
GAZETTE

AUGUST 2006

This Gazette is a set of reports from the main administrative units of the College. They have been prepared by the vice presidents and deans and some other senior administrators as a way to summarize for the President, the faculty, the Board of Trustees and one another the main projects, issues and challenges for the coming year, and to introduce the new people and their roles in each area. What started as a set of documents for the Conference's own use has grown into this more widely distributed Gazette, which we hope you will find useful.

The College Conference, which meets bi-weekly, consists of the President (Doug Bennett); Special Assistant to the President (Nelson Bingham); Provost (Len Clark); VP for Finance (Dick Smith); VP for Institutional Advancement (Jim McKey); VP for Community Relations (Avis Stewart); Dean of Admissions and Financial Aid (Jeff Rickey); Dean of Student Development (Deb McNish); the Registrar and Associate Dean of the College (Bonita Washington-Lacey); the Associate Academic Dean (Bob Southard); the Associate Academic Dean for Program Development (Alice Shrock); the Clerk of the Faculty (Mary Garman); the Coordinator of Information Services (Tom Kirk); the Associate VP for Institutional Advancement (Kim Tanner); the Associate VP for Public Affairs (Karen Roeper); the Associate Dean of Student Development (Wendy Seligmann); the Assistant VP for Business Operations (Cherie Dolehanty); the Assistant to the President (Katrina McQuail) and Development Officer and Assistant to the President (Newell Pledger-Shinn).

The Conference is not formally a decision-making body. It is rather a place where the main branches of the College's activities can share information, anticipate opportunities and difficulties, aid in smooth coordination with each other, and brainstorm about perspectives on issues of College-wide significance. Decisions are, however, owned by the administrator in the area being discussed or by the President. Thus, we intend the Conference to be a facilitative group, rather than a hurdle to be faced by anyone proposing change.

EARLHAM

C O L L E G E

801 National Road West
Richmond, Indiana 47374-4095
765/983-1200
www.earlham.edu

Gazette 2006
Table of Contents

President	
Report of the President.....	5
Faculty Meeting	
Report of the Clerk of the Faculty.....	7
Academic Affairs	
Report of the Provost and Academic Dean.....	8
New Teaching and Administrative Faculty 2006-07.....	9
Faculty Returning to Campus 2006-07.....	10
Faculty Departing, Taking New Roles or Not Returning in 2006-07.....	10
Reports of the Associate Academic Dean and the Associate Dean of the College and Registrar.....	12
Report of the Associate Academic Dean for Program Development	13
Ford/Knight Projects Approved for 2006-07.....	14
Report of the Coordinator of Information Services	15
Student Development	
Report of the Dean of Student Development.....	17
Institutional Advancement	
Report of the Vice President for Institutional Advancement	19
Report of the Associate Vice President for Public Affairs	20
Community Relations	
Report of the Vice President for Community Relations.....	23
Admissions and Financial Aid	
Report of the Dean of Admissions and Financial Aid.....	24
Finance and Business Operations	
Report of the Vice President for Finance and Business Operations.....	26
Report of the Assistant Vice President for Business Operations.....	28
Important Reminders	30

Report of the President Doug Bennett

New Faces and New Roles

Katrina McQuail ('06) returned over the summer to take up her new responsibilities as Assistant to the President. Newell Pledger-Shinn has moved down the hall and this year will carry the title Development Officer and Assistant to the President. Nelson Bingham continues as Special Assistant to the President, and Darlena Rankin continues as Secretary to the President.

Key Agenda Items for the College

While there will be other important items for the College's agenda over the coming year (many of them outlined elsewhere in this Gazette), in discussions with College Conference, we have developed a list of the highest priority agenda items.

1. *Start the campaign in earnest!* In June, the Board of Trustees initiated a comprehensive campaign with an initial goal of \$60 million to be raised over five years. The goals? Endowment for financial aid, endowment for faculty compensation, construction of the first phase of new arts facilities, construction of the first phase of new science facilities and reconfiguration of the library to serve as an information commons. This year's efforts will focus particularly on solicitation of major gifts.
2. *Initiate a review of interdisciplinary programs.* We recognize that we have chronic staffing difficulties with regard to our impressive array of interdisciplinary programs. We will try to develop a game plan for sustaining these programs in ways that assure regular adequate staffing.
3. *Celebrate and renew our international commitment.* We will complete our review of international programs this year and set a course for further strengthening this commitment. We will also celebrate our accomplishment in this 50th anniversary year of our first off-campus study program.
4. *Make further progress on the renewal of Residence Life, and, through the work of an Alcohol Task Force, give fresh thought to implementation of the alcohol policy.* We will be following up this year on the recommendations of the Tederman report and our community discussions of them last spring.
5. *Conduct a review of Judicial Policy.* In the fall of 2003, we adopted a new judicial policy. Since its adoption, we have accumulated several issues deserving renewed attention. The Tederman report also gave us several things to think about in this regard.
6. *Rewrite the Student Handbook.* Our Student Handbook should have a complete makeover. Our goal will be to create a learning and teaching resource for life in the Earlham community. As an organizing framework, we expect to use the statement on "learning goals in the co-curriculum" discussed with the faculty in the spring.

7. *Develop an operational plan and working routines for environmental progress.* Thanks to good work over the past few years, we now have an environmental plan and a College committee giving on-going advice on environmental matters. Now we need to make the habits of thinking and doing “green” part of the regular day-to-day operating fabric of Earlham, not just an additional thing we think about.
8. *We continue to look for ways to make the Web more integral to all College activities.* By going down this road we believe we can give students, faculty, staff, alumni and prospective students more useful options, provide better service and be more cost-effective. This year we will take several giant steps forward by implementing Luminis (a portal), SCT Banner Self-Service (a user focused interface to Banner) and Cascade (a content management system).
9. *Renovate the Fact Book.* It is time we took another look at what information we include in our annual Fact Book compilation of key data about the College. Are we including all of the most important information? Are we sure it is accurate and presented in the most useful way?
10. *Initiate “Campaign Indiana,” an aspect of our work on national visibility focused within our home state.* We deserve to be more widely known in Indiana, and valued for our real strengths.

