

From the Earlham By-laws, Section 4. Administration Of Earlham:

“A major role of leadership in the educational and museum program must inevitably rest with the President, under the policies of the Board of Trustees. In the administration of that educational and museum program, as with the fiscal and developmental aspects, however, responsibilities must be shared among other administrative officers and faculty committees. The President shall present to the Board once a year a report on the organizational, administrative, and committee structures and their functioning, along with the names of those on each committee and in each major position.”

In fulfillment of that request, here is an overview of the organization of the administration of Earlham College.

Organization of the administration. A great deal of the day-to-day business of the college is handled by administrative offices, composed of hourly staff members and members of the administrative faculty. These administrative offices are divided into several divisions, each headed by a Vice President or Dean who reports (is responsible) to the President. Those with the title Vice President also bear a share of responsibility for Earlham as a whole, which includes the Earlham School of Religion in addition to the College. These administrative divisions and the departments that fall within each, are as follows:

Academic Affairs V.P. and Academic Dean (Greg Mahler)

Center for Academic Enrichment
Information Services
 Computing Services
 Library
 Media Resources
International Programs
 Institute for Education on Japan
Joseph Moore Museum
Registrar
Wilderness
Writing Center

Note: In addition to his/her administrative responsibilities, the Academic Dean oversees the processes by which the Faculty make decisions about the curriculum (degree requirements, programs of study) and also oversees the processes by which the Faculty make recommendations to the President about faculty appointments, tenure and promotion.

Admissions & Financial Aid V.P and Dean of Admissions and Financial Aid (Jeff Rickey)

Admissions
Financial Aid

Business and Operations Vice President for Financial Affairs (Dick Smith)
Accounting
Bookstore
Business Office
Human Resources
Campus Services
Food Service
Investments
Maintenance & Grounds
Summer Conferences

Community Relations Vice President for Community Relations (Avis Stewart)
Events

Institutional Advancement Vice President for Institutional Advancement (Jim McKey)
Alumni Relations
Development
Public Affairs

Provost's Office Provost and Vice President (Nelson Bingham)
Campus Ministries
Institutional Research
MAT Program
Newlin Center for Quaker Thought and Practice

Note: The Provost also acts for the President if the President is absent or unavailable.

Student Development V.P. and Dean of Student Development (Cheryl Presley)
Athletics
Bonner Center for Service and Vocation
Campus Safety and Security
Counseling
Health
Multi-cultural Affairs
Residence Life
Student Activities/Runyan Center
Wellness

Delegation, responsibility and evaluation of performance. The Vice President or Dean who oversees each division is responsible for organizing the work within this area, and for delegating responsibilities to the other positions within the division. Each position has a job description outlining the responsibilities and the qualifications expected of the person who holds the position. Each position has a designated supervisor, who oversees and evaluates the quality of the performance of the person holding the position. Annual decisions about salary increases are based on these performance evaluations. The President is the supervisor for the Vice Presidents and Deans; and

the Chair of the Board of Trustees evaluates the performance of the President.

Budget. The Vice President or Dean is responsible for preparing an annual budget request for the matters that fall within his or her division. These requests are considered by the Budget Committee in assembling the annual budget, which it then recommends to the President. Once the budget is approved by the President and the Board of Trustees, the Vice President or Dean is responsible for seeing that the division stays within its budget.

Policy making. Members of the administrative faculty make many day-to-day decisions, but they do so within the broad outlines of established college policy. Normally, policy with regard to matters other than the educational program (curricular or co-curricular) is considered by a college governance committee, which, working via consensus, makes a recommendation to the President. Each of these governance committees has an ongoing responsibility to review current statements of policy in its area, and to consider, as the need arises, whether we need to develop new policy. Such college governance committees include members of the teaching faculty, students, and members of the administrative faculty who bear responsibility for the area. Some committees also include hourly staff members. The President is an *ex officio* member of all college governance committees. On policy matters of unusual significance, the Board of Trustees may make the final decision in approving a new policy or policy change. (On policy matters that do concern the educational program, curricular or co-curricular, college governance committees make their recommendations to the Faculty as a whole rather than to the President.)

Coordination. A constant challenge is coordination of effort across the administrative divisions and also among the administrative divisions, students and the teaching faculty. We use several important mechanisms to work on coordination of effort.

- *Senior Staff* is a weekly meeting of the President, Vice Presidents and Deans.
- *College Conference* is a bi-weekly gathering of the President, Vice Presidents, Deans and selected other members of the administrative faculty. The Clerk of the Faculty also is a member. The purpose of College Conference is to enable coordination and communication among the various administrative divisions, and to identify policy issues which deserve fresh attention from the relevant college governance committee. The Provost is the convener of College Conference.
- The President and the Dean of Student Development periodically meet with the leadership of Student Government to reciprocally share information and to identify issues which deserve to be worked on.
- There are also several *coordinating circles*, the goal of which is to coordinate important efforts that require contributions from or cooperation among several different administrative divisions (publications and retention, for example). Coordinating circles are generally composed of one or two administrative faculty members from each of a few relevant administrative divisions.