bornstein enlisted President's List students to help her implement the holiday, which still falls on a sunny spring day when it is anticipated but not quite expected, and most appreciated.

Not every day was sunny, however. There were losses—both personal and national, for students, faculty, staff, and alumni, and the campus grieved as a community. Bornstein was always there, offering sympathy and strength. Patrick Powers, dean of the Knowles Memorial Chapel and chaplain to the College, has observed, “When we are at our worst, she is at her best.”

During the 1990s, the Rollins community developed a commitment to service that has now become second nature. With Bornstein's encouragement, the Center for Public Service was established to provide coordination of campus volunteer service efforts. Growing numbers of service-learning courses have incorporated service into the curriculum. The refocusing of student activities programming on student leadership and involvement and the recent addition of the Community Engagement Initiative have created a dynamic structure that links leadership education and service.

Arts & Sciences students alone contribute more than 10,000 hours of community service annually. Add the thousands of hours of service performed by students in the Holt School and the Crummer School, where a community-service component was recently added to the curriculum, as well as faculty and staff, and the magnitude of Rollins' contribution to the community becomes apparent.

Bornstein's own service has been considerable, further raising the College's profile in the local community, the state, and national



higher education circles. In addition to sitting on the boards of the American Council on Education and the National Association of Independent Colleges and Universities, where she also chaired the Government

Relations Committee, she served on the Executive Council of the Southern Association of Colleges and Schools' Commission on Colleges. She chaired the Associated Colleges of the South, Independent Colleges and Universities of Florida, and Sunshine State Conference. She is current chair-elect of the Council for Advancement and Support of Education (CASE). In Orange County, she served on various special commissions and boards, including the Economic Development Commission of Mid-Florida and United Arts of Central Florida.

In 1999, Rollins became the home of the Philanthropy & Nonprofit Leadership Center (PNLC), a specialized outreach initiative providing education, information, and advocacy for nonprofit service providers and funding organizations in Central Florida. The importance of the PNLC's work to nonprofits throughout the state, and beyond, quickly became obvious and the scope of the PNLC's portfolio was pressed to expand. Bornstein was frequently asked to speak on topics related to

Thank You, George!

\$93.3-million Cornell bequest marks largest gift in Rollins history

In April 2004, Rollins announced the largest gift in its 119-year history—a \$93.3-million bequest by alumnus, trustee, and philanthropist George D. Cornell '35 '85H, who passed away in April 2003. Receipt of the bequest will bring the College's endowment, which stood at \$39 million when Rita Bornstein became president in 1990, to \$260 million.

Cornell and his late wife, Harriet '35HAL '90H, were known for their generous support of Rollins during their lives. Their gifts funded an endowment for two Scholars in Classical Studies, as well as the George D. and Harriet W. Cornell Fine Arts Center, the Cornell Fine Arts Museum, the Cornell Hall for the Social Sciences, and the Cornell Campus Center, which have become landmarks on the Rollins campus.

"George and Harriet took great pleasure in seeing the impact of their generous support of George's alma mater during their lifetime," said President Bornstein. "This extraordinary bequest provides the financial resources to assure in perpetuity the highest-quality education for Rollins students. What an incredible legacy!"

Two \$10-million commitments funded by the bequest—one for a scholarship fund in memory of Harriet Cornell and one to endow the Rollins presidency, the first endowment of a college presidency in the nation—were previously announced. The remaining \$73.3 million will endow scholarships, faculty chairs, and other academic initiatives.

The \$7.8-million Cornell Faculty Development Program provides rewards and incentives for junior and senior faculty, including the introduction of two new College-wide faculty honors, the Cornell Distinguished Teaching Award and the Cornell Distinguished Service Award. The first recipients of these awards were announced at the 2004 Arts & Sciences commencement: Eileen Gregory, professor of biology, and Rhonda Singer, assistant professor of sociology.

Honoring the wishes of the Cornell bequest, President Bornstein has awarded three George D. and Harriet W. Cornell Chairs. Recipients are: Richard E. Foglesong, Cornell Professor of Politics; James M. Higgins, Cornell Professor of Innovation Management; and Margaret A. McLaren, Cornell Professor of Philosophy.

At the academic convocation celebrating the College's accomplishments during Dr. Bornstein's presidency, Board of Trustees chairman Frank H. Barker '52 announced Bornstein's appointment to a George D. and Harriet W. Cornell Chair. Following the conclusion of her presidency, Bornstein will become Cornell Professor of Philanthropy and Leadership Development.



George and Harriet Cornell with Cornell Scholarship recipient Lara Hadrys '98

philanthropy, leadership, and ethics, and to participate in public-policy conversations such as *The Governor's Forum: Engaging in a Civil Society* in 2000 and the first annual Philanthropy Summit, sponsored by the McCormick Tribune Foundation in 2004.

As the College acquired adjacent properties to help expand its lake-locked campus and ease space concerns, it also expanded its role in Winter Park. College land on Park Avenue that had stood vacant for years was developed as the award-winning SunTrust Plaza and its parking garage. Along with the gift of the Samuel B. Lawrence Center, these commercial properties provide important income for the College's educational programs and add monies to the City's tax rolls.

In a model partnership, the College and the City have constructed a softball complex at the City's Lake Island Park. The site serves as home field for Rollins' softball team and as a recreational facility for west Winter Park children. Rollins coaches will provide sports clinics for local residents.

Perhaps the most visible symbol of these cordial town-and-gown relations is the McKean Gateway, dedicated by College and City officials in 2002. The first formal entrance in Rollins' history, it connects downtown Winter Park with the campus in a manner that is both welcoming and stately and communicates the College's proud identity. Internationally recognized architect and planner Elizabeth Plater-Zyberk '95H wrote Bornstein to express her pleasure at seeing the traditional gateway, noting that "before long people will be thinking that it was there from the start!"



“We will be unrelenting in pursuit of the resources necessary to support the flourishing of excellence, innovation, and community.”

—Inauguration Address

In the fall of 1993, Bornstein wrote alumni, “Our long-range goal is to secure Rollins’ niche as a high-quality innovative college, exemplifying the values of liberal learning, the art of teaching, and the application of knowledge.” The strategic plan was the road map to that destination, and *The Campaign For Rollins* would provide the fuel to get there.

Bornstein had told the College community, “Our quest for excellence, innovation, and community will demand extraordinary courage.” For some it would also require a leap of faith. The *Campaign* goal of \$100 million seemed formidable, if not impossible, for an institution that had raised less than half that amount in its last campaign, and whose alumni were known for their love, but not their philanthropic support, of their alma mater. Bornstein was about to change all that.

Following significant groundwork, the five-year *Campaign* was announced in October 1996. Three years later, gifts and pledges had exceeded the goal, and George Cornell had sweetened that announcement with his surprise commitment of \$10 million for scholarships. By the conclusion of *The Campaign For Rollins* in October 2001, the total raised was \$160.2 million, including

another surprise Cornell gift—the \$10-million endowment for the presidency. As impressive as the results was the fact that more than half of the amount came from alumni.

Of the funds raised, \$40.3 million was contributed for capital projects and \$78.7 million was designated for endowment (with more than one-third of that amount earmarked for scholarships). The influx of gifts, combined with exceptional investment performance and conservative fiscal policy, boosted Rollins’ endowment into uncharted territory; from less than \$39 million in 1990, its value has more than quintupled. When George Cornell’s extraordinary \$93.3-million bequest [see page 10] is fully distributed, it is expected that the endowment will reach \$260 million.



“I have loved being your president, and feel privileged to have had the opportunity to be a part of such a dedicated and spirited community.”

—Letter to Alumni, February 2003

Alumni and students, too, have loved having Bornstein as their president. Ranging from the Class of 1938 to current students, Bornstein has been inundated with messages—of congratulations, of thanks, of awe.

“It has always been with pride that I have declared I am a graduate of Rollins. I have never been more proud of that fact than I have during your very effective and productive administration,” wrote 1950 graduate P. Arnold Howell, Sr. Dr. Bayard “Bud” Morrison III ’53 concurred: “You are due great credit for succeeding in assembling, inspiring, and leading an enthusiastic coalition that raised Rollins to an entirely different level without losing or blurring the essence of the Rollins that I attended 50 years ago.” And Cary Kresge ’66 ’67MBA, past president of the Rollins College Alumni Association, opined, “Your 14 years may easily be the most important years in Rollins’ leadership.”

From students, and recent graduates who knew Bornstein as students, the messages are less about the institution, than about character and leadership.

“As a student and where I am in my life, currently as a law student, you have been a model of a strong and caring woman leader.” —*Rhonda Neuhaus ’97*

“The role you have played in my development as a person, leader, and thinker has been more significant than you know. Thanks for investing yourself in me along the way.” —*Matt Certo ’98*

“You not only had a profound impact on Rollins, but you also made a huge impact on my life. You have shown me the importance of professionalism, leadership, and honesty.” —*Christopher (Kit) Gray ’99 ’01MBA*

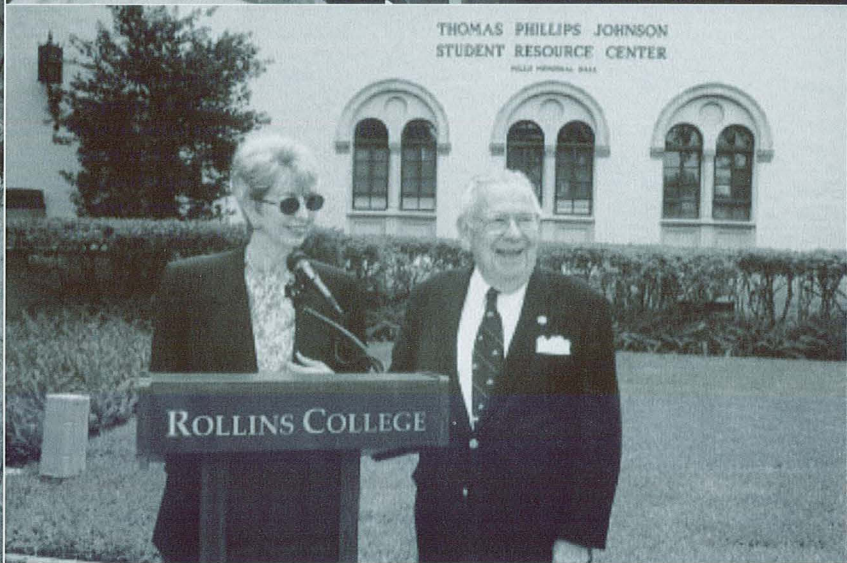
“Not only have you helped to better the Rollins reputation, increased our endowment, and encouraged our national and local community involvement, you have also served as an incredible role model for many students.” —*Brooke Guenot ’03*

“The good that you have done for the school on a macro level has been further extended to directly reach the students individually, helping us push the envelope to improve ourselves and the world.” —*Andrew Merkin ’03*

“She means even more to me as a friend and a role model—having the opportunity to look up to a woman like Dr. Bornstein has been invaluable to my development as a leader, for I see through her the importance of maintaining values and integrity.” —*Sarah Ledbetter ’05*

As much or more than endowment, a balanced budget, faculty chairs, or new buildings, these young people are her legacy.