Report of the Clerk of the Faculty

Mary Garman

The following are likely agenda items for 2006-07 (in no particular order):

- Daily/weekly calendar
- Class size
- Admissions, financial aid and selectivity
- Role of the Provost/Academic Dean
- Role of the Teaching Learning Consultant in FAC evaluations
- Review of Interdisciplinary Programs
- Complete review of International Programs
- Continue discussion of environmental issues
- Continue discussion of campus life with special attention to alcohol policy
- Implications of the impending end of the Plowshares Grant
- Discussion of bird-flu preparedness procedures

Report of the Provost and Academic Dean

Len Clark

New Activities and Programs

We are welcoming a new group of four students who are matriculating to Earlham but will need some special front-end help with English as a Second Language. Our ability to provide appropriate services has increased due to our increasing experience and success with the program for Waseda students mentioned above. *For more information, call Jane Terashima, Bonita Washington-Lacey or Musa Khalidi.*

This Spring, we expect to be welcoming a “short-term” Fulbright Visiting Scholar, a specialist on women’s roles in Islam, from Morocco. We’ve not yet received official word from Fulbright, however. *For more information, call Alice Shrock, Chris Swafford or Michael Birkel.*

We hope to be continuing the teaching of Arabic this year with a Fulbright Foreign Language Teaching Assistant. Mahmoud Nassar is awaiting visa clearance. *For more information, contact Kelley Lawson-Khalidi or Chris Swafford.*

We have submitted a pre-proposal to the Keck Foundation for an ambitious cooperative program of research among the sciences, involving faculty and students. We now have been approved to submit a full proposal, due September 5. Earlham will have some very busy proposal writers the last week of August. *For more information, contact Mike Deibel.*

We have asked Holly Stephens (newly arrived wife of new Chemistry professor Olen Stephens) to work this year on a study of and proposal for a Writing Center at Earlham. Though we, at this point, don’t know what sort of program we might be able to create (and afford), we want to have the best research and thinking available. *For more information, contact Donna Keesling, Deb McNish or Len Clark.*

Agenda for the Coming Year

1. Provide support for the review of Earlham’s interdisciplinary programs.
2. Coordinate the development of a long-term vision for matriculation of students needing preparatory work in English as a Second Language.
3. Explore the possibility of a systematic approach to faculty position growth or reallocation.
4. Complete the international education review.
5. Complete the Access data base for the President’s Office.
6. Implement our new plans for systematic summer science support.
7. Pursue large grants for support of science research (Keck, Hughes).
8. Consolidate support and visa application tracking for the increasing number of faculty who are not U.S. citizens.
9. Support our developing planning and fund-raising for Arts, Science and Lilly Library facilities and other campaign priorities.
10. Support and coordinate faculty searches including tenure track searches in Peace and Global Studies, Politics, Mathematics and English.

11. Support the development of a plan for a possible future Writing Center (for supporting the development of writing skills by our students).
12. Support the developing plans for the use of our Management Program endowment.
13. Explore the possibility of re-establishing our Earlham Analytical Chemistry Laboratory as a service to regional firms and government.
14. Prepare for the end of the Plowshares grant.
15. Work with the Coordinator of Information Services on the effective use of resources of the National Institute for Technology and Liberal Education (NITTLE), with whom we have a contract for services.
16. Continue to seek funding sources to build toward an Islamic Studies and/or Abrahamic Studies program, and to reestablish the offering of Chinese language at Earlham.

New Teaching and Administrative Faculty, 2006-07

Karen Adams Theatre Costumer	Ines Dzananovic Teaching Assistant in German
Maria Inés Cruz Artieda Teaching Assistant in Spanish	David Ebenbach Visiting Assistant Professor of English
Dina Battaglia Visiting Assistant Professor of Psychology	Alison Jo Fanjoy Thematic Studies Abroad Program Associate
Sarah Bergmann Field Hockey Intern	Sadie Forsythe Peace and Global Studies Program Associate
Thomas G. Blosser II Network and Telecommunications Technician	Michael Grasso Area Director, Residence Life
Adriana Cabrera–Velasquez Visiting Instructor of Spanish	Bonnie Hestand Area Director, Residence Life
Lucinda Callahan Assistant Director of Facilities	Judi Hetrick Assistant Professor of Journalism Word Advisor/Journalism Convener
Aine Casey Admissions Counselor	Marcelo Irajá de Araujo Hoffman Visiting Assistant Professor of Politics
Claire Chauvat Teaching Assistant in Japanese	David Huntzman Men's Basketball Intern
Sun B. Chung Visiting Assistant Professor of Computer Science	Kevin Hunter Programmer
Noah DeLong Assistant Choral Director	Jayantha Jayman Visiting Assistant Professor of Politics
Alexandra Diamond Women's Soccer Intern	Kevin Klose Director of Annual Giving

Rachel Lord
Program Assistant, Border Studies

Deborah Maples
Staff Accountant

Katrina McQuail
Assistant to the President

Chisato Murikami
Visiting Assistant Professor of Japanese

Mahmaud Nassar
Fulbright Program Teacher of Arabic

Candice Nicholas
Visiting Instructor of French

Graciela Ortega
Visiting Assistant Professor of Spanish

Jason Robbins
Microcomputer Support Specialist

Joseph Rodden
Baseball Intern

Reiko Sakata
Visiting Language Instructor of Japanese

Jacqueline Schlichte
Field Supervisor/Assistant Professor
Graduate Programs in Education

Ted Shiffer
Programmer/Analyst

Michael D. Smith
Visiting Assistant Professor of Mathematics

Christopher Smith
Adjunct Instructor of Biology

Holly Stephens
Writing Center Development Consultant

Olen Stephens
Assistant Professor of Chemistry

Jackie Swaisgood
Women's Basketball Intern

Marjorie Trueblood-Gamble
Area Director, Residence Life

Michelle Wagner
Visiting Adjunct Instructor in Education

Jennifer Wattam
Micro Support Specialist

Dorothy Weiss
Visiting Assistant Professor of English

Natalie Wildes
Volleyball Intern

Randy Wisehart
Assistant Director/Assistant

Faculty Returning to Campus 2006-07

From Off-Campus Study or Sabbaticals

Marc Benamou
Sabbatical/Fulbright Fellowship in Indonesia

Ferit Güven — Sabbatical

Tom Hamm — Sabbatical

Mic Jackson — Sabbatical

Christine Larson — Sabbatical

Rajaram Krishnan — India, Fall; Sabbatical, Spring

Jim Rogers — Sabbatical

Alice Shrock — England

Randall Shrock — England

Monteze Snyder — Sabbatical

Aletha Stahl — France, Fall; Sabbatical, Spring

Faculty Departing for Sabbaticals or Off-Campus Study 2006-07

Marya Bower — Sabbatical, Spring
Dan Graves — Sabbatical, All Year
Rudolfo Guzman — Mexico, Fall
Ray Hively — Sabbatical, Spring
John Iverson — Sabbatical, All Year
Deb Jackson — Sabbatical, Spring
Michael Jackson — Sabbatical, Fall
Bob Johnstone — Sabbatical, Fall;
England, Spring

