
GAZETTE

AUGUST 2007

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); Provost (Nelson Bingham); Academic Dean and VP for Academic Affairs (Greg Mahler); 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 (Kari Kalve); 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 Dean for Residence Life (Kevin Schaudt); the Associate VP for Institutional Advancement (Kim Tanner); the Associate VP for Public Affairs (Karen Roeper); the Associate Dean for Student Success (Wendy Seligmann); the Assistant VP for Business Operations (Dana North); the Director of International Programs (Patty Lamson); the Director of Admissions (Nancy Sinex); the Director of Financial Aid (Robert Arnold); the Director of Athletics (Frank Carr); the Controller (Cathy Habschmidt); the Assistant Director of Facilities (Cindy Callahan) and the Assistant to the President (Adam Putnam).

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

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Gazette Fall 2007
Table of Contents

| | |
|---|----|
| President: Major Initiatives for the College, 2007-08..... | 5 |
| Clerk of the Faculty: Likely Agenda for the Faculty, 2007-08 | 7 |
| Academic Dean | 8 |
| New Faculty..... | 9 |
| Faculty Changing Roles | 10 |
| Faculty on Sabbaticals or Off-Campus Study | 10 |
| Curriculum..... | 11 |
| International Programs..... | 13 |
| Registrar | 15 |
| Information Services | |
| Computing Services, Instructional Technology & Media, Libraries | 16 |
| Student Development..... | 19 |
| Residence Life | 21 |
| Athletics | 23 |
| Provost..... | 24 |
| Institutional Research..... | 25 |
| Religious Life..... | 26 |
| Student Success..... | 27 |
| Admissions and Financial Aid | |
| Admissions | 29 |
| Financial Aid..... | 31 |
| Community Relations | 32 |
| Finance and Operations | |
| Facilities..... | 33 |
| Finance and Accounting..... | 34 |
| Business Operations..... | 35 |
| Institutional Advancement | |
| Development and Alumni Relations | 36 |
| Public Affairs..... | 37 |
| Important Reminders | 39 |

Major Initiatives for the College, 2007-08

Prepared by Doug Bennett, President

New Faces and New Roles

Adam Putnam '07 has taken up the responsibilities of Assistant to the President; he replaces Katrina McQuail '06. **Greg Mahler** began as Academic Dean on July 1. **Nelson Bingham** continues as Provost, and **Darlana Rankin** is the Administrative Assistant to the President and also to the Provost. The office itself looks completely different.

Key Initiatives for the College in 2007-08

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. Welcome and orient Greg Mahler as Academic Dean. It has been 26 years since anyone other than Len Clark performed this important role. We will all want to do what we can to help Greg get off to a good start.
2. Make further progress on the Campaign. We made a good start in our first active year of the campaign in 2006-07. Now we need to keep the momentum going towards our \$60 million working goal.
3. Working within the framework of our now-approved principles of admissions selectivity, develop a new approach to financial aid. With a growing applicant pool, we have increased ability to shape our incoming first-year class. It will be important now to work on lowering our discount rate while continuing to serve significant numbers of students from low income families.
4. Address some key issues about our approach to internationalization. We have spent the last two years reviewing what we are doing and how. Now we need to make some critical, difficult decisions about the way forward.
5. Bring Self-Service, Luminis (portal), Cascade (content management system) to full production status during the year. All of these involve important changes in what is on our Web site and how people use it.
6. Implement the recommendations of the Alcohol Task Force, as endorsed by the Committee on Campus Life. The main outlines of a new approach to implementing our alcohol policy were developed last year and approved by CCL. The policy itself hasn't changed, but we'll need to take considerable care in making sure everyone understands our new approach to alcohol.
7. Develop a comprehensive approach to public disclosure of Earlham information. With considerable national attention being focused on issues of accountability, and Earlham's (and others) move away from any form of active cooperation with media that rank colleges, we will need to develop our own, professionally grounded approach to information disclosure. In doing this, we want to work within the context of various national initiatives on developing accountability templates.

8. Prepare for a review of General Education, to be undertaken in 2008-09. A few years ago, we approved and implemented a comprehensive reform of general education. We now need to get ready to assess how well this is working.
9. Develop protocols for dealing with various kinds of emergencies. We need to be better prepared to cope with a variety of kinds of possible emergencies; for example, a tornado, an avian flu outbreak, or a fire in a residence hall.
10. Begin implementation of a Writing Program. Last year we developed a proposal for a stronger, better writing program. This year we will begin to implement that proposal.
11. Carry through a college-wide discussion of what it means to be a Quaker college. We need to have this discussion every decade or so, not to bring into question whether our Quaker grounding is important to us, but rather to focus our attention on what we will need to do to sustain our Quaker identity.

Likely Agenda for the Faculty, 2007-08
Prepared by Mary Garman, Clerk of the Faculty

Major Issues Considered by the Faculty Meeting in 2006-07

- Plan in case of an outbreak of avian flu
- Class attendance policy
- Search for a new Dean
- Employee disability policy
- Capital campaign
- Governance: role of the Vice President for Academic Affairs on Faculty Affairs Committee and Faculty Interview and Search Committee
- Health benefits
- Procedures in the event of student suicide
- Athletic scheduling policies
- Environmental responsibility plan
- Financial aid and admissions selectivity
- Information services
- Alcohol policy
- Grade prerequisites for majors
- Bookstore
- Socially responsible investing

Issues likely to arise in Faculty Meeting during 2007-08

- Alcohol policy
- Academic integrity
- Information services
- Bookstore
- Academic advising
- Judicial policy
- International education
- Communication between faculty meeting and student government
- Health benefits
- Daily/weekly calendar
- Administrative faculty vacation time
- Wellness

Prepared by Greg Mahler, Academic Dean

New Faces and New Roles

As in years past, immediately following this page is information dealing with new faculty at Earlham and faculty departing or changing roles. Among the many changes on campus since last year's Fall *Gazette* must be included the retirement of Academic Dean Len Clark, and the arrival of a new Academic Dean **Greg Mahler**. Also new to her office since this time last year is Associate Academic Dean **Kari Kalve**.

New Activities and New Programs

- Start *Faculty Forum* meetings. This will involve *two* series of meetings, one focusing on faculty research and professional development activity, and one focusing on initiatives in faculty teaching and advising. Each of these series will meet once a month — perhaps the second and fourth Friday afternoons at 4 p.m. (with the promise of being done by 5 p.m.) — during the academic year.
- Educate the new Academic Dean on the ways of Earlham College.