Like pieces in a puzzle, they all came together—institutional reputation, academic excellence, physical beauty, financial stability. She made it look so easy. Characterized by the courage and confidence she called upon at the conclusion of her inaugural address, Rita Bornstein not only fulfilled her promise, but surpassed it beyond anyone's greatest expectation—except, perhaps, her own. She's leaving a gem, perfect as it is, but ready for a larger setting.

She is truly the Rita Phenom. ■

Trustees Endow Rita Bornstein Student Leadership Forum

In honor of President Rita Bornstein's extraordinary leadership of Rollins College and in recognition of her commitment to educating students for leadership in their careers and communities, the Board of Trustees has established an endowment for the Rita Bornstein Student Leadership Forum. The Bornstein Forum will create the opportunity for Rollins students to enrich their educational experience through a special interactive program that will bring demonstrated leaders to campus.

As envisioned, each Bornstein Student Leadership Forum will feature an experienced leader who will share insights with students. Potential annual leadership themes include ethical corporate leadership, organizational leadership for multicultural constituents, and generational leadership.

Launched with a lead gift from trustee Ted Alfond '68 and his wife, honorary trustee Barbara Lawrence Alfond '68, a former board vice chair and chair of *The Campaign For Rollins*, and supported by current and future gifts from President Bornstein's admirers and friends, the Bornstein Student Leadership Forum will serve as a centerpiece for leadership initiatives at Rollins and as a living tribute to a Rollins president whose dynamic leadership transformed the College.

For more information, contact Cynthia Wood, Vice President for Institutional Advancement, at cwood@rollins.edu or 407-629-1345.

Board Chairs Pay Tribute to President Bornstein

"I remember the fear and trepidation I felt knowing that Rollins would be having the first woman president along with its first woman chair of the board. How foolish of me! Rita adapted to the culture of Rollins and raised the bar to new heights. Her intellect, hard work, genuineness, and vision became the benchmarks for the Rollins family and beyond. She did it all with grace and class."

—Betty Duda '93H, 1989-1993



"I think of Rita much like Dickens would write—in superlatives. She tries her best. She does her best. She *is* the best that Rollins could have."—R. Michael Strickland '72 '73MBA '04H, 1993-1996

"We've been a witness this last decade and a half to what extraordinary leadership can do for an extraordinary institution. I'm certain that if any of us had been asked in 1990 to reduce our expectations of Rita's presidency to writing, none of us would have dared to put down even a fraction of what has been achieved in that period of time."

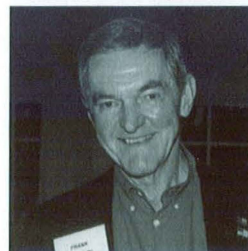
—W. D. (Bill) Frederick, Jr. '99H, 1996-1998



"It's fun to be on a winning team. Rita created a broad base of followership—the trustees, the faculty, the students, the community—all have come along and produced what we celebrate. It was a team effort, with Rita as the leader."

—Ted Hoepner, 1998-2000

"Her rare combination of achieving academic excellence for Rollins while astutely managing the business aspect of the institution has positioned us to achieve yet the next level. She has been a leader in academic circles on a nationwide basis and is viewed as an insightful leader, bringing great honor and recognition to the College."—Charles E. Rice '64MBA '98H, 2000-2003



"Fourteen years ago, she could have been classified as a futurist. Rita had many ideas to 'transform' Rollins into a nationally recognized institution—so many, in fact, it was mind-boggling to keep up with her. Her organizational skills, focus, and discipline kept the entire Rollins community on the 'achievement track.'"

—Frank H. Barker '52, 2003-

Rita's Rollins Renaissance



Rita's Fountain & Jane Moore Johnson Plaza
Cornell Campus Center, 1999

"I am confident that this era in the history of the College will be remembered as 'Rita's Rollins Renaissance.'"

—Dr. Roy A. Kerr, former Weddell Professor of the Americas
On the occasion of the dedication of the Rice Family Bookstore & Café
May 12, 2000

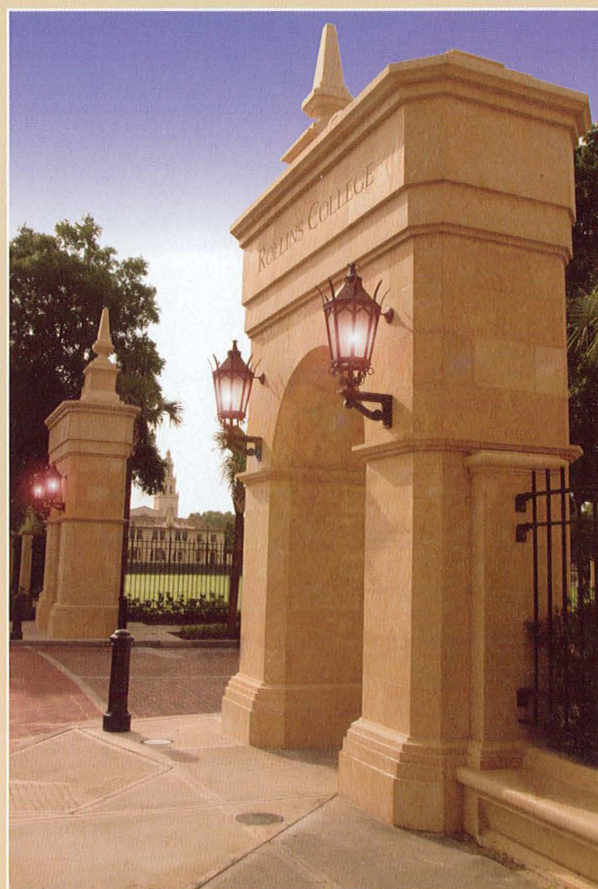
Returning alumni, new students, visitors from around the world—all are enthralled by the beauty of the Rollins campus. The Spanish-Mediterranean architectural style selected by the College's eighth president, Hamilton Holt, has become synonymous with Rollins, and with the College's reputation for excellence.

President Rita Bornstein is credited with the College's largest "building boom" since the 1960s. During her presidency, the College renovated, expanded, added, and/or broke ground on the following:

Bush Executive Center
Cahall-Sandspur Field & Barker Stadium
Charles Rice Family Bookstore & Café
Cornell Campus Center
Cornell Fine Arts Museum
George H. Herbst Overlook
Harland's Haven
Harold & Ted Alfond Sports Center
Lake Island Park Softball Complex
Marshall & Vera Lea Rinker Building
(Admission & Financial Aid)
Mary-Jean Mitchell Green Plaza
McKean Gateway
Norm Copeland Tennis Stadium
Olin Electronic Research & Information Center
Philip Crosby Family Garden
R. D. Keene Hall (Music Building)
Rosen Family Center
Samuel B. Lawrence Center
SunTrust Plaza
Sutton Place South Apartments
Thomas Phillips Johnson Student Resource Center
Tiedtke Parking Lot & Tiedtke Way
Virginia S. Nelson Rose Garden
Wynne Martin Warden Costume Studio

A multi-year plan for deferred maintenance and renovations of residence halls is in progress.

We invite you to take a virtual tour of the campus on the following pages and savor vicariously the fruits of "Rita's Rollins Renaissance."



McKean Gateway, 2002

THE ROLLINS CONFERENCE PLAN

*Just follow me, and as we take our stroll
Around the campus, you'll no doubt be stirred
By the beauty of the "palms and pines" referred
To in our song, whose words now should extol
The beauty of our buildings and the role
That architecture plays to undergird
The characters it molds; it's not absurd
To say rooms can inspire and console.*

*Our truest beauty, though, lies in the soul,
Invisible and subtle, yet still heard
In every conversation, every word
That knits our spirits in a grander whole;
And that is why we carefully choose our word:
Degrees here are not given but conferred.*

—Alan Nordstrom, Professor of English
2004



Harold & Ted Alfond Sports Center, 2000



SunTrust Plaza Parking Garage, 1999



SunTrust Plaza, 1999

A Rollins Valedictory!

THE BORNSTEIN ERA
1990-2004

“You have achieved so much for Rollins, leading it into a new millennium with distinction. Thank you for all of that in addition to preserving our unique tradition.”

—Linda Peterson Warren '64



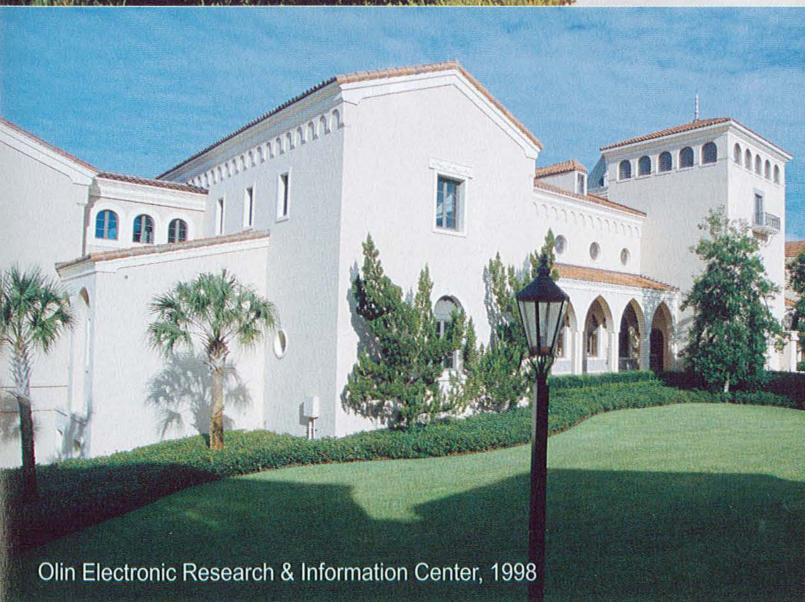
Charles Rice Family Bookstore & Café, 2000



Virginia S. Nelson Rose Garden, 1994



Bush Executive Center, 1999



Olin Electronic Research & Information Center, 1998



Marshall & Vera Lea Rinker Building, 2003

A Rollins Valedictory!