Akiko Kakutani — Japan, Fall; Sabbatical,
Spring
Kari Kalve — India, Fall
Charlie Peck — Sabbatical, All Year
Diana Punzo — Sabbatical, All Year
Jay Roberts — Sabbatical, All Year
Karim Sagna — Martinique, Spring
Mark Stocksdale — Sabbatical, Fall
Mark Van Buskirk — Sabbatical, Fall

Faculty Taking on Changed Roles This Year

Kari Kalve will return from leadership of the South Asia program to begin serving as Associate Academic Dean in January. Bob Southard remains in the Associate Dean role through December.

Jane Terashima replaces Kevin Morrison as Director of the Thematic Studies Abroad program that brings Waseda University students to Earlham for a year of study.

Mike Thiedeman will be teaching Japanese Arts and working on a plan for Earlham's digital image collection.

Graham Wood, Librarian, will be teaching two art courses this fall during Mark Van Buskirk's sabbatical.

Several people have new roles in Computing Services, as a consequence of Dusko Koncaliev's departure to attend graduate school and other vacancies:

Denise Crum is now the Associate Director of Computing Services.

Randy Kouns is now the User Services Manager.

Betsy Ward is now our Database Administrator.

Jennifer Wattam is now a Microcomputing Support Specialist.

Faculty Not Returning to Earlham in 2006-07

Julie Bruns
Jon Branstrator
Peter Imoro
Dusko Koncaliev
Yuki Kuramoto
Dave Leeper
John (Rowan) Littell

Kevin Morrison
Paul Ogren
Michelle Patterson
Bill Schulte
John Staines
Jennifer Ziebarth

**Reports of Associate Academic Dean Bob Southard
and of Associate Dean of the College and Registrar
Bonita Washington-Lacey**

New Faces and Roles

Our staff remains the same and is preparing to open the academic year.

New Activities and Programs

1. Development of a General Education assessment team.
2. The August 30 opening Convocation discussing the first-year reading *The Ornament of the World* with author Maria Rose Menocal has been planned along with a faculty panel discussing the text on the opening evening of New Student Orientation.
3. Inclusion of the Charles Lecture text in 18 first-year courses.
4. Represent the Academic Administration with the Luminis transition.
5. Earlier engagement with Department and Program Conveners regarding unit planning.
6. Continued faculty development with the first-year courses — Earlham Seminars, Interpretive Practices and Comparative Practices.
7. On-going development and articulation of academic policies and opportunities for curricular development with CPC.
8. Work with Information Services on implementing an electronic academic audit for General Education utilizing the CAPP program in Banner.

Contact the Registrar's Office for more information on any of the above listed items.

Agenda for the Coming Year

1. Continued assessment of the General Education curriculum and preparation for the full review in 2007.
2. CPC will bring several items for discussion to the faculty addressing the daily/weekly calendar and enrollments in courses: limits, ideal size, defining "too large," etc. The report does not reflect evidence of a "problem," but, rather, effects of other decisions on class size and extensive offerings. We also will initiate a discussion on articulating a "policy on class attendance" that addresses "excused absences."
3. We will continue to refine the Interpretive Practices and Earlham Seminar selection process for new students.
4. Event Planning – the Awards Convocation, Friday, April 6, and Commencement, Saturday, May 5, 2007.

Report of the Associate Academic Dean for Program Development

Alice Shrock

Agenda for the Coming Year

Earlham will continue its work to increase the presence of Islamic Studies in our curriculum. During 2006-07 we will be completing our grant from the Independent Colleges of Indiana/Ball Venture Fund, "Toward Abrahamic Studies: Launching Islamic Studies at Earlham College." The proposal was fully funded at \$30,000 and focuses on faculty and curricular development, with additional monies for speakers and community/cultural events.

In addition, the College has applied to host a Tunisian scholar, Dr. Amal Grami under the Fulbright Visiting Specialists Program, "Direct Access to the Muslim World." If funded, Dr. Grami would be on campus for the first six weeks of Spring Semester and would teach a one- or two-credit course on Women in the Muslim World. This seminar would be open to both students and faculty. We hope to hear this month whether or not our proposal has been accepted.

Funding related to diversity, especially Jewish issues, is on the agenda; we will also be exploring ways to support the teaching of Chinese. As always, the AADPD welcomes suggestions for grants that the College should be pursuing.

Ford/Knight Projects Approved for 2006-07

Name	Title	Term
1. Arora, Anupama	“The Diasporic Imaginary: Interdisciplinary Perspectives”	Fall 06
2. Bandy, Annie	“French Passport” (“Passeport pour la France,”) A radio program on WECI	Fall 06
3. Birkel, Michael	Early Quaker Letters of Spiritual Counsel	Fall 06
4. Blake, Lincoln	Whitewater Monthly Meeting: The Last Fifty Years	Spring 07
5. Deibel, Corinne	CSI Earlham: What a GC-MS Can REALLY Do!	May Term 07
6. Quinones, Joann	En Nueva York: Literature and Culture of Puerto Rican Migration to the U.S. from 1917-1952	Summer 06 Spring & Summer 07
7. Pledger-Shinn, Newell May, Julia	“Altered Spaces: Quaker Architecture, Ideology and Change”	Fall 06
8. Sebens, Erika	Crossing Cultures: A History of International Involvement at Earlham College	Fall 06
9. Stocksdale, Mark	Pharmaceuticals, Then and Now: A Living History of Medicines and Drugs	May Term 07
10. Willson, Susan	Niche Diversification in a Guild of Obligate Army-ant-following Birds of Amazonian Peru	Spring 07 May-June 07
11. Branstrator, Jon	Online Paleontology Course Development	Deferred
12. Jackson, Mic	Greening Richmond	Deferred
13. Shrock, Randall	Joseph John Gurney of Earlham Hall and His Views on Education	Deferred
14. Snyder, Monteze	Emerging Non-Governmental Organizations and Transitional Economies	Deferred