Agenda for the Coming Year

- Undertake searches for a tenure-track, full-time position in the Department of Politics, a full-time (2/3), non-tenure-track position in the Department of Art, a full-time, non-tenure-track position in Spanish, and a part-time position in Economics.
There will also be a search for a leave replacement in SoAn for the Spring, 2008 semester. A need to plan other searches will undoubtedly arise during the course of the academic year as well.
- Continue work on the Fall 2006 “International Education at Earlham College” report of Elizabeth Hayford, to actively discuss new initiatives that will keep us among the nation’s leaders in internationalized campuses and international programs.
- Pursue new initiatives in faculty recruitment and other programs on campus that will contribute to the diversity of our campus population.
- Continue to support the development of a sustainable program in Abrahamic Studies and actively pursue external funding sources for such a program.
- Continue discussions dealing with the daily/weekly calendar.
- Engage in discussions about the role of interdisciplinary programs on campus and how we as a campus set priorities for these programs.
- Engage in discussions about how much and in what ways we can expand support for faculty research.
- Engage in discussions about class size at Earlham College, and the extent to which some “shaping” of class size would benefit the student educational experience.
- Engage in discussions about the role of academic advising, its relationship with quality teaching, and its impact on retention.
- Follow up on the proposal for a Writing Center at Earlham College.

New Teaching and Administrative Faculty, 2007-08

Abdulaziz Alzoubi
Arabic Instructor

Cathleen Anthofer
Director of Campus Safety and Security

Alan Stephen Bigger
Director of Facilities

Mark Blackmon
Director of Media Relations

Ellen Blevens
Development Communications Coordinator

Kelly Burk
Interim Director of Campus Ministries

Joshua Burns
Japan Study Program Associate

Heather Nichelle Charboneau
Assistant Director of Annual Giving

Ana I. Cornide
Assistant Professor of Spanish

Nathaniel Eastman
Assistant Professor of English

Naomi Fertman
Border Studies Program Associate

Sandrine Francois-Louison
Visiting Instructor of French

Erick Garcia
Program Assistant On-Site, Border Studies

Kenneth Green
Area Director

Sonia Hidalgo-Nunez
Visiting Assistant Professor of Spanish

Andrea Hively-Fernandez
Area Director

Ryan Howell
Football Intern

Cheryl King
Border Studies Program Associate

Gregory Steven Mahler
Academic Dean, Vice President for Academic
Affairs, Professor of Politics

Donna McCormick
HDSR Program Coordinator

Daphne McCoy
Dance Instructor

Andrew Lathrop Moore
Assistant Professor of Geology

Nino Mori
German Language Assistant

Amy T. Morris
Resident Director of Border Studies

Nicole Motto
Women's Basketball Intern

Anand Pardhanani
Assistant Professor of Mathematics

Adam Putnam
Assistant to the President

James Robert Richardson
Men's Soccer Intern

Marcie Roberts
Co-Leader, New Zealand Program

Chris Rutkowski
Adjunct Music Professor

Satomi Saito
Japanese Studies (Shared Position)

Kevin T. Schaudt
Associate Dean for Residence Life

Arumina Sen
Adjunct Instructor in Ecological Biology

Margaret Shank
Admissions Counselor

Frank Shaw
Visiting Assistant Professor of Religion

James V. Summers
Microcomputing Support Specialist

Yumiko Tashiro
Japanese Language Fellow

Tammy Tomfohrde
Director of Human Resources

Jennifer Voltz
Volleyball Intern

Judy Ann Wojcik
Visiting Assistant Professor of Art Ceramics

Faculty Changing Roles 2007-08

Mary Bogue — Interim Science Librarian

Meg Bragdon — Associate Director Reunion Giving

Mandy Ford — Director External Relations — ESR

Dana North — Assistant Vice President for Business

Trayce Peterson — Director of Newlin Center for Quaker Thought and Practice

Wendy Seligmann — Associate Dean for Student Success

Joanna Swanger — Assistant Professor of Peace and Global Studies and PAGS Program Director

Polly Wilde — Around the Heart Editor

Faculty on Sabbaticals or Off-Campus Study 2007-08

Michael Birkel — Sabbatical, All Year

Dan Graves — Off Campus, Spring

Rudolfo Guzmán — Sabbatical, Spring

Scott Hess — Off Campus, Spring

Deb Jackson — Sabbatical, Fall

Barbara Jurasek — Off Campus, Fall

Howard Lamson — Off Campus, Fall

Kathy Milar — Off Campus, Spring

Kevin Miles — Off Campus, Fall

Vince Punzo — Sabbatical, Fall

Jay Roberts — Off Campus, Spring

Dan Rosenberg — Sabbatical, Spring

Mary Schwendener-Holt — Sabbatical,
All Year

Bob Southard — Off Campus, Fall;
Sabbatical, Spring

Chris Swafford — Off Campus, Spring

Kathy Taylor — Sabbatical, Fall

Forrest Tobey — Off Campus, Fall

Curriculum Report

Prepared by Kari Kalve, Associate Academic Dean, and
Alice Shrock, Associate Academic Dean for Program Development

New Activities and Programs

1. We have formed an ad-hoc General-Education (Gen-Ed) Assessment Committee with members from the Curriculum Policy Committee (CPC) and the Assessment Committee.
2. The August 29 opening convocation features Caroline Higgins speaking about Pablo Neruda's *Toward the Splendid City*. The following convocation, September 5, will feature a faculty panel responding to Neruda's speech and his book of poems *The Heights of Macchu Picchu*. A different faculty panel will address entering students on this text during New Student Orientation. Five first-year courses will include these texts.
3. Planning for New Student Orientation has reinstated the Associate Academic Dean's (AAD) involvement in presenting Academic Integrity to new students.

Agenda for the Coming Year

1. Earlham will continue its work to increase the presence of Islamic Studies in our curriculum. During 2007 we will be finalizing our arrangements to host another Fulbright Scholar, Dr. Amal Grami, under the Visiting Specialists Program "Direct Access to the Muslim World." Dr. Grami is from Tunisia and will be on campus for the first six weeks of a semester to teach a one- or two-credit course on Women in the Muslim World. This seminar will be open to both students and faculty. She will also be giving presentations at area schools and churches in cooperation with our seven "community partners" (for example, Richmond High School, Hagerstown High School, Seton High School, Friends School, First Baptist Church). We will also be pursuing additional funding for an Islamic Studies program via the Mellon Foundation.
2. The new General Education Assessment Committee will develop a variety of procedures for assessing the General Education Program, including working with the library to assess bibliographic instruction.
3. We will work on enhancing writing instruction through coordinating faculty development with classes specifically focused on teaching writing and enhancing the Writing Lab. The Teaching and Learning Consultant will work with the AAD to create an online collection of resources for those who teach writing-intensive courses.
4. We will continue discussions raised in Faculty Retreat regarding Academic Integrity policies and their enforcement, making any necessary changes.
5. Human Subjects Research Guidelines will be clearly posted on EC's Web site.
6. Furniture and wiring issues to meet optimum pedagogy will continue to be addressed.
7. We will be working on how to teach classes most effectively during a pandemic or other emergency.
8. We will continue to examine class size for the best student learning experience.
9. We will catch up on overdue five-year reviews of programs and departments.
10. We will invite faculty to participate in Teagle research on using assessment data to improve teaching. How can assessment data best serve us as teachers?