THE BORNSTEIN ERA
1990-2004

Mary-Jean Mitchell Green
Plaza, 1994



Samuel B. Lawrence Center, 1993



Rosen Family Center, 1998



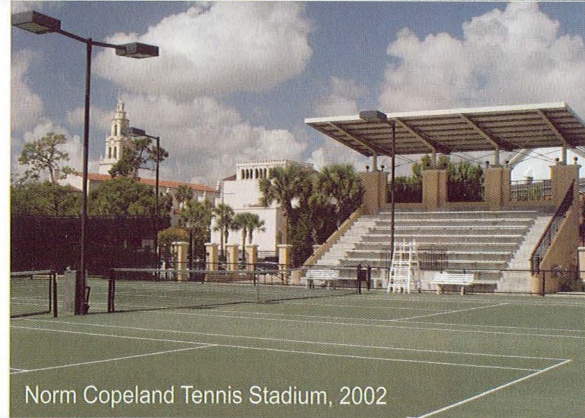
Sutton Place South
Apartments, 2001



Harland's Haven, 2001

“We are so proud of our college. We know that your contributions and leadership have contributed so much to the prestige, building and financial status that endears Rollins to us.”

—Alice '48 '02H & Pete Dye '50



Norm Copeland Tennis Stadium, 2002



Cahall-Sandspur Field, 2004



Barker Stadium, 2004

A Portrait of the Artist

By Lorrie Kyle Ramey '70

When the time came for Rita Bornstein to select the artist of her presidential portrait, her choice was the man considered America's foremost portraitist, Everett Raymond Kinstler.

The Provenance

Kinstler isn't a newcomer to Rollins, which now owns six of his portraits (though the College is far behind the National Portrait Gallery, which has acquired 50 Kinstlers for its permanent collection). The artist was introduced to Rollins by longtime friend Thaddeus Seymour '82HAL '90H, the College's 12th president. Kinstler was invited to paint Jeannette McKean '62H and her husband, Rollins' 10th president, Hugh McKean '30 '72H. That commission was followed by portraits of three of the College's most generous benefactors, George Cornell '35 '85H, Harriet Cornell '35HAL '90H, and Thomas P. Johnson '34 '82H '99H. In 1983, Kinstler was awarded an honorary doctorate of fine arts from the College.

He began his career drawing comic books that are now classics—*Zorro*, *Hawkman*, *The Shadow*—and which are credited with influencing the Pop Art school of the '50s and '60s. His own influences were Hal Foster (*Prince Valiant*), Milton Caniff (*Terry and the Pirates*), and Alex Raymond (*Flash Gordon*). He modestly takes credit for having been the first to “open up” the comic-book page, expanding the standard comic-strip boxes and doing away with borders. He also worked as an illustrator, creating book covers for mysteries,



Oil portrait of Dr. Rita Bornstein by Everett Raymond Kinstler '83H

Westerns, romances, and novels by D. H. Lawrence, Somerset Maugham, and Aldous Huxley.

Kinstler quickly learned to never turn down an assignment—“I figured

with some degree of passion, a little intelligence and energy, I could learn a lot.” Though he dropped out of high school to pursue his love of art, he always did (and still does) his

homework. Blessed with a self-confessed curiosity and desire to learn, he read everything he illustrated.

In addition to taking classes briefly at the Art Students League, Kinstler studied other artists—Auguste Rodin's *The Gates of Hell* influenced a science fiction cover, Rembrandt's etching of a rabbi inspired a German reprint. He values history, and he believes his quality as an artist depends on his having had an eye on what went before. Today, he occasionally teaches; his students have included *Batman* and *Spiderman* artist Joe Rubinstein and actor Gene Hackman.

When the market for pulp fiction dried up, Kinstler quickly adapted. ("Life changed and I had to move with it.") His insatiable interest in people, along with his sentiment that there is no substitute for drawing from life, led him to portraits. His first subject was M&M candy king Forrest Mars.

Kinstler estimates he's painted more than 700 portraits. I'm too sympathetic to ask his favorite, or his favorite subject, though I suspect it might be Katharine Hepburn, whom he painted on multiple occasions over the course of a decade. Or Tony Bennett, who is also a close friend, as featured in a recent CBS News *Sunday Morning* segment. He does admit that one of the great moments of his life was painting astronaut Scott Carpenter, in his space suit. His subjects range from U.S. presidents (five) and Cabinet members (50+) to actors (Carol Burnett, James Cagney, Paul Newman, Peter O'Toole, John Wayne) and authors (Tennessee Williams, Tom Wolfe), to corporate CEOs. Somewhere in between fall the college and university presidents. Kinstler also paints landscapes, figures, and interiors, which he considers very important to his growth as an artist.



In the artist's studio



A Morning with the Artist

Kinstler's studio is in New York City's National Arts Club, the converted mansion of New York governor and unsuccessful presidential candidate Samuel Tilden (he lost the 1876 election by one electoral vote) and a National Historic Landmark. The Club boasts an impressive history: members have included Pierpont Morgan, Henry Frick, Frederic Remington, Stanford White, and Alfred Stieglitz. Next door is the Players Club, former home of legendary actor Edwin Booth. And across the street is the wrought-iron-fenced Gramercy Park, Manhattan's only remaining private park.

One follows the artist from the suite's comfy living room through a warren of twists and turns to the studio, where two-story windows flood the work space with

The Process

First, visit and get to know the subject, select clothing for portrait, shoot photos (two rolls of film). (This visit helps Kinstler establish his interpretation of the subject and develop a point of view for the portrait.) Then, the sittings, where he paints from life (usually three to four), and more photos. Paint between sittings (refer to photos). Frame, ship. It seems so simple.

north light. A large easel and canvas stand waiting. Across the room, the subject's chair sits on a raised platform that once belonged to Kinstler's mentor, illustrator James Montgomery Flagg, now best known for his famous "I WANT YOU" U.S. Army recruiting poster of Uncle Sam. Kinstler explains that the platform elevates the seated subject to the proper height for the standing artist. A mirror behind him permits him to turn and see the portrait and the subject from another perspective, creating distance. The paperwhites in their blue and white bowl are approaching their final days.

The morning I accompanied President Bornstein for a sitting, she and Kinstler had agreed to change the

color of her jacket in her portrait—from kelly green to royal blue. The transformation was accomplished with rapid, but nuanced, strokes. Kinstler asked for my opinion, then cautioned President Bornstein with a smile, "Please just don't change the color of your hair."

Kinstler works deftly, and intuitively—switching back and forth confidently among the four or five brushes in his hands, mixing his colors without apparent deliberation (he describes himself as a "demanding, but casual craftsman," working with a limited palette). One senses he first paints his impression of his subject, then adds the facts or details.

He engages his subject in constant conversation. (It's a nice distraction from sitting motionless for nearly two hours.) He asked President Bornstein about recent activities at Rollins and queried her for book recommendations (he's an insatiable reader); they shared news about mutual acquaintances and recounted recent experiences. Only occasionally does he permit the conversation to drift to the subject of THE PORTRAIT.

Kinstler is an artist, but he is also a storyteller. In addition to his garrulous nature and entrancing accounts of encounters with those names we only read in big-city newspapers, his portraits tell stories. He looks, he listens, he assimilates information, all of which he digests. And all of which reappear as THE PORTRAIT.

The Portrait

... tells the story of a college president who is engaged and engaging, confident and compassionate, distinguished and disarming, receptive and refined, insightful and inspiring (and wearing a beautiful blue jacket, without a hint of green). I am surprised to realize that the subject is a lot like the artist: they both do their homework. Kinstler said it was the reason Hepburn liked him, and I speculate it is the reason Bornstein and Kinstler got on so well. That, and perhaps that although they work hard at what they do, for both it is great fun. ■



As a Thomas P. Johnson Distinguished Visiting Artist, Everett Raymond Kinstler talked with Rollins art students about his career. He challenged them to keep enlarging themselves, to keep raising the bar.



In the Shadow *and the* Limelight

An interview with Dr. Harland Bloland '04H

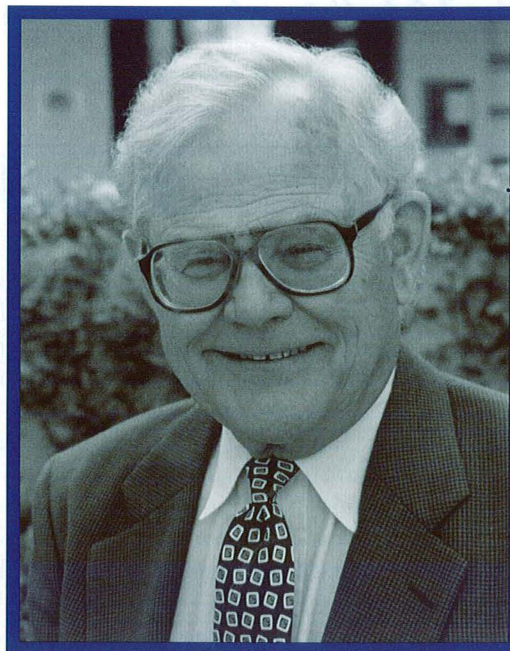
When Rita Bornstein became president of Rollins College in 1990, her husband, Harland Bloland, was a professor of higher education at the University of Miami. A recognized authority in his field, with a Ph.D. from the University of California at Berkeley, he was also active in UM faculty governance.

The first year of Bornstein's presidency, Bloland commuted between Winter Park and Coral Gables. He taught midweek classes, catching a plane out of Orlando early every Tuesday morning and returning every Thursday night. He knew it was time for a change, he said, when the drivers of the cabs he hailed at Miami International Airport began to call him by his first name.