Report of the Coordinator of Information Services

Computing Services, Instructional Technology & Media, and Libraries

Tom Kirk

New Faces and New Roles

Kevin Hunter, Administrative Programmer

Betsy Ward, Database Administrator

Jenn Wattam, Microcomputer Support Specialist

Jason Robbins, Microcomputer Support Specialist

_____, Systems Administrator

Lucy Beirne, Library Technical Services Assistant

Departures

Dusko Koncaliev, Database Administrator

John Rowan Little, Systems Administrator

New Activities and Programs.

There are no new programs or activities planned for this year. However, the support of use of technology in teaching and learning will continue to evolve, and we anticipate expanded uses of technology and new technology (e.g., Moodle, podcasting and blogging). We welcome inquiries about the support available to a faculty member for using technology in any way. Contact Mark Pearson, Wes Miller or one of the librarians.

Agenda for the Coming Year

All of the items listed below are focused on enhancing the support of community members' — students, faculty and staff — use of information resources and technology. Our goal is to improve community members' effectiveness in using these resources in their academic and other College-related pursuits.

1. Continue implementation of the Luminis (portal), Cascade (content management) and Self Service (user interface to Banner) software.
2. Develop programmatic and policy position on support of use of technology in teaching and learning.
3. Continue planning for space revision in Lilly.
4. Continue analysis of the LibQual and MISO assessment data. We expect to have a report ready by fall.
5. Develop security and recovery plans for the computer network and data.
6. Install upgraded network connections for campus houses.
7. Implement network in Mills Hall.
8. Confer with academic program faculty about information literacy implementation.
9. Continue work on the Plowshares Project activities.

10. Develop plan for support of digital collections.
11. Implement expanded Internet bandwidth.
12. Review staffing in computing services. (This is largely completed and we expect to fill the two open positions this fall.)
13. Enhance training of Lilly circulation employees.
14. Support the Avian Flu Pandemic Planning.

Report of the Dean of Student Development Deborah McNish

New Faces and New Roles

Student Development begins the year with several new faces. We have continued to add a diversity of folk from a myriad of backgrounds with outstanding qualifications. They will do much to enhance Student Life and contribute to the development of programs and services for the coming year. Please welcome them all.

James Weaver joins the Department of Campus Safety and Security as a new officer. **Michelle Hawk** is the new Administrative Assistant for Runyan Center/Student Activities. Our new Area Directors are **Michael Grasso**, **Bonnie Hestand**, **James Hensel** and **Marjorie Trueblood '04**.

New Athletic Interns are: **Natalie Wildes**, Volleyball; **Jacki Swaisgood**, Women's Basketball; **Sarah Bergmann**, Field Hockey; **David Huntzman**, Men's Basketball; **Joe Rodden**, Baseball; and **Olympia Diamond '06**, Women's Soccer.

The Counseling Center has recruited two Interns for the year from IUPUI, **Sayward Carolin '02** and **Emily Greene**. **Holly Stephens** will provide consultation for Academic Enrichment during Fall Semester.

New Programs and Activities

The following is a sampling of the programs planned for 2006–07:

- Weekly Career Workshop series (by professional staff).
- Regular Peer Career Advisor Workshop series (by students).
- First-year Bonner Scholars course now offered for credit.
- The creation of a Vocational Curriculum.
- Online depression support group. If that goes well, we may add other support groups later in the academic year.
- CPR Certification specifically for Wellness personnel as well as coaches.
- Program aimed at preventive health care. Bee stings, heat exhaustion, heat stroke, sprains and strains will be among the materials covered.
- Implementing a new security reporting software that is scheduled to go live in September. This will provide greater clarity for annual statistic reporting.
- Providing training to departments that operate specialized vehicles. This training includes detailed coverage of both the protocol and policy.
- Providing education aimed at strict enforcement of Parking/Traffic Regulations.
- We have changed the Bundy/Barrett/Hoerner Parking lot from long-term parking to short-term parking. Extensive education of the community will happen early in the semester.
- Diversity Workshop “Unpacking My Cultural Baggage” with facilitator William Lewis; and a Martin Luther King, Jr. Celebration with keynote speaker Rebecca Walker.

- The residence hall program will embark on a much more structured new program. The staff will build stronger residence hall communities by focusing on students leading within their communities and building relationships with integrity.

Agenda for the Future

The following priorities have and will direct our energies in the future. Retention will be highlighted in all programs and services.

- Complete the development and review of policies for the Campus Safety and Security Department.
- Continue to build a strategy for retention that permeates all programs and services.
- Continue to strengthen our disciplinary program by working with college-wide reviews of both Alcohol and Judicial policies.
- Continue to build a student developmental leadership program.
- Continue to build new opportunities to support the curriculum/learning.
- Continue to create opportunities for feedback from students on our programs and services.
- Continue to build team support within Student Development that creates an ethos of support for divisional priorities as well as support from department to department, individual to individual.
- Continue to streamline the housing selection process to create a system that is less stressful for returning students.
- Continue the development of written policies and protocols for all Student Development departments.
- Continue to build an active robust database of tested Internships.
- Continue to support the College's overall goals for diversity, specifically as it relates to Athletics and Academic Enrichment.
- Continue to work within the larger community on issues of daily, nightly and weekly scheduling of buildings for student use.
- Continue to increase participation in and quality of recreation and club sports.
- Continue to seek funding to build a writing center as part of the Center for Academic Enrichment.

Report of the Vice President for Institutional Advancement

Jim McKey

New Faces and Roles

We have a number of known faces assuming new roles in our office this year. Kim Tanner will serve as the Director of the Campaign, in addition to her other responsibilities. Newell Pledger-Shinn has joined us as a Major Gifts Officer. Gail Barnes, in addition to her role as Alumni Relations Director, also will be working with a group of major gifts prospects during the campaign.