As always, both Associate Academic Deans welcome suggestions, including suggestions for grants that the College should be pursuing.

Ford-Knight Projects 2007-08

| Name | Title |
|--|---|
| 1. Bandy, Annie | East Meets West in the Caribbean: Research about the Indian Diaspora in the French West Indies |
| 2. Bishop, Leslie | Spider Diversity of Dominica |
| 3. Blair, Peter | Refining the Annotations of the Malaria Genome |
| 4. Blake, Lincoln | Whitewater Monthly Meeting: The Last Fifty Years (continuation of an earlier project) |
| 5. Caruso, Barb | Making Baskets, Writing Books, Bringing Water: Ghanaian Women Organizing for Economic and Social Change |
| 6. Deibel, Corinne | CSI Earlham: What a GC-MS can REALLY do! |
| 7. Diskin, Jonathan | Density and Development in Cincinnati, Dayton and Indianapolis |
| 8. Ebenbach, David | Getting the Word Out: Bring Poetry to a Wider Audience |
| 9. Hall, Welling | The Responsibility to Prevent and Protect |
| 10. Hamm, Tom | Quakers and Race, 1919-1929 |
| 11. Peck, Charlie | Folding & Clusters and Computational Science Education Module Development |
| 12. Smith, Brent | The Ecology of Old-Growth Forests |
| 13. Stahl, Aletha and and Sanos, Sandrine | The French Politics of Home: Exile, Nation, Citizenship, 1950-1968 |
| 14. Stephens, Olen | Closing Homologous SH3 Domains into Efficient and Cost Effective Expression Vector |
| 15. Watson, Lori | Synthesis, Characterization, and Computational Modeling of Unsaturated Organometallic Complexes |

International Programs

Prepared by **Patty Lamson, Director of International Programs**

News Faces

Josh Burns — Program Associate in Japan Study. Josh, a graduate of Beloit College, spent three years as an Assistant Language Teacher (ALT) in Nagasaki through the Japanese government sponsored JET Program. This past year, Josh completed his graduate coursework for an M.A. in International Education at the School for International Training (SIT) in Vermont.

Amy Morris — Resident Director, Border Studies. Amy holds a master's degree in Public Policy with concentrations in Immigration and Human Rights and Global Policy from the University of Minnesota's Humphrey Institute of Public Affairs as well as a B.A. in Latin American Studies and Urban Studies from Macalester College. Amy has lived, worked and/or studied in Colombia, Ecuador, Peru, Brazil, Guatemala, Nicaragua and Mexico. Her most recent position in the region was as a member of the Witness for Peace International Team in Nicaragua and Colombia.

Naomi Fertman — Program Associate On-Site, Border Studies. Naomi graduated from Earlham College with a B.A. in Latin American Studies and a concentration in Outdoor Education in 2004. She participated in the Border Studies Program in 2003. Naomi has spent the last two years in Cincinnati doing sexual violence outreach in the public school system through Jewish Family Services and running a mentoring program for children with incarcerated parents through Big Brothers Big Sisters.

Erick Garcia — Program Associate On-Site, Border Studies. Erick graduated from Earlham with a B.A. in international studies and a minor in economics. After graduation he participated in Earlham's Assistant English Teaching Program in Japan for two years. Erick is a native of Juárez and his family has hosted students for several years.

Cheryl King — Program Associate at Earlham, Border Studies. Cheryl has an M.A. in International Affairs from Ohio University and a B.A. in Spanish and International Studies from Heidelberg College. She has experience in Ecuador, Mexico, Spain and the US Mexico border.

New Roles

Gary DeCoker, Director of Japan Study, has just taken on new responsibilities as Convenor of Japanese Studies and Director of the Institute for Education on Japan, in addition to his Japan Study work.

Jennifer Lewis has now become the Assistant Director of International Programs.

Jane Terashima, Director of Thematic Studies Abroad and ESL language instructor, will be teaching the Teaching of English to Speakers of Other Languages (TESOL) Language Learning and Teaching course for Earlham students in the Spring Semester.

Those who left this year

Sara Troy, Border Studies Program Associate at Earlham, left for a position in academic advising at Northern Colorado State University in Greeley.

Mandy Brookins-Blinn, Japan Study Program Associate, has begun a new position as Associate Director of International and Experiential Education at DePauw University.

New Activities and Programs

The Global Associates Program. The Global Associates Program (GAP) is designed to help with the integration of international and U.S. students. We invited all incoming domestic first-year students to apply to the program and have accepted 26. These students will participate in orientation beginning on August 13, have the option of living with an international roommate, and will be invited to participate in all international student programming.

New Zealand Semester Program. Our new off-campus program in New Zealand will take place in the spring 2008 under the leadership of Jay and Marcie Roberts.

International Students. We will welcome a large group of international students to Earlham this fall and that will bring us to our highest number of international students to date with 172 students from 67 countries.

Off-Campus May Terms. There will be several new off-campus May Terms in spring 2008.

Agenda for the Coming Year

Last year we began following up with suggestions that came out of the International Education Review and the report from Elizabeth Hayford. We will continue to review the recommendations that pertain specifically to International Programs and to plan accordingly. For example, the International Education Committee devoted a significant amount of time to setting out a plan for the College to support international faculty. We would like to see that plan implemented.

We plan to assess the needs of working with a much larger international student population. What do we need to provide the necessary services? This pertains not only to IPO, but also to the College as a whole. Related to this, we plan to rethink and revise the kinds of services we provide to international students.

We have been working with the Earlham Web designers and LightSky to do a major revision of the IPO Web site. That is on our agenda for the fall.

We will continue to make improvements in our preparation for faculty leaders, especially in the areas of planning orientation, serving as leaders on-site, and working with students after they return.

**Prepared by Bonita Washington-Lacey,
Associate Dean of the College and Registrar**

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 timeline and means of assessment.
2. Continued representation of the Academic Administration with implementing portal and Self-Service.
3. Earlier engagement with Department and Program Conveners regarding unit planning.
4. Continued faculty development with the first-year courses — Earlham Seminars, Interpretive Practices and Comparative Practices.
5. Ongoing development and articulation of academic policies and opportunities for curricular development with the Curriculum Policy Committee.
6. Curriculum Policy Committee will revisit the discussion of the daily/weekly calendar.
7. New Academic Audit format for graduating seniors.
8. Distribution of the 2007-2009 print version of the Curriculum Guide. The Curriculum Guide 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.
9. The handbook titled “Academic Principles, Policies and Practices” is online at www.earlham.edu/registrar/content/handbook/ .

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 2008.
2. Develop and implement academic policies and protocols for student Self-Service, registration and advising.
3. Continued refinement of Interpretive Practices and Earlham Seminar selection process for new students.
4. Continued development of the Curriculum, Advising and Program Planning (CAPP) with the Banner team.
5. Develop an academic response for emergency planning.
6. Event Planning — Awards Convocation, Friday, April 4 and Commencement, Saturday, May 3.