Though Bornstein privately expressed concern about what the move might mean for her husband's research and scholarship, the results have been prodigious. Since his retirement, Bloland has authored one book, five encyclopedia entries, a book chapter, seven major articles for peer-reviewed journals, and a series of book reviews. He was named principal investigator for the creation of a national organization on accreditation and has made presentations at meetings of professional associations such as the American Council on Education, the Association for the Study of Higher Education, and the American Educational Research Association. He has also engaged Rollins faculty in conversations about postmodernism and higher education.

And, Bloland has developed a considerable following among Rollins' ladies, who adore sitting next to him at College dinners. His keen intelligence, droll sense of humor, and sincere affection for the College have endeared him to the Rollins community.

We asked Hoyt Edge, associate dean of the faculty, Hugh F. and Jeannette G. McKean Professor of Philosophy, and a fellow higher education/philosophy traveler, to interview Bloland about his days in the shadow and the limelight of the Rollins presidency.



HE: You are an expert in academic administration, having studied it and taught about it during your academic career. Given that background, did you have any surprises when you experienced a college presidency firsthand, as Dr. Bornstein's spouse, and not just in theory?

HB: Yes. Even though I had regularly taught a course on the college presidency at the University of Miami and other institutions, when I came to Rollins I was surprised by the complicated nature of the presidency, with its multiple constituencies and its multiple levels.

HE: In reading President Bornstein's book on the college presidency, for the first time I recognized the complexity of the institution. In particular, I learned a lot about the board of trustees and how a president deals with this group.

HB: That's just the beginning. There are also the alumni, the faculty, the students, the administration, and the staff. And then there's the town. Rita had to—and wanted to—go out into Winter Park and get to know everybody who was important and interesting and helpful to the College. And beyond that, there's the state.



She has lobbied for Rollins and for the independent colleges on the state level, and on the national level, as well, where she is extremely well known. The problem she faced is that the constituencies are not always compatible with each other and don't understand each other—and watching Rita put that all together really was amazing to me.

HE: You have to keep all of the constituencies happy, and to do this, sometimes you keep them together and sometimes you keep them apart.

HB: Right, but you have to move them forward. And Rita participated in scholarship—writing and publishing—at the same time. I never understood how she could do that. I guess what really surprised me was that, from the beginning, she seemed to know what to do.

HE: Did Rita take your course on academic administration at the University of Miami?

HB: It wouldn't have helped—she already knew what to do! I'll share an anecdote: Soon after we got here, we were awakened by a phone call in the middle of the night. Someone was complaining (you know they always call the president at night!) about a lot of noise on campus—a big, raucous party that they wanted stopped. Being eager and just here, we got up and went over to campus. It was a fraternity party and it was loud, but not exceedingly so. And I said, "Listen, maybe we ought to go back." She said, "Well, no, let's go in and see what's going on." I said, "You can't go in there—it's a fraternity party. I would never do anything like that!" She said, "Aw, let's just try it." So we went into the party—and we were welcomed with open arms. I said to myself, "Who is this person? How did she know she could do that?" That kind of thing happened regularly. Thank goodness she wasn't cautious—only I was. But that was one of my roles—to help her assess what was happening on various occasions. I acted as a counselor and adviser. Some of my advice she took and some she did not.

HE: You spent so much time working conceptually on academic administration...Did you change any of your theories as you experienced administration on such a practical level?

HB: I don't know that they changed that much, but I learned a great deal more about the ups and downs of the presidency. It was such a fascinating process, because I am a professor of higher education and I had been teaching this for 25 years. So everything that Rita did was absolutely interesting to me. Everything. And that made me also extremely interested, of course, in the College and how it worked—how things happened here.

HE: Because of my Puritan past, I always have had a kind of reluctance about the fundraising. One thing I learned from Rita's book is that fundraising is about working with people and sharing the vision of the College.

HB: I have a very strong sense that the fundraising process is one that needs to be thoroughly integrated with the mission and purpose of the institution, and that the fundraising staff must have a complete, clear picture of where the institution is and where it's going. If they have that, they can give the story of the college in a most persuasive way. I have been very involved in analyzing the process of fundraising. Of course, I've learned so much from Rita. In this process, I've also come to be interested in the three sectors of the United States: business, government, and the nonprofit sector, and how they relate to each other. That's the focus of some of my writing. Other areas of interest have been the study of professionalization and associations, and I wrote a paper not too long ago applying many of the same ideas to the nonprofit sector.

HE: What other topics have you written on?

HB: I've done some postmodern work that has to do with the bleeding of the edges—the fact that business is making many incursions into the nonprofit sector, and that the nonprofit sector has responded and become very business-like. The danger here is that if you become too business-like, then people say, "You're a business. Why should I give you any money?" You need to keep—as a fundraiser particularly—a sense that this is an establishment that has to do with education and with research. If you make it into just a business, it will lose everything.

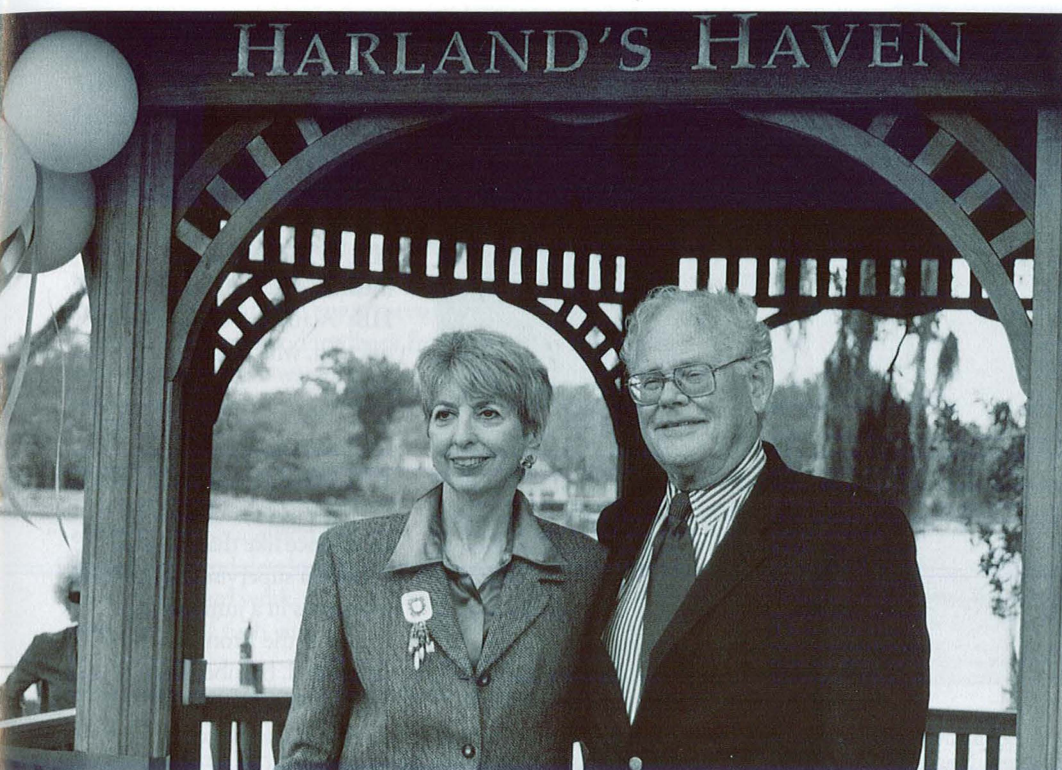
HE: You attended graduate school at Berkeley in the '60s. What was it like then?

HB: Berkeley in the '60s? It was the most exciting place in the world!

HE: A time when everybody felt that excitement of ideas...

HB: Yes. We really thought the world was going to be changed. We absolutely believed it. And this is how it happened to me: I was walking out of the library one night—this aging graduate student—and I came out into the campus plaza to find a huge crowd with a police car in the center that had a policeman in it, who couldn't get out, along with a student. On top of the car was Mario Savio giving a speech. That was electric, really dynamic! And that touched everything.

There's another incident that stands out. When I was working on my doctorate, my major professor suggested that I do my dissertation on lobbying for higher education. After completing my studies (except for that pesky dissertation!), I went to work for Berkeley's Center for the Study of Higher



"Harland has been a very important part of my presidency. He is my partner, he is my critic; he tells me if I can go out looking this way or not. He is a loyal and devoted and affectionate part of the Rollins community. He's intellectually interesting and challenging, and we love good talk. And we talk often about the challenges at Rollins."

—Rita Bornstein

Education. Then NYU called me and asked me to participate in a five-city study of school board decision making, so I went there to be the political scientist on that project as well as an assistant professor. Moving to New York from California was a traumatic thing for this small-town Midwestern boy!

Ten of us moved around the country to the different cities. I remember one particular meeting in California, when a call came through from Columbus, Ohio, to the guy who was our chair, telling him, "The campus is burning—you've got to come home." Of course, he was talking about Ohio State. And not only there, but all over the country, there were huge things going on. So we all packed up and went home. I went back to NYU, which by that time had Weathermen, and so on. The rallies were really something. I also recall standing across the street from the NYU mathematics center when someone announced it had a bomb in it.

There were a lot of people who also had their careers ruined by this thing—people who were extremely active, and then you just didn't see them the next year; they were gone. I did see the Weathermen getting ready to do battle with the police at one point, with the most ridiculous kinds of things—teakettles on their heads and things like bats in their hands.

HE: Was Dewey still at Columbia at that time?

HB: No.

HE: Was pragmatism still around then?

HB: I think it was sort of subdued in that area. Dewey was simply an icon, there for a period of time.

HE: But there has been a kind of resurgence in pragmatism.

HB: There has been, very much so.

HE: And pragmatism in higher education. Of course, this is what the Colloquy that Rita put on here at Rollins was all about.

HB: In education there is something called the Dewey Society—so it has never really gone away. Pragmatism is still central, and people spend their entire careers studying it. The best and most theoretical, of course, in the higher education group are the people in the philosophy of education.

HE: We have enjoyed your presence at the Friends of Minerva [a discussion group composed of Rollins philosophy and religion faculty], and I know you have enjoyed it, too. But surely that wasn't enough. How did you keep your scholarship going? One of the remarkable things is the quantity of scholarship you have produced in your retirement.