Later in the fall we expect to hire an additional major gifts officer to fill the position vacated by Dennis Robinson.

New Activities and Programs

- Preparation and planning for the launch of the portal.
- Development of a strategy for better engagement and communication with alumni that focuses on intellectually interesting topics and activities, and outreach to top level prospects.
- Development of a “push e-mail” communication stream for alumni that shares timely and exciting news about what is happening on campus and invites them back to the College’s Web site.
- Implementation of the Banner Self Service for Development.
- Development of a strategic plan that positions the College to be more intentional about grant seeking.

Agenda for the Coming Year

- We plan to complete the fundraising for the new football stadium.
- Launch the Campaign using the \$60 million preliminary working goal (with an aspirational goal of \$80 million) approved by the Board in June. Begin active solicitation of leadership gifts and start to build a national campaign volunteer structure with the assistance of John Loose '64, who has agreed to serve as the Campaign Chair.
- Grow the Annual Fund through better or more intentional branding and work with President’s Circle donors and reunion giving efforts. Use of electronic screen to better identify donor capacity at the annual fund level. Implementation of a year-round phonathon. The goal for this year is \$1.5 million.

Report of the Associate Vice President for Public Affairs

Karen Roeper

New Activities and Programs / Agenda for the Coming Year

Focus on National Visibility. Involving Earlham in discussions of national issues taking place in the popular press is among our chief objectives. Working with Morrison & Tyson Communications, Director of Media Relations Kevin Burke is emphasizing positioning President Bennett for greater media visibility. Already Doug has met with several New York and Washington-based media outlets with favorable results. Faculty experts on topics of high news value also play an important role in building visibility. The five main strategies of the National Visibility Plan continue with these projects:

1. implementing “new media” opportunities (enhancing the Web’s infrastructure through portal and content management system development; producing new video footage — international study and fine arts; placing television advertising in Indiana markets; investigating the feasibility of streaming capabilities at the Web site);
2. incorporating “new media” opportunities into other parts of campus (installing a Web camera on The Heart, redesigning Athletics and International Programs Web pages, adding Davis World Scholars Web pages, revamping the front-level Web pages, developing a high tech virtual tour aimed at prospective students, developing e-communications strategies in Institutional Advancement);
3. utilizing the national media effectively to increase Earlham’s visibility (maximizing the president and faculty as media experts, developing honorary degree procedures, utilizing reprints of national placements, developing a crisis communication plan);
4. building faculty involvement (interacting with individual faculty and academic departments whose stories have great media potential, planning a media-related training event, maximizing Earlham’s participation in national award and recognition competitions);
5. remaining vigilant to developing tactics (responding to new visibility opportunities).

Regionally, Public Affairs will implement components of “Campaign Indiana,” a visibility program aimed at increasing Earlham’s reputation in the sciences within Indiana. This initiative includes several strategies: developing and distributing a new recruiting publication that emphasizes strength in the sciences; television advertising featuring our 30-second spot “A Lot of Ways to Spell Doctor” in Indianapolis, Fort Wayne and South Bend; increasing the College’s visibility in Indiana-based college guides; recognizing student achievement and potential in the sciences; expanding and improving College Web coverage of our programs in the sciences; and building and strengthening relationships with Indiana regional education and science reporters as well as high school science teachers.

Relying on Earlham’s online Pressroom, Kevin invites media representatives to link to stories throughout the year. Public Affairs utilizes regional radio placements; placing faculty experts on WMUB-FM (NPR), public radio at Miami University; and shares story ideas with WIPB-TV, Indiana Public Television in Muncie. Through the work of Denise Purcell and a team of student assistants, Public Affairs also produces and electronically distributes more than 5,000 hometown news releases, touting student accomplishments and involvements.

Locally, interactions with the *Palladium-Item* and other nearby media outlets will be coordinated with our ongoing Community Relations themes: “the national liberal arts college in your community” and “enriching the lives of the Richmond community.” Local messages will focus on Earlham’s educational, cultural and economic impact, our students’ service to the community and the College’s 50th anniversary of international study. Coverage also supports Earlham Forums, athletics, wellness programming and many public events.

Publications. The Public Affairs Office operates a small design studio through which nearly 350 College publications are produced each year. Publications intended for external audiences should be produced through the Public Affairs Office. Graphic Designer Julia Jensen creates or updates Earlham’s publications. Gayle Bryant, our publications manager, coordinates this work. Large projects scheduled for 2006-07 include new banners and publications celebrating 50 years of international study, a revised Curriculum Guide, a newly designed Student Handbook and a new grouping of Earlham Fund support pieces. Earlham’s stationery and business card orders are facilitated by Public Affairs. Faculty and staff will receive a copy of our “Publications@Earlham” brochure in the fall, detailing the process for preparing a publication. Information about publications services is available at our Web site: www.earlham.edu/~publicaf/.

Earlhamite. During 2006-07, *Earlhamite* Editor Jonathan Graham will produce two alumni magazines. Published in January and July, the *Earlhamite* is one of the institution’s main vehicles for communicating with a population of nearly 20,000 alumni, parents, donors and friends. Along with notes on the lives and interests of individual alumni, the magazine publishes feature stories emphasizing Earlham’s engagement with a changing world. Jonathan also develops copy and features for *Earlhamite Extras*, our alumni magazine’s online vehicle. The upcoming January 2007 *Earlhamite* will explore “Books that Change Lives” while the July 2007 magazine’s topic is the internationalization of the campus.

Advertising. The College continues its local community-based advertising in 2006-07. You will see Earlham ads in a number of Richmond publications, including those of the Chamber of Commerce, the *Palladium-Item*, and programs for Richmond Symphony Orchestra, Civic Hall and Civic Theatre. Earlham continues to be visible in the Indianapolis Symphony on the Prairie program in the summer and the *Indianapolis Star’s* College Guide with four placements over the year.

On the national level, Earlham maintains a presence in major print and Web college guides, including a new edition of Loren Pope’s *Colleges That Change Lives* that came out in July. Some of these endorsements may be viewed at www.earlham.edu/publicaffairs/content/excellent.