Information Services

Prepared by Tom Kirk, Coordinator of Information Services

Computing Services, Instructional Technology & Media, and Libraries

New Faces and New Roles

- **Jason Robbins** assumed a permanent Microcomputer Support position and **Jim Summers** has joined us in the Plowshares supported Microcomputer Support position. These changes follow Jennifer Wattam's departure late in the spring.
- The position of Banner Programmer remains open following the departure of Kevin Hunter to attend graduate school.
- **Michelle Riggs** just announced her resignation from Friends Collection and Archives to take the position of chief archivist at Louisiana State University, Alexandria. An interim will serve in her place on a temporary basis while we conduct a national search for the assistant archivist.
- **Joe Augustin** joined the library staff as manager of interlibrary loan and electronic journal subscriptions. In the reconfiguration of positions **Shirley Smith** is now responsible for print journal subscriptions, binding, materials processing and assists with cataloging.
- **Mary Bogue** is Interim Science Librarian while Sara Penhale is in Tanzania this fall. **Melody Blackmore '07** will serve as Wildman Library manager for the fall.

New Activities and Programs

- The most notable changes will be the implementation of @ The Heart, the name for our portal, and the accompanying Self Service modules. Contact Bryan Coalt, x1441, coaltbr.
- We are also introducing, compliments of National Initiative on Technology and Liberal Education (NITTLE), a videoconference service called Marratech's Multipoint Interactive Videoconferencing (MIV). Contact Wes Miller, x1278, wesm.
- By their nature most of the new resources, technology and services Information Services (IS) will be providing this year are refinements and additions to existing services, technology and resources. These include:
 - Enhancements in a new version of Moodle. Contact Mark Pearson, x2102 or markp
 - Upgraded computers in Lilly Reference and Dennis 224 labs, and the Macs in all labs in Lilly. Contact Randy Kouns, x 1279, kounsra.
 - Upgraded computers in Media Arts lab in Instructional Technology & Media (ITAM). Contact Wes Miller, x1278, wesm.
 - Later this year a Web site for tracking HelpDesk requests. Contact Randy Kouns, x1279, kounsra.
 - New electronic resources in JSTOR (a central online journal repository), Project MUSE (a collection of university press journals) and other databases. Contact any Reference Librarian.
 - New database interfaces with enhanced features for Web of Science, EBSCOHost, JSTOR and others. Contact any Reference Librarian.

- Experimentation with study space configurations in Lilly in the space created by the reorganization and consolidation of bound periodicals.
- Upgraded network access in campus houses.
- Wireless network access in common areas of residence halls.
- Upgraded wireless network access in classroom buildings and libraries.

Agenda for the Coming Year

Information Services (IS) generally

1. Engage campus leaders in discussion about staffing beyond Plowshares; advocate for the continuation of those positions; work with leaders to ensure effective staffing through the change.
2. Continue exploration of collaboration among HelpDesk, Instructional Technologists and Librarians to provide support in the use of information technology and resources.
3. Continue planning on creation of information/learning commons and other renovation of Lilly. This will involve engaging an architect and making more precise plans.

Below are a series of activities and projects for which there is a lead unit in IS; they often involve staff from other units of IS.

Computing Services.

1. Upgrade and possible expansion of Campus Wireless Network.
2. Disaster Recovery/Business Continuity Planning.
3. Security/Compliance Initiative.
4. Server Infrastructure/Network re-architecture. The goal of this project is to improve the overall security of our servers and the information stored on them.
5. Establish a secondary data center on campus to provide a backup site for services in the event that the main data center was damaged.
6. Upgrade several computer labs as well as individual computers under our regular replacement schedule.
7. Complete the upgrade from Windows 2000 to Windows XP, and begin evaluating the new Windows Vista operating system.
8. Complete the upgrade to the Altiris Asset Management system to allow us to keep an accurate inventory of all information technology equipment and to enable a web accessible Help Desk tracking system allowing end-users to submit and check the status on their requests.
9. Continue to strengthen support for Banner, our campus information system.

Instructional Technology and Media

1. Consolidate and review non-print media collections (VHS, DVD, less supported formats ¾", videodisc, 8mm) Issues of conversion, preservation, equipment support.
2. Develop collection policy for Earlham-produced materials (Convocations, concerts, forums, classroom produced, etc.) What is archival? What is catalogued? What is kept centrally and what is returned to departmental "archives"?

3. Continue work with faculty and students improving use of classroom technologies.
4. Continue work with faculty on use of Moodle and newer pedagogical technologies.
5. Work with students using Media Lab and other production facilities for academic and co-curricular projects (e.g., class video projects, Dance Alloy music).

Library

1. Hire replacement staffing for Technical Services accompanied by appropriate reorganization of work.
2. Hire replacement Assistant Archivist for Friends Collection and Archives.
3. Review status of government documents and maps in our collection.
4. Continue inventory of collection and evaluation of the collections (i.e., weeding).
5. Work with faculty to address information literacy needs of students particularly as part of general education, including beginning assessment of students' first-year bibliographies.
6. Complete bound periodical reorganization in Lilly and Wildman.
7. Replace loaner laptops and lab computers.
8. Revise Web site.
9. Plan for/address space needs of Special Collections.
10. Develop plan for Electronic Records Management System.
11. Continue discussions and implement projects to transform print collections to online collections.

Web Management and Services

1. Continue implementation of @ The Heart (portal) and related systems (This provides greater detail than the #1 under Information Services generally but is the same activity.)
 - Acquire portal development server.
 - Install Luminis IV on development server to determine feasibility of implementation on production server.
 - Continue channel development and other planning in Luminis III test environment.
 - Install Cascade Server content management system.
 - Continue and complete the Web redesign initiatives.
 - Finish IPO Web site redesign and implement new template.
 - Begin design phase of Library and Athletics Web sites.
 - Continue Web site maintenance and support.
 - Further develop streaming capability for audio and video.
 - Research and implement additional Web site enhancements.
 - Consider additional Web cameras on campus.
 - Develop pages that utilize new technologies such as AJAX.

Student Development

Prepared by **Deb McNish, Dean of Student Development**

New Faces and New Roles

Student Development begins the year with several new faces. We have continued to add a diversity of folks 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.

Many of you have met and welcomed **Cathy Anthofer**, our new Director of Campus Safety and Security. Cathy began her career at Earlham in March of the Spring Semester. We have two Administrative Assistants joining us: **Susanne Sohrabi Watson** in Service Learning and Career Development and **Betsy Spelling** in the Center for Academic Enrichment.

New Programs and Activities

The following is a sampling of the programs planned for 2007-08.