HB: As a matter of fact, it's been really easy. I really became interested in theory and started publishing in that area. One of my most complicated, and I think best, pieces is one I called "Higher Education and High Anxiety." It incorporated sociology, literary criticism, philosophy, and also postmodernism. That was the beginning of the postmodern orientation. This was something new in my field. Of course, it got lost—only one or two people picked it up. But it did get picked up in Europe. That was rather nice.



HE: And that's the interesting thing about scholarship. That sometimes you simply don't know where it's going to go, and the kind of influence, and where the influence is going to be. You sort of think it will be in "this" area with "these" people.

HB: And it simply wasn't. People just did not understand what I was talking about.

HE: I think it would be tough. You were dealing with very difficult, very theoretical concepts.

HB: We faced a similar situation with our study of five cities, which turned out to be a fiasco because only one book got published from that thing.

HE: It sounds like you couldn't come to the kinds of conclusions you thought you would come to in the beginning.

HB: I have an entirely different concept of the urban world as a result of that experience. As part of the study, I was to attend school board meetings in Harlem. It was 1968—a time when Mayor Lindsay was having a huge fight with the union. He had given community boards a lot of autonomy, and they all fought with each other because there were jobs to be had and money to be spent. Nobody knew what in the world was going on. At a typical school board meeting, somebody would start to make loud, raucous remarks, and somebody else would counter that from the audience. The board had no control. Finally, people would come up, throw confetti in the faces of school board members, take over the microphone, and the meeting would end. That year, all the decisions were made by a small group of people.

HE: Behind closed doors?

HB: Absolutely. They had to do it this way—they had no choice. This was shocking to me.

HE: What happens to our theories in a situation like that?

HB: Actually, I did get a theory out of it, which was fun.

HE: Was this the beginning of chaos theory?

HB: It should have been! And that was not the end of my experience like that. Later, I became a supervisor of assistant principals in a junior high school in the Bronx, in the most devastated, bombed-out-looking buildings you could

imagine, with wire fences around the place, guards in front, young men of 18 or 19 hanging around outside, and three ways to get into the place. The first day I was there, an assistant principal took me to the top floor of the building and a bell rang. When I asked what that was, he said, "We're doing sweeps." We went through the halls of the school, picked up everybody, searched them, took away their knives, etc. By the time we got to the basement, we had 15 people. I asked if this happened all the time and was told it happened twice a day! One of the really phenomenal, redeeming features of that place was that they had a band. And the band worked. And an orchestra where real students played real music. And everybody was so proud of that.

HE: I know you taught political science, and you did research in sociology, but you were an education graduate student. How did all those areas fit together?

HB: I started out in political science. It was essentially a mistake. There was something about political science that I had difficulty with—and that was, it either seemed it was something I already knew and I was not being taught anything, or it was impenetrable; and I never quite got those two things together. I actually rediscovered sociology as a graduate student; I had enjoyed a couple of courses as an undergraduate. I found that there was the incoming in sociology of a theoretical perspective—structural functional analysis—that I just adored, while it lasted. It provided a basis for really looking at institutions and at behavior (by that time I was studying higher education). It was just something that transformed, that made me extraordinarily interested in theory—social theories and other theory. One of the things I've done, rather than pioneering new areas, is to go into areas that nobody else in my field goes into. That is, I've written and published and researched areas that others haven't.

HE: Sounds like a lesson that all young academics should listen to. Getting back to Rollins, you've been to a lot of dinners and receptions with Rita. Are you tired of them?

HB: No, not at all. One of my important roles—maybe my most important role—was my relationship with the spouses of the donors and even of other presidents. At banquets, I would be seated next to the wife, usually, of the person who was seated next to Rita. And I would begin a conversation. I came to enjoy meeting and interacting with a variety of people. And I got good feedback from it—people enjoyed sitting with me. Of course, Rita was all over the place. She visited every table and talked to people.

HE: She knows how to work a room!

HB: That she does! I also enjoyed our visits with alumni. We went down to see George and Harriet Cornell in Delray Beach on a number of occasions and developed a wonderful relationship with them. In some ways it was hard work, but it was also great. I came to understand the significance of such visits and came to enjoy them.

HE: What are some of your favorite memories of the last 14 years?

HB: Rita and I had an opportunity to meet a lot of extremely interesting people, which I very much enjoyed. There was a large round table in the dining room of the president's house. One thing that was an absolute joy to me was to be there with Rita—she on one side, I on the other—and then we'd have somebody there like noted authors David Halberstam or Tom Keneally, who were brilliant conversationalists. I just loved those conversations.

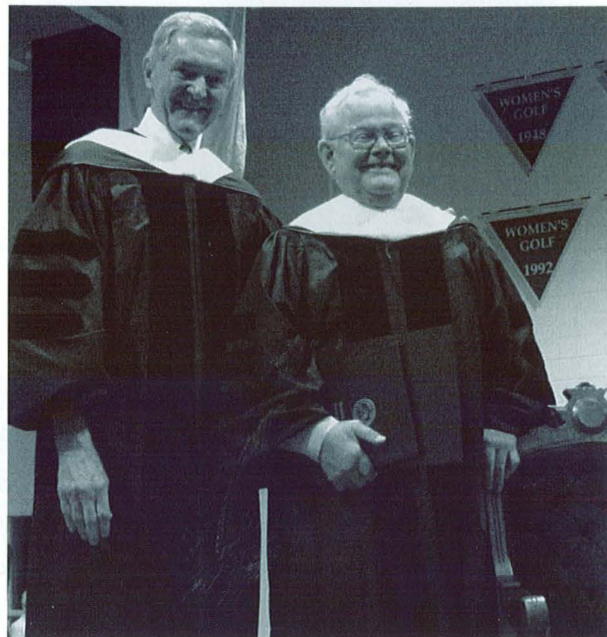
And, of course, I immediately became enamored with Fox Day. I'd never been that big on ritual and ceremony, but I really came to understand it here. It was a learning process—how significant, how important, how strongly it defines the community and binds it in many ways. It's so much more important than I had ever thought. The rituals and ceremonies here are really wonderful and are extraordinarily well done. And they are events from which you take a sense of the community and of Rollins as an entity, as an institution, of the history, the future, and the whole dynamic process going on right now.

HE: Okay, what everyone wants to know: Did you ever help Rita pick out which day Fox Day should be?

HB: No. I tried. That was one she held very close to the vest. She did tell me ahead of time, but I think a little reluctantly!

HE: She gave you one of the first Fox Day doughnuts at her office that morning, right?

HB: I was there at the head of the line! Fox Day is an absolutely wonderful ritual. I've enjoyed every single one of them—especially the culmination with the picnic at the end of the day with the faculty and staff, their spouses and children, as well as the students, all together. It's such a special tradition reflecting the wonderful spirit and sense of community that Rollins is all about. ■



At the May 2004 Arts & Sciences commencement ceremony, in recognition of his "untiring devotion and loyalty to Rollins College, and good humor throughout," Bloland was awarded an honorary Doctor of Humane Letters degree. He appears above with Frank Barker '52, Chairman of the Board of Trustees.



Lorrie Kyle Ramey '70: A Heart in the Right Place

Profile of a presidential assistant extraordinaire

By Mary Wetzel Wismar-Davis '76 '80MBA



If home is where the heart is, then Rollins is clearly home to Lorrie Kyle Ramey. Kyle (as she is known professionally), who graduated from Rollins in 1970 with a degree in English, took a circuitous career path that landed her back on campus 20 years later as executive assistant to the College's president.

And Rollins couldn't be luckier.

She was one of those students every college wishes it had more of: regularly named to the Dean's and President's Lists, accepted to the Theta Alpha Phi national theater honorary society. And a list of extracurricular activities that is exhausting even to think about: rush and social chairman of Phi Mu sorority, editor of the *Flamingo*, literary editor of the *Sandspur*, chairman of the Publications Union, Vespers reader and speaker, chairman of the House Council, member of the Rollins Players and the Order of Libra (a local women's honorary society), and Sig Ep Sweetheart (well before it was politically incorrect, she notes).

Kyle's family moved from Canada to Miami when she was four and she recalls her childhood environment as loving and creative. "I grew up with a love of words, a love of art, and parents who gave unreserved support for what I wanted to do," she said.

And one thing she knew she wanted to do was go to college. Kyle was drawn to Rollins by its strong theater

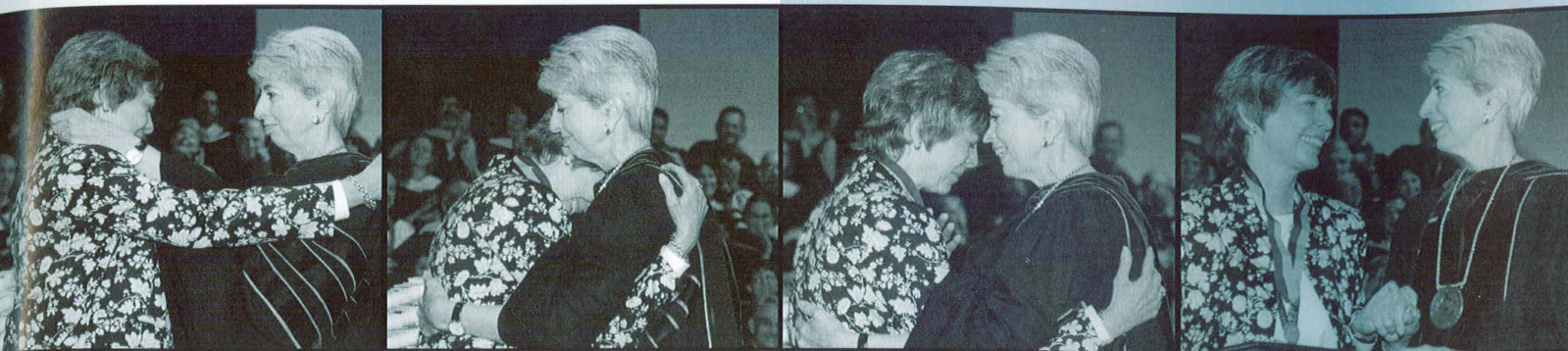
program and arrived at the College with the goal of majoring in technical theater and English. An only child, she quickly found a family in Rollins and immersed herself in college life. Kyle served as stage manager for five plays at the Annie Russell Theatre, including her favorites, *Black Comedy* (with playwright Peter Shaffer in attendance) and *Hamlet* (Shakespeare didn't show!). A senior seminar with English professor Phil Pastore, however, changed her career plans. "He was so dynamic, and I thought, 'This is what I want to do: teach literature.'" Her Rollins career culminated in a bachelor's degree with distinction and recognition for her service to the Rollins community as an Algernon Sydney Sullivan Scholar.