Events Promotion. Publications Manager Gayle Bryant coordinates events promotion projects with Public Affairs Assistant Denise Purcell as our ticket, poster, program and news release creator. Watch for events posters throughout the campus and community as well as newspaper and radio advertising, and electronic announcements.

Photography. Earlham maintains a digital archive of photography. Photos are available for your use at Web pages. Many photos can be downloaded from the Photo Gallery inside the online Pressroom. Prints of photos need to be ordered in advance. Please contact Gayle Bryant to arrange to view them.

Sports Information. Don Tincer, Earlham's Sports Information Director (SID), is an Athletics staff member who works closely with Public Affairs. The SID handles many game-day functions for the Athletic Department, manages statistical reporting for the College and communicates information about team and individual performances. Working with Public Affairs, Don prepares copy for Athletics publications, produces sports stories for the media, and compiles and manages Web pages for each sport.

Web Management and Electronic Communication. Public Affairs works closely with Web Management and Services staff to define Earlham's approach to developing Web content and appearance, and to craft the relationship between print and Web media. During 2006-07 preparing for the implementation of the portal will involve many departments in message development. The portal will enhance Earlham's ability to communicate with not only members of our campus community but also with particular off-campus constituencies. Through the diligent work of Public Affairs Assistant Denise Purcell, *Around The Heart* is available daily through the listservs; this publication keeps the campus community aware of important announcements and events.

Report of the Vice President for Community Relations

Avis Stewart

Agenda for the Coming Year

The Office of Community Relations wants to continue to strengthen our relationships between Earlham and the local communities.

- Continue to strengthen relationships with city and county government, the Chamber of Commerce, Tourism Bureau and organizations in the local community that work in the arts, education, environmental issues, economic development, social services, wellness, athletics and other activities that complement Earlham activities.
- Continue to work with the Community Partnership Council to help us find ways to better introduce and involve students and faculty in the surrounding community.
- Continue to provide the Earlham Forum Speaker series that allows Earlham faculty members and community leaders to share their insights with members of the Earlham community and people who reside in Richmond/Wayne County.
- Continue to work with the local media through programs like the Earlham Corner radio program each Friday morning on WHON (930 AM on the radio). And, continue to stress to Richmond/Wayne County that Earlham is “the national liberal arts college in their community” and that we are “enhancing lives in the local community.”
- Continue to engage selected donors and prospective donors, especially those who grew up in the Richmond/Wayne County community.
- Continue to work on a plan that will find ways to make National Road a safer crossing for Earlham community members and for visitors to the campus — a traffic light.
- Continue to work at making the Wellness Center financially self sufficient.
- Give careful thought to the process of reviewing the mission of Wellness for the Earlham and Richmond communities, and present strategies that will improve the wellness curriculum and the management of wellness facilities.
- Work on the implementation of the individualized wellness class.
- Continue to work at providing a positive, welcoming environment in the Wellness Center.
- Continue to offer complimentary monthly health screenings in partnership with Whitewater Valley Rehabilitation (blood sugar, blood pressure, total cholesterol, body composition, bone density, pulmonary function and nutrition information).
- Continue to work with WECI to improve the use of its physical space, programming and staffing.
- Begin discussion of Internet streaming by WECI.
- Complete the construction of the connector between the Indoor Riding Arena and Equestrian Stables.
- Continue discussion about ways in which to enhance the Guest Artist and Lecture series and Convocations.
- Continue to work on the development of the co-curricular impact that the Convocation and Guest Artist and Lecture series has on the educational experience of our students.
- Invite the local community to join us in our celebration of 50 years of International Study.

Report of the Dean of Admissions and Financial Aid

Jeff Rickey

New Faces and Roles

Admissions welcomes **Aine Casey '05** who joins us as an admissions counselor filling the 12-month position previously held by Marie Cope Nicholson '76 who is moving to the six-month position. We anticipate announcing the new assistant/associate dean of admissions and coordinator/director of multicultural recruitment soon, resulting from a resignation a year ago.

New Activities, New Programs

Essay Topics. Essay topics offered to prospective students using the Earlham application form have been revised for the first time in over a decade, providing the students opportunities to respond to several contemporary issues.

Application Question. In addition to revised essay topics, we have also added a new question that will give us information about why a student believes she or he is a good fit for Earlham, asking him or her to connect interests, attitudes and/or values to Earlham.

Summer Survey of Admitted Students. We have continued our longitudinal study using the Admitted Student Questionnaire. By utilizing a combination of methods (printed survey and a Web-based option) we have captured the largest percentage ever of enrolling and non-enrolling students. We are looking forward to seeing whether we have made significant shifts in how prospective students view certain aspects of Earlham and how we compare to our overlap group.

Multicultural Recruitment. As mentioned above we anticipate announcing the new assistant/associate dean of admissions and coordinator/director of multicultural recruitment soon as the search committee brings their work to a close. We are looking forward to building on the pilot project we launched a year ago to bring additional multicultural recruitment focus to a more diverse group of multicultural students (geographically, socio-economically, academically) and attract students who will represent the breadth of the Earlham curricular and cocurricular opportunities.

Non-Cognitive Factors. This year we will be preparing to participate in a pilot study of a new instrument developed to measure student potential in non-cognitive dimensions to potentially assist in the admissions selection process. The dimensions are knowledge, learning, artistic, diversity, leadership, responsibility, health, citizenship, adaptability, perseverance and ethics.

Virtual Tour. We are working with a vendor to produce a virtual tour of Earlham College that will appear on the Web site. It will provide prospective students the opportunity to take a tour of Earlham from wherever they log-in with the goal of communicating Earlham's features, benefits and values, while encouraging them to visit in person.

Colleges That Change Lives. A new edition of the book by the same title was published on July 25 with the original essay from 1995 and with quotes from students and alumni to represent the last 10 years. Our involvement with tours across the nation with other representatives from the book remains an important part of our national reach for prospective students.

National Publicity. We are grateful for the national publicity Earlham has been receiving, most recently the inclusion of Earlham in a four-page article published in the July 30 edition of *The New York Times*, regarding 20 colleges “off the beaten path” worthy of readers’ consideration. That kind of publicity will further fuel the record numbers of prospective students visiting the Earlham campus.