- Health Service will target Preventive Health as a first priority.
- Through educational efforts, we will encourage students to be in their best health while meeting the challenges of living in a learning community. We will build an expectation of preventive health within the student body using newsletters, bulletin boards and handouts.
- Health Services continues to see an increase in student visits each year. They will examine new options to meet this increased demand for services.
- Many Student Development offices (Dean of Student Development, Residence Life, Diversity, Safety and Security, Health Services and Counseling) will begin to prepare for the move to a renovated Earlham Hall (2008-09), to make the transition as smooth as possible.
- The Counseling Center will improve contact with teaching faculty, administrative faculty and hourly staff through a series of workshops designed to give attendees the tools to recognize and help students in distress. New employees especially will be encouraged so that they know about Counseling Services and how to access services for their students and for consultation for themselves.
- Assist students with using the new college health insurance for off-campus mental health referrals, since this is a new provider and a new benefit of the college insurance.
- Support the student organization Active Minds to continue to grow in membership and number of mental health education programs that they provide to students.
- Build a working group to evaluate parking that includes faculty, staff and students.
- The Service Learning and Career Development Center will develop a program to support vocational discernment. Develop an emergency communications plan to support the larger emergency plan as soon as possible.
- The residence hall program will embark on a new, much more structured program. The staff will build stronger residence hall communities by focusing on students leading within their communities and building relationships with integrity.

- Working with new students by using the new student questionnaire to connect them early to student organizations.
- Building support from across the College to secure the Bonner endowment.
- Successfully completing the Internship Coordinator search.
- Develop an advisory support group of student's faculty and staff for diversity.

Agenda for the Coming Year

The following priorities have and will direct our energies in the future.

- Continue to strengthen our residence life program by working with hall-wide and floor agreements particularly as these relate to Alcohol policies.
- Continue to strengthen student leadership.
- 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.
- 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 support the development of a writing program.
- Continue to provide professional, high quality services to individual students while using active and passive forms of outreach to educate the student community about mental health issues.

Residence Life

Prepared by **Deb McNish, Dean of Student Development**

New Faces and New Roles

Residence Life will begin this year unlike most with a full staff.

Kevin Schaudt joins Student Development as the Associate Dean for Residence Life replacing Dana North. Our new Area Directors are **Andrea Hively-Fernandez** for Earlham and Olvey-Andis halls and **Kenneth “KJ” Green** for Bundy and Hoerner halls.

New Programs and Activities

- We will continue to work to empower students. We involve all students in decisions that impact them within the constraints of existing policies and procedures. Staff will create an environment for shared leadership.
- Resident Assistants will develop an understanding of the goals of Residence Life as they relate to goals of Student Development and the College.
- Area Directors will review the goals and priorities through staff meetings, one-to-ones and ongoing in-service trainings.
- The student staffed Orientation Program will be revised to develop the Resident Assistant as a resource and facilitator, as opposed to just a helper (rescuer).
- Staff training will include training in young adult development theory, community development theory, meeting facilitation and consensus, communication and active listening, and assertive behaviors.
- All staff will focus on knowing their residents and building relationships. It is imperative that this is an intentional focus at the beginning semester.
- RAs will provide the structure and serve as the catalyst for relationship building. This will be accomplished through roommate agreements, neighbor expectations, floor meetings and regular hall meetings.
- Build a hall governance structure that is based on a committee structure. There will be four committees: programming, health and wellness education, community responsibility and environmental/recycling.
- Work to ensure that Area Directors understand and are committed to reshaping the Residence Life program to support student governance.
- Area Directors will stay abreast of current literature on community development and gain practical experience working through case studies. Following the review of community development literature, Area Directors will develop and implement an appropriate model for their residential community.
- Build strong hall/community agreements which include how the community will approach issues of alcohol use.

Agenda for the Coming Year

- Continue to build a strong, vibrant and interactive community where students are partners and provide leadership within the residence hall communities. Students are involved in decisionmaking that has an impact on their community.
- Continue to build strong roommate agreements, hall agreements, good neighbor expectations, floor and hall meetings, committees and life skill development.
- Continue to track the number of roommate changes due to irreconcilable differences.
- Continue to have residents facilitate floor/hall meetings to develop the Floor Living Agreement.
- Continue to have monthly meetings on the floor to discuss the living agreement and address concerns or issues. The residence halls have a monthly meeting that will be run in a Town Hall meeting style to address concerns and issues.
- Continue to work on transferable skills/conflict resolution.
- Continue to support new approach to alcohol education.

Athletics

Prepared by Frank Carr, Director of Athletics

New Faces and New Roles

Jill Butcher has been promoted to Associate Director of Athletics while continuing her roles as Senior Woman Administrator and Head Field Hockey coach. **Andy Hape** becomes Assistant Director of Athletics to go along with his duties as an Assistant Football Coach. **Joe Rodden** who was the baseball intern a year ago will serve as the Interim Head Baseball Coach for the 2007-08 school year.

Four new athletic interns have been hired. They are **Ryan Howell** in football, **Nichole Motto** in women's basketball, **Rob Richardson** in men's soccer and **Jennifer Voltz** in volleyball.

New Activities and Programs

Student Athlete Advisory Committee (SAAC). SAAC will change its focus from being an events-oriented group to an issues-oriented body. SAAC will look at local and national issues that affect college student athletes and make recommendations to appropriate bodies. Two topics this fall will be bus/van safety for athletic team travel and issues surrounding male practice players (Should the NCAA allow males to practice with female athletic teams?).

“Quaker Crazyes.” Following last year's successful “Pack the Gym Night” and sportsmanship emphasis — “Be Loud, Be Proud, Be Positive” — the Athletic Department will initiate a plan for marketing athletic events on campus. The goal is to draw more community participation at games. “Quaker Crazyes” is a fan reward program that will offer Earlham students and faculty the opportunity to earn free prizes for attending home athletic events while supporting Earlham teams in a positive way.

Partnership with “Think Talk Act.” The department and student athletes will work together with Think Talk Act to heighten awareness of sexual violence and sexual assault issues.

Agenda for the Coming Year

NCAA Self Study. The National Collegiate Athletic Association requires each institution to conduct a self study once every seven years. This is Earlham's year in the rotation.

Athletic Success Benchmarks. Over 20 years ago, the College established “win/loss” benchmarks for Earlham's intercollegiate athletic teams. Through discussions lead by the Athletic Committee, we will determine if these benchmarks are an appropriate way of evaluating an athletic team's success.

Athletics Staff. The department will look at the current staffing pattern to determine if it is the most effective and efficient use of resources.

Reshaping NCAA Division III. Earlham will be an active participant in conference and national discussions regarding the future of Division III. The division's size and philosophical differences within the membership will lead to a new alignment. The process is in its early stages and a final decision will be made at the NCAA Convention in January 2009.