Kyle continued to pursue her love of literature at Vanderbilt University, earning her M.A. and Ph.D. in English. Then, armed with three English degrees, she left Nashville ("because my singing career didn't work out!") and launched herself into the unlikely career of commodity futures broker. She abandoned the idea of becoming a teacher, she said, because "Just as I had learned in the theater that I wasn't comfortable on stage, I learned during my graduate teaching assistantship that I wasn't comfortable in front of a class."

The granddaughter of a futures exchange floor broker, Kyle had had an interest in the financial markets from the time she was young. She was anxious to return to Florida and knew that Orlando was the site of several futures brokerage offices. "I decided that if I had the determination to complete three degrees, I could learn anything. If I could sell myself to the company, I could sell futures contracts to anybody," she said. In 1979, she accepted a position as a trading assistant with ContiCommodity Services, the retail arm of Continental Grain Co., and she quickly worked her way to broker.

At the same time, Kyle and classmate Dan Ramey '70, who had dated during their Rollins days, reconnected at their 10th Rollins reunion. He, too, had entered the financial field, as a special markets representative for Dean Witter. The two were married (or "merged," as she says) in 1980.

Several years later, the couple left the brokerage arena to present financial seminars internationally, primarily to physicians. But living out of a suitcase got old for Kyle, and she decided to make yet another career switch: she jumped at the opportunity to work on a large commercial real estate project with a Houston-based company, seeing the project through from launch to completion.



Lorrie Kyle Ramey '70 was the surprised recipient of the Rollins Decoration of Honor at the 2003 Arts & Sciences Commencement.

In 1990, when Rollins' newly hired president, Dr. Rita Bornstein, was searching for a presidential assistant, it didn't take her long to recognize the former commodities broker as a hot commodity herself. With her versatile background and knowledge of Rollins, Kyle was the obvious choice to serve as Bornstein's "right-hand woman."

So, just what does a presidential assistant do? According to Kyle, "It's a bit like being a chameleon—you have to be ready to do and be anything. In fact, there's an association of PAs who regularly struggle with the job description. My Rollins stage-managing experience has come in handy here: one minute you're helping a parent resolve a problem, the next you're making arrangements for a visiting dignitary, the next you're researching background information for a speech.

"The best part is that I'm working for Rollins, for a president who cares so much for the College. Working for your alma mater is special because everything has double significance. You strive to do well and move the College forward because it's good for the College; that it's 'your' college makes it doubly meaningful.

"I can't say enough about the joy—and just plain fun—of working with Rita. I have learned so much and she has helped me grow in ways I can't number. And though I enjoy it all, it's the interaction with students that is most rewarding. I loved Rollins as a student, and I love it even more today."

In addition to working at Rollins, through the years Kyle has been an ardent Rollins supporter, attending reunions regularly, assisting with the planning of Central Florida alumni events, serving as adviser to Phi Mu and faculty secretary of Omicron Delta Kappa, and writing articles for the *Alumni Record*, including the four-part history of the College for Rollins' centennial, as well as serving on the publication's advisory board. Her volunteer work has also extended beyond the Rollins community—she served on the Winter Park Sidewalk Art Festival Committee for nearly 20 years, one of those as president.

For her passion for Rollins, and in recognition of her distinguished service to the institution, President Bornstein surprised Kyle at Commencement 2003 by awarding her the Rollins Decoration of Honor. "You personify the best of Rollins," commented Bornstein as she presented Kyle the award.

Throughout our life, each of us struggles with the conflict of deciding whether to follow our head or our heart. How lucky for her alma mater that Lorrie Kyle found a home for both at Rollins. ■

I met Lorrie through her mother-in-law, Phyllis Ramey '77HH, who, shortly after retiring from Rollins, staffed the presidential search committee that brought me to the College. Phyllis and I had hit it off during the search process, and she



knew almost immediately that her daughter-in-law Lorrie and I would make a great team. She was right!

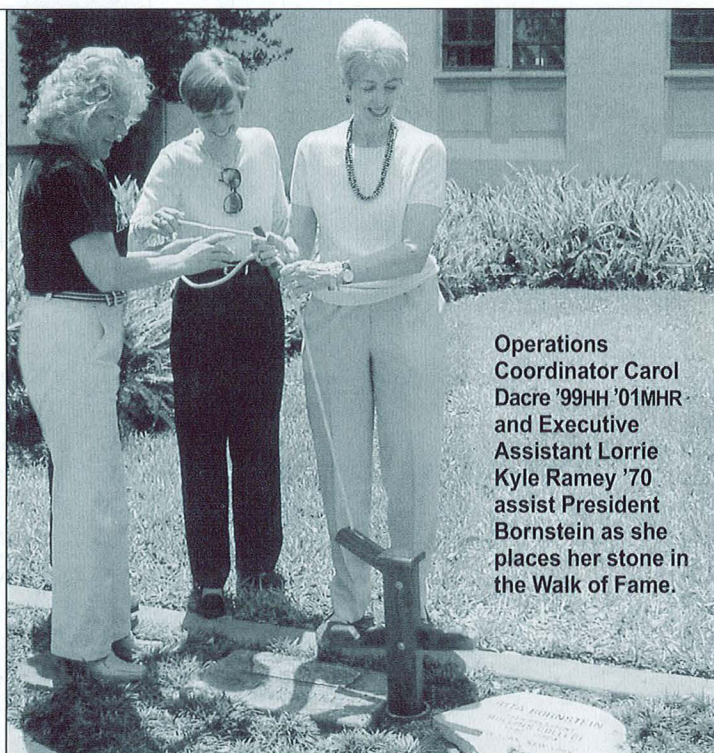
Although I conducted a formal search for executive assistant to the president and interviewed a number of people, Lorrie stayed at the top of my list. She is still at the top of my list, and I have always been grateful to Phyllis, who served as assistant to Rollins President Jack Critchfield, for knowing how well we would work together.

How fortunate I have been to have Lorrie working side by side with me throughout my 14-year presidency. She is smart, loyal, disciplined, a perfectionist, hardworking, and respected by everyone. As an alumna, married to an alumnus, with a mother-in-law long employed by the College, her perspective helped keep me faithful to the values of the College. As an English Ph.D. with an employment history in the financial sector and a love of the arts, she is broadly educated and is an incomparable editor and researcher. To Lorrie, nothing is impossible. Whenever I came up with a new idea, she could make it happen. No job was ever too challenging or too menial for her. She also has a wicked wit, which more than once rescued us from excessive solemnity.

To round out our relationship, Phyllis was always available as a resource on Rollins history, as was Lorrie's husband, Dan Ramey '70. During this period, both Dan, who is a past president of the Alumni Association, and Lorrie served as advisers to student organizations, and these involvements helped me understand the student culture and participate appropriately.

Lorrie has been an immeasurably vital member of my team, and is responsible for much of our success. How right Phyllis was! As I look back, I cannot imagine my presidency without Lorrie.

—President Rita Bornstein



Operations Coordinator Carol Dacre '99HH '01MHR and Executive Assistant Lorrie Kyle Ramey '70 assist President Bornstein as she places her stone in the Walk of Fame.

THE PERSONAL TOUCH

March 10, 2003

In April of 1998, our son Christopher was graduating from the Crummer School of Business...Saturday morning we all gathered for his graduation, including his lovely wife, Michelle, and 6-month-old daughter, Brittany. Babies do babble and make baby noise, which made us a bit nervous.

Your opening greeting remains with me and I've often told the story of your graciousness. After welcoming all, you remarked, "Many little ones are in the audience and they make noise." Oh, no, I thought, someone will have to leave with the baby. "However," you said, "the young ones should stay since you graduates studied to those very sounds!" Thank you, Dr. Bornstein! You gave us all a smile and we relaxed and enjoyed the beautiful ceremony.

—Candy Stewart, parent of Christopher Stewart '98MBA

In addition to embracing their babies and toddlers, Bornstein delighted in recounting graduates' engagements, weddings, professional and graduate school acceptances, new jobs, and promotions. On two occasions, she presented degrees on behalf of other college presidents. In both cases, a sibling whose graduation fell on the same day had decided to forego his or her own commencement in order to attend the Rollins ceremony. Bornstein halted each ceremony to introduce the guest graduate, who had donned cap and gown and marched with the Rollins class, and to award their degrees—one from Cornell University and one from Fordham University's School of Law.

"Once more into the fray!"

"Once more into the fray!" The onetime battle cry has become a pep-rally cheer as President Bornstein and Carol Dacre '99HH '01MHR, president's office operations coordinator, ready for yet another presidential engagement.

A typical presidential day can include breakfast with a community leader seeking advice on fundraising, welcoming visiting high school guidance counselors, speaking to a student leadership class, a conference call with other board members of a national education association, lunch with scholarship donors, meetings with senior administrators about the budget and architects about a planned project, a faculty colloquium, hosting dinner for a visiting speaker, and stopping by the basketball game. Oh, and returning telephone calls, and answering letters and e-mail.

Did I mention the one-day trips to New York and Washington?

It is not a job for the faint of heart or weak of stomach. (Although there are a lot of chicken dinners.)

Perhaps it is a throwback to her days teaching: she loves students. Her office staff know that the best way to perk her up is to send her for a walk on campus. She has attended fraternity parties and sorority rush, slept over at a student leadership retreat, donned a harness to climb a tree with ROC members—the woman is fearless.

She's spoken to audiences large and small, ranging from literally thousands to a handful. The office favorite is the meeting at a local restaurant where she had to pause every time the servers at nearby tables broke into a chorus of "Happy Birthday." The president's account of the evening came complete with musical interludes.

A voracious reader, she is fond of dropping new words into conversations. (Who will forget the kerfuffle about syzygy?) Among her favorite pursuits is facilitating conversations. Around the dinner table at the president's house, at a luncheon in the Galloway Room, with faculty in the Warden Dining Room, or gathering a group of students in the Rice President's Dining Room, she poses intriguing questions and gets people talking.