Agenda for the Future

Financial Aid. While the level of financial aid is not the only driver in a student’s decision to attend, as our discount rate (financial aid divided by gross tuition) continues to rise and students continue to exercise adverse selection (the needier say “yes” to us and the less needy say “yes” to other colleges), we need to conduct a careful analysis of our financial aid policies and the impact they are having on students’ decisions.

Yield Concerns. This fall our yield (number of students enrolling divided by the number admitted) — 28% at the time of this writing — is the lowest in history, while the number of applications received is the highest in history. The fluidity of the yield rate from year-to-year (28 to 34%) makes it difficult to know how many admission decisions to make. We need to learn all we can from the data we collect to help guide us.

Report of the Vice President for Finance and Business Operations

Dick Smith

New Faces, New Roles

Cathy Habschmidt was promoted to the Controller when Tom Rowlen vacated the position last September. Debbie Maples was then hired as Staff Accountant, replacing Cathy.

New Activities, New Programs

Credit Cards. We are now much more proactive in implementing sound business practices in reviewing charges and appropriate use of college credit cards.

Facilities Planning. We have received a temporary certificate of occupancy for Mills Residence Hall just in time for students arriving in August 2006. Demolition of Olvey-Andis is substantially complete and renovation is now underway. We anticipate completion by summer 2007. We are actively developing schematic designs and a feasibility study for a possible Barrett renovation and final construction documents for an upgrade to the Football Stadium. With the completion of the renovated space in Bundy basement for Outdoor Education, Little House has been demolished.

Investments. We terminated our previous investment consultant and replaced them with Prime Buchholz. On December 31, we transferred approximately \$105 million of the endowment to the new Conner Prairie Foundation. On July 31, 2006, we transferred the \$4.9 million Japan Study Endowment to the GLCA for their own management (Earlham had invested the Japan Study Endowment as part of the Earlham endowment since the early 1980s).

Board of Trustees Committee on Financial Strategy. We will continue to provide support, along with the Budget Committee, for the ad hoc Board committee that will be reviewing the strategic implications of the College operating budget.

Last Year's (2005-06) College Budget. There were no year-end surprises (as of now). We are assuming that we will end the audit with close to a balanced operating budget for the College.

Current Year's (2006-07) College Budget. In May, the Board provided temporary approval of an operating budget with a deficit and we have agreed to provide a balanced budget for their approval in October. The discount rate was significantly higher than planned due to more international students, fewer no-need students and more financial aid on average to confirmed students. Until we know the final tuition discount rate for the entering class, it is difficult to know how much budget cutting will be required but operating expenses will need to be cut.

Agenda for the Coming Year

Next Year's (2007-08) Budget is not likely to be balanced easily without a significant drop in the financial aid discount rate, a thorough assessment of staffing and intense scrutiny of programs and operating budgets. In addition, the budget will depend heavily on these other factors: enrollment, energy costs and health insurance claims. The end of external funding for Plowshares means that a number of positions, particularly in Information Services, will lose some or all of their current sources of financial support.

Rolling Three-Year Budget Forecasts. In order to provide a more transparent framework for future staffing and budget planning, we will develop a three-year forward budget forecast for Senior Staff and the Budget Committee.

2007 Summer Projects. The budget will probably fund \$500,000 of summer projects in 2007, less than needed to stay abreast of current maintenance needs. High-priority hold-over candidates from 2006 include: campus utility infrastructure, campus energy controls, compact shelving for Lilly Library, College House renovations, several roof replacements, electrical transformer replacement, Phase II of the Meetinghouse renovation series, and Wellness Center floor renewal. Part of the 2006 and 2007 Summer Project budgets are being used to fund the Olvey-Andis renovation.

Environmental Plan. A number of areas — including Campus Services, Housekeeping and Facilities among others — will be working to minimize the impact of the College on the environment and to use fewer non-renewable resources through the implementation of various recommendations under the review of the Environmental Responsibility Committee.

Pandemic Planning. A small group will be acting as a steering committee in developing a list of key issues for pandemic flu planning. This group will consult widely, develop a plan, and post a summary of the plan on the College Web site.

Office Move. Once Campus Services has relocated, Financial Affairs hopes to be in a new space, with the Business Office, with shared secretarial support by the end of the year.

Investments. We will continue to seek new investment managers and new opportunities in various areas of alternative investments, including marketable alternatives.

Report of the Assistant Vice President for Business Operations

Business Office, Telephone Center, Campus Services, Bookstore,
Summer Conferences, Housekeeping, Maintenance & Grounds

Cherie Dolehanty

New Faces, New Roles

- Cindy Callahan joined us as the new Assistant Director of Facilities in March. We will initiate a search for a Director of Facilities in August.
- Jill Winburn retired from her position in the Post Office in June. She served Earlham for more than 30 years. Kay Lynch now serves as the Post Office Supervisor, and Charlie Benner is Post Office Clerk. Theresa Skinner started in the Post Office in July as Post Office Assistant.
- Bobby Smith joined the Bookstore staff in October 2005.
- Michelle Hawk is the new Runyan Desk Administrative Assistant. She will provide support for Summer Conferences in addition to her Runyan Desk responsibilities.
- The newest faces in Housekeeping include: Jeccica Chasteen, (LBC), Wendy Sloan (Wellness Center), Robin Cook (Warren, Wilson, Mills), Tracy Matheny (Lilly Library and College Houses), Judy Ridgeway (Runyan Center) and Amanda Poffenbarger (LBC). Hope Bourne retired in July. Hope had worked primarily in LBC and Tyler Hall.

New Activities and Programs

- Preparation work for Mills Hall: furnishing, cleaning, phone services, maintenance and grounds training, etc.
- The second phase of the Coffee Shop renovation is underway and should be complete in mid-August.
- We have changed service providers for our telephone services and discontinued administration of long distance services in the residence halls for students. They can still place long distance calls, but must use a calling card to do so.
- We have changed carriers for our workers compensation program again this year.
- Campus Services will move to the space vacated by Public Affairs. The Business Office will move into Campus Services' current location. We hope to hire a part-time human resources position in the fall, and that position will occupy the current Business Office space.
- Our health plan now includes coverage for smoking cessation and weight-loss prescriptions.