Prepared by Nelson Bingham, Provost

New Faces and New Roles

The position of Provost was separated from the Academic Dean role since the 2006 Gazette. Thus, this position represents a new configuration of responsibilities. One aspect of this role is to fill in for the President in his absence — coordinating among various offices, welcoming visitors to campus, interviewing candidates, convening Senior Staff meetings, etc. In addition, the Provost oversees a number of specific areas of College operations that do not neatly fall into other administrative units; these include Student Success, Institutional Research, Campus Ministries, the Newlin Center for Quaker Thought and Practice, the Plowshares Collaborative Program and the Graduate Programs in Education. Finally, the Provost works on a wide variety of tasks and projects as needed, including management of administrator five-year reviews, orientation for new trustees, supporting/mentoring other senior staff and coordinating planning for the College.

What had been termed Retention was re-cast as the Office of Student Success and **Wendy Seligmann** took on the new title of Associate Dean for Student Success. That office is housed in the Bolling Center so as to be in proximity to Institutional Research.

New Activities and Programs

In addition to activities to be described separately in conjunction with several of the above offices, the Graduate Programs in Education will have an accreditation review this fall, as well as offering some new professional development programs for local K-12 educators. The Plowshares Collaborative will involve work with Manchester and Goshen Colleges and the Indianapolis Peace Institute to transition to a sustainable model for the post-grant period, including some new educational opportunities and recruiting strategies for students. Also, the Provost is engaged in numerous other activities, including convening the Diversity Progress Committee, serving as liaison with Trueblood Nursery School, cooperating in planning for emergencies, assisting in the implementation of our new approach to alcohol, overseeing the IDEM recycling grant, and collaborating with Admissions on non-cognitive factors in selectivity.

Agenda for the Coming Year

In addition to items noted on other pages:

1. Implement new emergency plan.
2. Explore future plans for Trueblood Nursery.
3. Develop Provost's Web page.
4. Plan for post-grant continuation of selected Plowshares-related activities.
5. Complete activity for IDEM recycling grant.
6. Examine ways to more fully integrate the Graduate Programs in Education with the undergraduate college, in terms of services to students, budgeting, governance, fund-raising, etc.

Institutional Research

Prepared by Nelson Bingham, Provost

New Faces and New Roles

No changes have been made this year.

New Activities and Programs

1. Revision of the Fact Book.
2. Examine procedures for responding to college guide survey requests.
3. Participate in U-CAN/NAICU project to provide a database for comparing institutions.
4. Participate in College Sports Project sponsored by Mellon Foundation.
5. Participate in the Collegiate Learning Assessment (CLA) collaboration with Kalamazoo and Colorado colleges.

Agenda for the Coming Year

1. Initiate outside evaluation of Institutional Research operation at Earlham.
2. Cooperate with Assessment Committee in creating updated Web page on assessment.
3. Support work on student success by conducting research studies as requested.

Religious Life

Prepared by Nelson Bingham, Provost

New Faces and New Roles

As part of the creation of the Provost's position, Campus Ministries and the Newlin Center were integrated under the category of Religious Life and housed together in Virginia Cottage. **Trayce Peterson**, as Director of Campus Ministries, joined Dortha Meredith in that setting. With Dortha's retirement, Trayce assumed the role of Director of the Newlin Center on July 1, 2007. **Kelly Burk** was then hired as Interim Director of Campus Ministries and there is currently a search under way for a ¼-time Campus Ministries Associate.

New Activities and Programs

1. Strengthen student engagement with the Quaker Enrichment and Leadership Program (QELP).
2. Use the Newlin Center to develop networking opportunities for the College and our Quaker "neighbors" and wider constituencies.
3. Create more faculty involvement with the Newlin Center to develop scholarship and dialogue.
4. Use the Newlin Center to help organize a gathering of Friends of Color.
5. Partner the Newlin Center with the African and African American Studies (AAAS) Program to celebrate the 30th anniversary of AAAS by honoring Bayard Rustin's role in the Civil Rights movement.
6. Extend the ministry of hospitality of Virginia Cottage by involving more Earlham and ESR students in informal visits and formal programs.
7. Conduct a review of campus ministries.
8. Search for and hire a new Director of Campus Ministries.
9. Engage more effectively with various faith groups on campus.

Agenda for the Coming Year

1. Experiment with strategies for nurturing College Meeting for Worship.
2. Further develop integrative relationship of Newlin Center and Campus Ministries to create a more visible and unified presence of religious life on campus.
3. Creatively utilize Lilly grant for Sustaining the Theological Exploration of Vocation.
4. Explore long-term models for supporting various faith groups (e.g. Quakers, Jews, Catholics, Muslims, Buddhists, Evangelical Christians).
5. Clarify relationship of Campus Ministries with Student Development.
6. Promote student engagement with wider Quaker constituencies through attendance at gatherings, internships, inviting representatives of Quaker organizations to campus.
7. Cooperate with Indiana Yearly Meeting committee on the relationship of the Yearly Meeting with Earlham College.

Student Success

Prepared by Wendy Seligmann, Associate Dean for Student Success

New Activities and Programs

Student Success Workshop Series

Through the advising questionnaires and peer mentor phone calls, specific areas that concern incoming students have been identified. In addition, Advisory Committee faculty named areas where students have gaps in their skills. Utilizing faculty, a series of Student Success Seminars will be offered to address topics such as time management, working in collaborative groups and organizing long term projects. Those students who have expressed specific concerns in these areas will be proactively contacted. Faculty who would be interested in offering a workshop or have a workshop topic to suggest should contact Wendy Seligmann.

Programming for Students who have Taken a “Gap” Year

On the advising questionnaires, students who have taken a “gap” year often express concern about reentering a structured academic environment. This year, those students will be invited to a gathering and asked what kinds of things might make that transition go more smoothly. Based on their responses, appropriate opportunities to address those concerns will be created for those students.

New Orientation/Registration Processes

This summer, two pilot summer on-campus pre-registration days were conducted. This is the first of several strategies for engaging new students earlier in the summer. Next summer additional summer pre-registration programs will be piloted, adding remote locations where there are significant numbers of confirmed students as well as additional on-campus pre-registration days.

Affirming Student Success

Academic departments have been encouraged to find some mechanism to acknowledge a student when he/she has declared a major. This could be something as simple as a letter from the convener of that major congratulating the student, inviting them into the major and lifting up possibilities for further engagement within the major (research, off-campus study, internships, etc.).

Agenda for the Coming Year

Last year, an integrated model of strategies for facilitating student success was developed and shared with faculty. This year all elements of that model will be implemented while adding appropriate new components. The model is shown on the next page.

Admissions

Prepared by Jeff Rickey, Dean of Admissions and Financial Aid

New Faces and Roles

Admissions welcomes **Maggie Shank** '06 who joins us as an admissions counselor replacing Aine Casey who moved to Austin, Texas, for a Teach for America opportunity. Maggie worked for the Admissions Office in various capacities while a student. Interestingly, Maggie and Aine both graduated from New Trier High School in Winnetka, Illinois.