She melts at the sight of a baby. Faculty, staff, and recent graduates frequently stop by the president's office to show off their new offspring. While there, they check the bulletin board for new photos of the president's twin granddaughters.

And, to answer the questions all alumnae have been dying to ask: Yes, she loves to shop. No, she doesn't cook.—LKR

FOR THE RECORD: The Bornstein Era

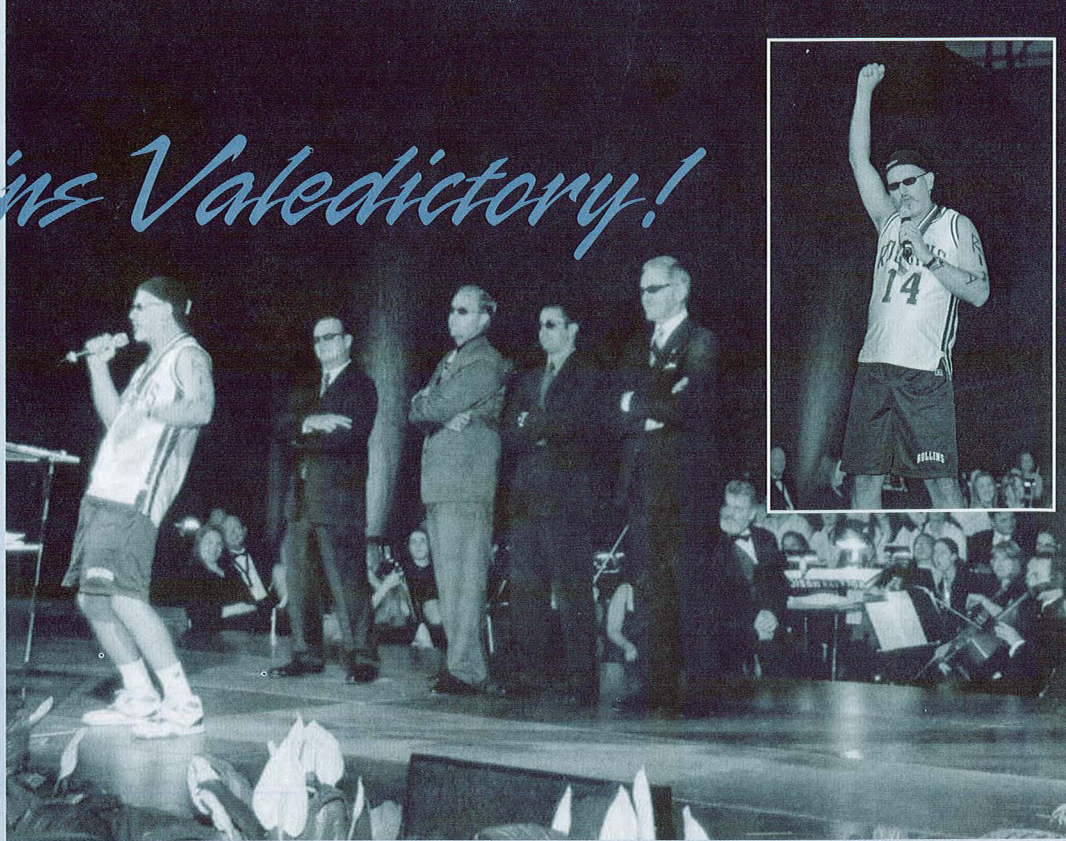
Number of...

Degrees awarded: 11,673
Fulbright, Goldwater, Truman, Udall Awards: 18
Division II National Championships: 10
Sunshine State Conference Championships: 26
Fox Days: 14
Stones added to the Walk of Fame: 17
Bach Festival concerts: 158
Visitors to the Cornell Fine Arts Museum: 322,000
Books (and e-books) added to the library: 70,886
Meals served at Beans: 1,290,425
Rollins scholarship dollars awarded: \$162 million
Weddings: 845

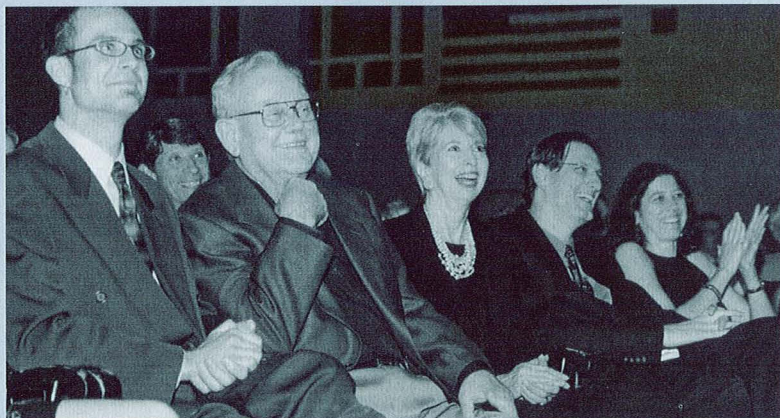
A Rollins Valedictory!



President Bornstein



(l-r) Dean of the Faculty "Rapper" Roger Casey and his posse



Dr. Bloland, Dr. Bornstein, & family



Mark Bornstein & Lorrie Kyle Ramey '70



Vice Chairman Allan Keen '70 '71MBA



Skip Moran '92



The cast of the Annie Russell Theatre production of *Babes in Arms*



Mark Bornstein



Col. Arnold Kropf, Dr. Bloland, & Dr. Bornstein

Convocation



President Bornstein with faculty



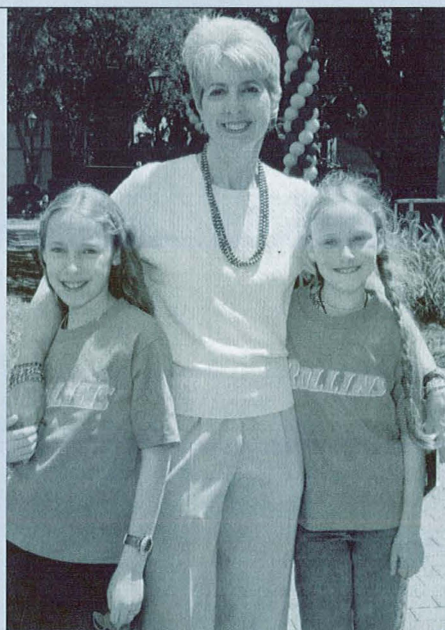
PHOTOGENESIS for Rita

*With a camera at my side I stalk our street
And see it differently than yesterday.
Details of landscape long since in retreat
Return to view, new vistas come in play,
And, subtly, each thing begins to pose
For my composing eye. A heron flags
Its wings to dry, then slowly folds them close
Perched on a boathouse rail, then tips and sags
Into the buoyant air above the lake.
Fan palms raise their spiny hallelujahs
In a throng, and bees make blossoms shake
On a magnolia bough. Gold tabebuias
Strew their hoards of petals on the lawn,
Bestowing on this day a second dawn.*

—Alan Nordstrom, Professor of English
2004



Prof. Barbara Carson and Dr. Bornstein



Dr. Bornstein with granddaughters Ariel (l) & Hayley

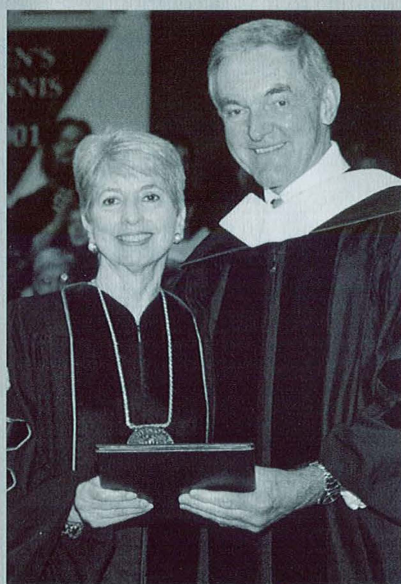
Rita Rocks!



(l-r) Mark Bornstein, President Bornstein, Ariel Setear, Rachel Setear, Hayley Setear, & John Setear

On Making a Difference

*Address presented by President Rita Bornstein
at the Commencement of the College of Arts & Sciences
May 2004*



President Bornstein & Frank Barker '52,
Chairman of the Board of Trustees

Graduates, for 13 years, I have presented prominent people to deliver the commencement address. Each of them had something interesting and inspirational to share. This year, my 14th and final year as president of Rollins, I want to speak to you myself.

This commencement is mine as well as yours. We are at very different stages of our lives, but I suspect that we are experiencing some of the same emotions. We are taking our leave of a college we love and the place we have made for ourselves within this college. (I have seen you walking the campus, holding hands, tearfully visiting your special places and saying goodbye to your favorite professors.) We are entering a new phase in our lives, only dimly known, without the familiar pathways and habits we have developed. We are excited and also scared—filled with anticipation, but also anxiety.

Commencement may seem like the end of an experience, but in reality it represents the start of something new. To commence means, literally, to begin. So, although we may be nostalgic for our Rollins experiences and sad to leave our Rollins friends, we are on the threshold of a future full of possibilities. The columnist Ellen Goodman speaks of “The Graceful Exit.” It begins, she says, “with the vision to recognize when a job, a life stage, a relationship is over—and to let go. It’s leaving what’s over without denying its...past importance in our lives. It involves a sense of future, a belief that every exit line is an entry, that we are moving on, rather than out...”

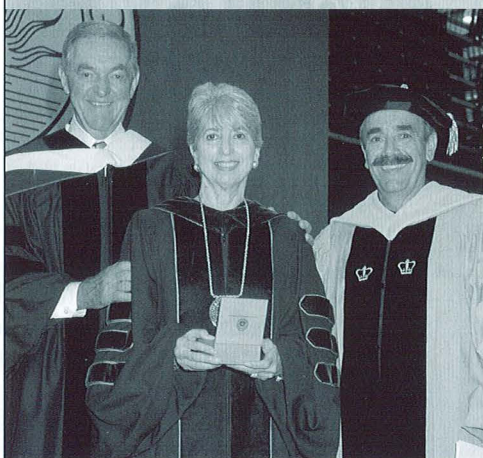
Some of you know exactly what you want to do with your lives. Others are still on a quest to find your calling. Recently, I heard a speaker advise graduates to make a 50-year plan for their lives, a written plan. I never made such a plan, not even a five-year plan, but I made education and career choices based

on whether they would enable me to have an impact, to make a difference in the world.