Agenda for the Coming Year

Business Office & Telephone Center

- Office relocation and staffing changes.
- Initiate a review of the hourly staff Performance Appraisal process (this will likely be an 18-month project).
- Support migration of some telephone services to ECS.
- Coordinate communication about portal development activities for hourly staff and contracted services.

Housekeeping

- Perform Housekeeping Service Review in the fall for services provided by Aramark since January, 2004. This is their three-year review.
- Develop a strategy for meeting daytime expectations in non-residential buildings.

Maintenance/Grounds

- In support of the campus Environmental Plan: develop an effective energy management system for campus, develop an operational plan for the Environmental Responsibility Committee's recommendations and improve the building automation system (primarily for HVAC services).
- Implement a computerized maintenance management system.
- Develop a campus utility site plan.

Campus Services (Rentals, Office Services, Post Office, Purchasing and Dining Services)

- Dining Services. Implement upgraded card swipe system; implement and evaluate Coffee Shop redesign.
- Rentals. Develop a strategic plan for rental property management; implement new billing procedures.
- Office Services. Office move; explore options for networking copiers in cooperation with ECS.

Bookstore

- Develop a response to continued drops in textbook sales and stagnation in other books sales.
- Continue improving the Bookstore website.

Summer Conferences

- Review staffing needs in light of change in the Administrative Assistant position at Runyan Center Desk.
- Determine appropriate use of new and renovated halls (OA; Warren/Wilson/Mills) in summer 2007, with particular consideration for FAHE conference.
- Prepare for changes in revenue if there are changes in Baumgartner Basketball Camps' schedule.

Important Reminders

From the Admissions Office

Fall Preview Days. The dates for the fall previews for prospective students are October 9 and November 13. Thank you for what you do to make these previews and individual campus visits so meaningful to our prospective students!

From the Associate Academic Dean for Program Support:

Ford/Knight Application Deadlines

We will continue to follow our system of “first Wednesdays”:

1. Due on the first Wednesday of November (November 1): Preliminary proposals or a brief “declaration of intent to apply.”
2. Due on the first Wednesday of December (December 6): Final proposals.

Application guidelines are available from Cheri Gaddis (cherig, ex. 1525) and are also on the Earlham Web site.

From the Business Operations Office

Watch your e-mail or campus drawer for various reminders throughout the year.

From the Finance Office

- Auditors will be on campus starting Monday, August 14 through the end of September.
- Operating budget requests for 2007-08 will be due to Senior Staff before Thanksgiving.
- Requests for significant construction projects for the Summer of 2007 should be made by October 1.
- Equipment Fund requests (not including scientific equipment or computing hardware) will be sent out by September 15 with an October 6 due date. Due to the tight operating budget, the equipment fund will be quite modest.
- When hiring salaried employees, all hiring supervisors should check with me on general salary ranges before the search and again prior to extending an informal offer. The President’s prior approval is required before extending any offer, formally or informally.

From Institutional Advancement

- Faculty and staff support of the Earlham Fund is important each and every year. Please make a gift through payroll deduction, online (right there on the Earlham home page), or by check. We are grateful for the many gifts we receive from faculty and staff.
- If you need help with searching for grant opportunities or reviewing your proposals, please talk with Barbara Gregg, Director of Foundations Relations.
- Please attend Homecoming and other alumni events. Alumni like to know what is going on at Earlham today.

From the Provost

Please set up department and program meeting agendas for the fall to reflect the need to meet these deadlines:

- All academic and academic support departments and programs need to plan to have 07-08 budget requests submitted by November 1.
- All academic and academic support departments and programs need to plan to have the first part of unit plans submitted by December 1.
- Administrative faculty are to have their self-assessments submitted by February 1, 2007, and supervisors' feedback is to be completed (and copied for the President's Office) by March 1.

From the Public Affairs Office

1. **Please keep Kevin Burke apprised of newsworthy accomplishments**, planning that has potential for media coverage and of your interactions with the media. You can reach him at burkeke1 @earlham.edu or ext. 1256.
2. **Let Jonathan Graham know of alumni involvements that might be of interest for inclusion in the *Earlhamite***. You can reach him at grahamjo@earlham.edu or ext. 1292.
3. **Visit the online Pressroom frequently to stay up-to-date on Headlines and EC in the News. The blog is available at www.earlham.edu/pressroom .**
4. **Remember to participate in *Around The Heart's* daily announcements** available each weekday morning through the listserves. Your submissions by 3 p.m. each day will be included in the following day's *Around The Heart* posting. A submission form is available online at www.earlham.edu/aroundtheheart .
5. **Please alert Denise Purcell to ideas for hometown stories** at purcede@earlham.edu .
6. **Remember to schedule publications in advance with Public Affairs**, allowing adequate time for a quality product. Be sure to check in with Gayle Bryant well in advance of your publication needs so that we can guarantee your project the quality attention it deserves. She can be reached at bryanga@earlham.edu .

From the Registrar

1. The Registrar's Office closed Monday, August 21, to prepare for Enrollment Confirmation on Tuesday, August 22 for all students.
2. Classes begin Wednesday, August 23.
3. Registration cards and all enrollment changes are due on Tuesday, August 29, by 4:00 p.m. Signatures of teaching faculty will not be required for a student to drop a course during the registration period.
4. The Registrar's Office will be closed the afternoon of Wednesday, August 30, to enter registrations and confirm class lists for faculty for availability on the Web by Thursday, August 31.
5. Classes are in session on Labor Day, Monday, September 4.
6. The Curriculum has been revised and updated on the Web at www.earlham.edu/curriculum . Please note that the Web version will always be the most accurate description of the curriculum and academic policies.
7. All major forms from the Registrar's Office are now available on the Web at www.earlham.edu/registrar/content/forms.html .

From Student Development

- The campus will be quite congested on Friday, August 18 when New Student Week begins. We encourage folks who can to please park in lots farthest from the residence halls.
- We warmly welcome all members of the College to New Student Week events. In particular:
NSO Welcome — Friday, August 18, 1:30 p.m., Goddard Auditorium, Carpenter Hall.
Parent Breakfast — Saturday, August 19, 8:00 a.m., Comstock Room, Runyan Center.
Athletic Brunch — Sunday, August 20, 11:30 a.m. –1:00 p.m., Dining Hall, Earlham Hall.