New Activities, New Programs

Motivation, Desire and Persistence Pilot Study. From work done by the Admissions and Financial Aid Advisory Committee this past year informed by the selectivity principles approved by the faculty and Board, a pilot study is being conducted to determine the level of motivation, desire and persistence from admissions materials on the part of students enrolling this fall and then to determine whether there is a correlation between those factors and student retention.

Non-Cognitive Factors Pilot Study. This year Earlham will be one of 18 colleges and universities participating in a pilot study of a new instrument developed by the College Board 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. All applicants will be encouraged to complete the Web-based instrument.

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.

Recruitment of Indiana Students. We continue to be concerned about the percentage and number of Indiana students who are choosing Earlham. At this writing, we expect 53 Indiana students to be joining us, 17% of our entering class. We are adding to our Indiana initiatives this year to put Earlham in front of more prospective students and influencers. In April we hosted guidance counselors from private high schools in Indianapolis for an in-depth day at Earlham. In June we hosted an additional 25 guidance counselors from Indiana high schools. This year we plan to hold receptions in the larger cities of Indiana. All of this is in addition to our extensive marketing efforts that include visits to the majority of Indiana high schools, our partnering with several community organizations, Indiana Academic All-Stars, and Kids Count in Indiana, strategic advertising and media placements, and the purchase of names and information of top juniors in Indiana.

Multicultural Recruitment. We have been building on the pilot project we launched two years 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 co-curricular opportunities. We have been successful to the extent of gaining more diversity within the diversity, but now we hope to have it accompany increased numbers of multicultural students.

International Student Recruitment. Our success attracting and serving the international graduates of the United World Colleges has presented some new opportunities of support from the Davis Foundation. More information about these opportunities will be shared as we are able.

Faculty Feedback on Visitors. This year we will ask teaching faculty to report behavior and attitudes exhibited by prospective students that are exceptionally positive or negative.

Financial Aid Consulting. Last spring we retained the services of The Stillwater Group to review our financial aid policies. Early this fall we expect to receive their final report that will include recommendations.

Portals and Self-Service. Admissions expects to take full advantage of the features of the prospective student portal and Banner Self-Service as they develop. This will enable us to build better individual relationships with students via technology and assist us in providing better and more timely service to them.

Agenda for Admissions & Financial Aid Advisory Committee. Some items are coming to the A&FAAC for consideration as we begin the new year. Chief among them are the issues of 1) international students and the financial cost they represent, 2) quantitative competency, and 3) the recommendations of The Stillwater Group.

Agenda for the Coming Year

Yield Concerns. This fall our yield (number of students enrolling divided by the number admitted) (26% 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 (26 to 34%) makes it difficult to know how many admission decisions to make. We have a good handle on the science, but struggle with the art (and, I dare say, the magic!) of student decisionmaking.

Financial Aid

Prepared by Bob Arnold, Director of Financial Aid

New Faces and Location

While there are not any new faces, it is possible we will have a transition some time this fall. We are in a new location! We are now located in a suite of offices off of the Office of Student Development on the garden level of Carpenter Hall. The new office space is larger and more flexible than our previous location. We hope that students, parents, faculty and others who visit the Financial Aid Office will appreciate the new space as much as we do.

New Activities, New Programs

New Federal Aid Programs. During the 2006-07 academic year the Financial Aid Office implemented several new Federal Student Aid programs. The Academic Competitiveness Grant and the Smart Grant programs are the first significant new Federal Grant programs in many years. Also, the Federal Direct PLUS Loan for graduate students was implemented.

Banner Self-Service. By mid or late fall the Financial Aid Office plans to implement the Financial Aid Student Self-Service module in Banner. What does this mean? Why are we doing this? We are implementing this module so students and parents will have access to important information about their financial aid on a 24/7/365 basis. Students can see at their convenience what aid application documents they have submitted, what aid application documents they must still submit, their aid package, when their aid can be disbursed, and when it has been disbursed. Additionally, this service will provide students with information about how we determined their aid and links to important Web sites (FAFSA, Direct Lending, State Student Assistance Commission, etc.) Finally, this new service will dramatically reduce both our use of paper and time spent printing and filing.

Agenda for the Coming Year

During 2007-08 the Financial Aid Office will need to re-examine several key issues. The most important issue continues to be how can Earlham College use limited financial aid resources to achieve full enrollment of a qualified and diverse student body. More specifically, how can we make the most efficient use of our aid dollars? How can we make Earlham College affordable to those students who do not have the means to attend Earlham College? How do we remain competitive in a market where our competitors' increasing use of merit aid for students not requiring financial assistance? Should we use a student's ability to pay when deciding to accept or deny an applicant? Challenges clearly remain in a very competitive admissions market.

Community Relations

Prepared by Avis Stewart, Vice President for Community Relations

New Faces and New Roles

Kari Kinsey is the new Wellness Programs Secretary. Kari comes to the Wellness Programs after serving in the Center for Academic Enrichment. She and her spouse Bill, Earlham's Athletic Trainer, are the parents of two children.

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 into 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 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 — 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.
- Continue to work at providing a positive, welcoming environment in the Wellness Center.
- Continue to work with WECl to improve the use of its physical space, programming and staffing.
- Continue discussion of Internet streaming and podcasting by WECl.
- Continue to work with the Equestrian students on a management/governance document.
- Continue discussion about ways in which to enhance the Guest Artist and Lecture Series and Convocations.
- Continue to work on the development of the cocurricular impact that the Convocation and Guest Artist and Lecture Series has on the educational experience of our students.
- Distribute the Wayne County Trail Map to the Earlham Community.

Facilities

Prepared by Dick Smith, Vice President for Finance
and Cindy Callahan, Assistant Director of Facilities

New Faces and New Roles

We have completed the search for a new Director of Facilities to replace Glen Heywood who left in March. **Alan S. Bigger**, Director of Building Services at Notre Dame — and the current President of APPA, the national higher education facilities management association — has accepted our offer. He and his family will be joining us Monday, September 17. Bill Mullin is no longer the Special Projects Manager; this was effective June 30.

New Activities and New Programs

- **Major Projects.** We have received the certificate of occupancy for Olvey-Andis Residence Hall and are working through the final punch list with the contractor and architect. The new Football Facility and Grandstand have been reviewed for their occupancy certificates although a lot of outside work remains to be done by the home opener on Saturday, September 1. The renovation of Barrett Residence Hall started on schedule.
- **Facilities Planning.** We are working with Moore Engineering on a 2007-08 project to upgrade utilities in the basement and subbasement of Earlham Hall in anticipation of the full EH renovation to take place during 2008-10. Kirkwood Design Studio is the architect for the EH renovation. We have also asked Moore Engineering to undertake a study of the campus electrical power distribution network.
- **2007 Summer Projects.** The following significant projects were completed over the summer or are still underway: addition of a new steam line from the Boiler House to Barrett, installation of two new campus water main valves, repair of Weber Pool, a new Hammer Throw area and the upgrade of the Stanley elevator. The following projects are yet to be started but should be completed before the end of the calendar year: resurfacing of the Campus Village tennis courts, installation of a new handicapped lab hood in Chemistry, replacement of the underground fuel oil tanks and the replacement of three transformers in Vault #5 (south of Dennis Hall).