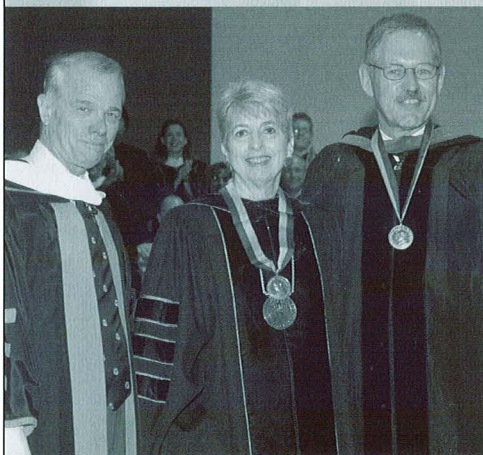
It took me a while to find *my* calling, but I found my niche in education. I never expected to become a college president, but these past 14 years have been among the happiest in my life, drawing on all my experiences, skills, and creativity. I am grateful for the opportunity I have had to serve this extraordinary college and I want to thank the trustees, faculty, administrators, and staff for their confidence in me and for their support and friendship. We have been fueled by a desire to produce leaders who will transform the world, and have been guided by the College’s historic values: Excellence, Innovation, and Community. Together, we have remade Rollins into a stronger, better, and more widely known institution. Our mission has been to send you forth well educated, and prepared for productive careers, ethical leadership, environmental stewardship, and active citizenship.

I believe that each of us has a responsibility to leave the world a better place than we inherited. To me, this means a world more democratic, more just, and more peaceful. In the 1960s and ’70s, we thought we would eliminate poverty, inequality, and injustice. In the 1980s, we thought we had seen an end to war. In the ’90s, we were reducing global warming. Sadly, here we are in the 21st century, and a long way from achieving those goals.

I want this ceremonial transition into your new lives to be filled with enthusiasm and hope, as you go off to graduate school, a new job, travel, or public service. But, even on this happy day, I would be irresponsible not to remind you of the grave decisions America faces and to urge you to play your part in the national dialogue that we must have. The issues that you cannot escape include the



Board Chairman Frank Barker '52 (l) and Crummer School Dean Craig McAllaster present Dr. Bornstein the Roy E. Crummer Medal at the Crummer Graduate School of Business commencement.



President Bornstein is joined by Trustee Jon Fuller (l) and Holt School Dean Robert Smither following her receipt of the Hamilton Holt Award at the Holt School commencement.

following: Is American-style democracy possible in every nation? Under what circumstances should America go to war? Should there be a military draft in America? If so, should women be drafted? Given the terrorist threat, what is the appropriate balance between the safety we need and the freedoms we enjoy?

As you consider these problems and your perspective on them, you will find yourself turning to your Rollins education—to reason, to question, and to communicate. One of your generation's greatest challenges is to find a way to bridge the widening divide between our own people. We are conservatives or liberals, right wing or left wing, and we accuse each other of being un-American and unpatriotic. We have lost the ability to compromise and to reach consensus. Your challenge is to create a truly democratic society where people of unlike views and beliefs can have a civil discussion and find a way to make national and foreign policy together.

How can we as individuals have an impact on such big problems? A number of you graduates have participated in demonstrations in Orlando, Tallahassee, and Washington. Others have written editorials and organized debates. As Margaret Mead famously reminded us, "Never doubt that a small group of thoughtful, committed citizens can change the world." Knowing nothing and doing nothing are not options for liberally educated college graduates. You *have* to be informed. You *have* to participate in the national debates. You *have* to have the civic courage to express your opinions and get involved in politics. In the aggregate, small actions by individuals can have a powerful impact. Stephen Jay Gould, a Harvard zoologist, noted that "the ordinary human decency of a billion acts of kindness,

done by millions of good people, sets a...powerful counterweight" to acts of cruelty and hate. In other words, a small rudder can turn a big ship.

You are commencing the next phase of your lives, as I am commencing mine. I approach this new chapter of my life still wanting to make a contribution. People ask me what I will do in the coming years. I plan to teach and write about leadership and governance in higher education. To me, nothing is more important than producing well-educated women and men, like yourselves, who can create a happier and healthier world. You will find your own way to make a contribution. You will make a difference. You will make us proud. (Do stay in touch with your professors. Their lives are devoted to your success, and they thrive on following your progress. In a new book, *Fiat Lux: Teaching in Paradise*, edited by Dr. Maurice O'Sullivan, Curry Professor of Literature, Dr. Barbara Carson, Alford Professor of English, speaks of professors having an "awareness of the lingering place reserved for us in our students' memories." In the years ahead, let them know how they have influenced your lives.)

We leave Rollins with gratitude and sadness, but we take with us forever the things we have learned here and the people we have become. Graduates, you and I—together, we exit gracefully. As we enter this new phase of our lives, and every new phase, let us keep learning and let us put our learning to good use—as family members, as workers, as citizens. Let us leave our world a little better than we found it. Good luck! ■

Rita Bornstein

The Bornstein Era: Cover to Cover



1998

Annie Russell Theatre joins Chapel on National Register ... Joe Justice Day ... Rosen Family Center & Olin Electronic Research & Information Center dedicated ... on campus: *Midnight in the Garden of Good & Evil* author John Berendt, Lawrence Ferlinghetti, Rusted Root ... German major says "auf Wiedersehen" ... new majors: international business, European studies ... Rollins Recycles ... Community Building Day produces personal student goals: say "hello," attend Rollins events, "practice random acts of kindness" ...



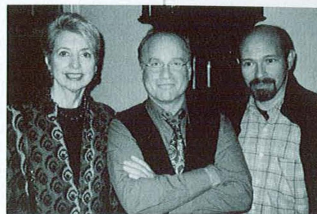
1999

Barbara Bush receives honorary doctorate ... Cornell Campus Center dedicated—with fireworks, debate on cloning, Swingerhead ... SunTrust Plaza dedicated, with parking ... 1st LipSync ... new minors: archaeology, Jewish studies, writing ... gimme shelter! Hurricane Floyd drives students to Bush Science Center ... Rollins junior solves "Strawberry Margarita," "Gulfstream of Consciousness," wins \$5,650 on *Wheel of Fortune* ... women's football team challenges Stetson ... *Campaign* surpasses \$100-million goal, 2 years early ... George Cornell gives \$10 million for scholarships in honor of late wife, Harriet ... Bush Executive Center dedicated ... on campus: David Halberstam, Ann Beattie, Doug Liman, Rabbi Harold Kushner ... off campus: Rollins in Madrid ...



2000

Dedications galore: Veterans Memorial, Tiedtke Parking Lot, Rice Family Bookstore & Café, Crosby Family Garden with Ben Franklin statue (& Ben Franklin in attendance!) ... *Forbes* ranks Crummer tops in Florida, *Florida Leader* names SGA best in state ... construction drives commencements to Mills Lawn ... Sig Ep closes red door, Theta kite flies no more ... honorary doctorates awarded to Edward Albee, Colin Powell ... Holt School awards 1st Master of Arts in Corporate Communication & Technology ... on campus: 1st game in Alford Sports Center ... off campus: Rollins in Muenster ... new minor challenges for longest name: sustainable development & the environment ...



2002

Chapel organ renovated, new antiphonal dedicated ... environmental studies butterfly garden unfurls ... cell phone survey: international business majors most likely to own, men have higher bills ... Wickit Wednesdays ... President Bornstein educates Max Bickford ... SGA a three-peat for *Florida Leader* "Best" ... Norm Copeland Tennis Stadium dedicated, McKean Gateway makes grand entrance ... WPRK on the air 50 years ... premiere of new minor: film studies ... on campus: Mary Karr, Charles Wright, 1st-generation MTV VJ Alan Hunter, Amy Hobby, Senator Bob Graham ... water ski & men's golf teams capture national titles ...

2001

Rollins purchases Sutton Place South Apartments, adds 264 beds ... Cornell Museum earns international acclaim for Rosselli exhibition ... 1st Athletics Scholarship Gala honors Orlando Magic GM John Gabriel, Tom Lasorda speaks ... students stage Rollins version of *Survivor* during spring break ... men's tennis team survives to win national championship ... WPRK survives ... Fiesta parade re-created with decorated golf carts ... 1st Udal Scholar ... "Spanish with the Professors" sends faculty to school, and to Spain ... SGA repeats Florida "Best" ... Holt School celebrates 40 years ... new major: biochemistry/molecular biology, new minor: Asian studies ... X-Club returns, AOPi arrives ... *A Year of Gender Matters* ... World Trade Center fragment memorializes 9/11 ... *The Campaign For Rollins* concludes with \$160.2 million ... on campus: Ernest Gaines, Mary Frances Berry, Sister Hazel ... off campus: Rollins in Asturias ...



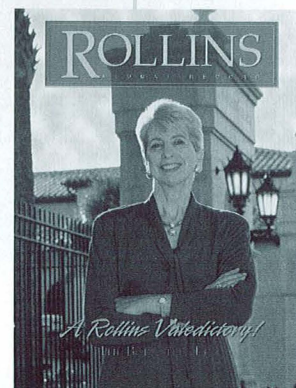
2003

Campus mourns loss of College legends Fred Rogers & George Cornell ... waterskiers win 4th national championship, women's golf team snags 8th ... President Bornstein signs Talloires Declaration, committing Rollins to environmental stewardship ... Rollins merits *two* Goldwater Scholars ... Rinker Building dedicated ... lost in translation? Department of Foreign Languages becomes Department of Modern Languages & Literatures ... Bookmark Café opens—in the library! ... on campus: Aaron McGruder, Nappy Roots, Joe Morello, Guerrilla Girls, Nobel laureate Jody Williams ... off campus: Rollins in Trier ...



2004

Winter With the Writers returns ... on campus: Kaye Gibbons, Elaine Pagels ... Rollins & City of Winter Park develop softball field for Lady Tars, local children ... men's basketball team advances to Elite Eight, baseball team scores trip to College World Series, women's golf team reprises national title ... groundbreakings for music building & Cornell Museum expansions ... sun sets on Rollins Brevard ... Cornell bequest promises to boost endowment past quarter-billion-\$ mark ... *Rita Rocks!*





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