Agenda for this Coming Year

- **2008 Summer Projects.** The budget will probably fund \$600,000 of summer projects in 2008, less than needed to stay abreast of current maintenance needs. High-priority hold-over candidates from 2007 are campus steam line replacements, College House renovations, several roof replacements, electrical transformer replacement, Phase II of the Meetinghouse renovation series, and Trueblood floor renewal. Part of the 2007 and 2008 Summer Project budgets are being used to fund the Barrett renovation.
- **Environmental Plan and Recycling.** 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.

Finance and Accounting
Prepared by Dick Smith, Vice President for Finance
and Cathy Habschmidt, Controller

New Faces and New Roles

Dana North was promoted to Assistant Vice President for Business, replacing Cherie Dolehanty who is enrolled in the MAT Program. We are in the process of interviewing and hiring a new Business Office secretary, replacing Emily Rivard who transferred to Public Affairs. **Susan Finnegan** is our new Cashier in Accounting.

New Activities and New Programs

- **White River Farm Land Sale.** On July 19, we had the closing on the sale of 413 acres of college-owned land in Carmel to Platinum Properties, a local developer. The net proceeds (approximately \$16.5 million) await Board action at the October Board meeting.
- **Property Planning.** We have purchased two houses on College Avenue from older owners. 341 College Avenue will be a rental house while 400 College Avenue (the childhood home of Opal Thornburg) is likely to become a College House for the 2008-09 housing year.
- **Socially Responsible Investing(SRI).** The new SRI Advisory Committee will start work this fall.
- **Board of Trustees Committee on Financial Strategy.** We will continue to provide support for the committee that will review the strategic implications of the College operating budget.
- **Budgets.**
 - 2006-07 (last year's) College Budget. There were no year-end surprises (as of now). We ended June 30 with an operating deficit for the College.
 - Current year (2007-08) College budget. In June, the Board approved the operating budget with a very modest surplus; however, it appears that the discount rate for the entering class is higher than planned and with fewer students than budgeted. Until we know the final tuition discount rate and size of the entering class and retention, it is difficult to know what measures, if any, might need to be required.

Agenda for the Coming Year

- **Next year's (2008-09) budget** is not likely to be balanced easily without a drop in the financial aid discount rate and will depend heavily on retention, total enrollment and health plan claims. The end of funding for the Plowshares grant means that a number of positions, particularly in Information Services, will lose some or all of their current sources of support.
- **Investments.** We will continue to seek new opportunities in various areas of alternative investments, with a particular emphasis on direct investing (as opposed to fund-of-funds) in energy partnerships, and consolidate some duplicate managers.

Business Operations

Prepared by Dana North, Assistant Vice President for Business Operations

Business Office, Telephone Center, Campus Services, Bookstore,
Summer Conferences, Housekeeping, Dining Services, Human Resources

New Faces and New Roles

- **Bobbi Cayard-Roberts** and **Angela Stevens** joined the Bookstore staff in 2007.
- The newest faces in Housekeeping include: **Kathy Butler**, Runyan Center, and **Margo Schenck**, Bolling Center. Faith Ross retired in December.
- **Tammy Tomforhde** joined the Business Office as the new Human Resources Director in February 2007.
- **Emily Rivard** joined Public Affairs in June 2007. The Business Office is in the process of hiring an administrative assistant.
- **Dana North** joined the Business Office in July 2007.

New Activities and Programs

We have changed carriers for our worker's compensation and long-term disability programs.

Agenda for the Coming Year

Human Resources

- Initiate a review of the hourly staff Performance Appraisal process.
- Coordinate communication about portal development activities for hourly staff and contracted services.
- Continue to work on health plan issues and costs.

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

- Finish the assessment of copiers, printers, scanners and fax machines.

Bookstore

- Develop a response to the decline in textbook sales and stagnation in other books sales.
- Continue looking for new strategies to increase publicity and sales.

Summer Conferences

- Determine appropriate use of renovated halls.
- Begin to consider a marketing plan for bringing new conference groups to campus.

Dining Services

- Continue discussion of possibility and feasibility of a declining balance system for the student board plan in 2008-09.

Development and Alumni Relations

Prepared by Jim McKey, Vice President for Institutional Advancement

New Faces and Roles

We have two individuals who have recently joined our office. **Meg Bragdon** has moved over from serving as Internship Coordinator for the Service Learning and Career Development Center. She will serve our office as Associate Director of Reunion Giving. **Heather Charboneau**, an '07 Earlham psychology graduate, is our new Assistant Director of Annual Giving, replacing Mandy Ford who became Director of External Relations for the Earlham School of Religion. In addition, we welcomed **Ellen Blevens** as Development Communications Coordinator last May. Ellen is housed in Public Affairs but supports all development communications efforts.

New Activities and Programs

- Implementation of a special effort to increase annual fund dollars and participation with a focus on reunion giving and retention of donors.
- Continuation of solicitation of leadership gifts for our comprehensive campaign.
- Preparation for the public phase of campaign.
- Implementation of a series of regional alumni events featuring Doug Bennett.
- Development of on-campus cultivation activities around physical plant objectives of campaign.

Agenda for the Coming Year

- Continue to seek leadership gifts for the Campaign using the \$60 million working goal (with an aspirational goal of \$80 million) approved by the Board in June. Begin use of the volunteer National Leadership Council and Campaign Steering Committee in support of solicitations.
- Grow the Annual Fund through better or more intentional branding and work with President's Circle donors and reunion giving efforts. Publish the first donor report in five years. The goal for this year is \$1.55 million.

Public Affairs

Prepared by Karen Roeper, Associate Vice President for Public Affairs

New Faces and New Roles

- **Mark Blackmon** joins the Public Affairs staff as director of media relations. Mark comes to us from the Baltimore, Maryland, area where he had several years of experience in media relations, marketing and fine arts promotion.
- **Ellen Blevens**, who joined the Institutional Advancement staff as development communications coordinator, is housed in Joseph Moore House along with the Public Affairs staff. She manages campaign communications and assists in outreach for the Annual Fund and Alumni Relations.
- **Denise Purcell**, public affairs assistant, takes on more media work this year, replacing her responsibilities for Earlham's official campus newsletter, *Around The Heart*. Late last academic year, you may recall that **Polly Wilde** became editor of the newsletter.
- We welcomed **Emily Rivard** as our administrative assistant over the summer, following Patty Jenkins' retirement.

New Activities and Programs

- The virtual tour project begun last year should be completed this fall. This project will enhance the College's Web site through a combination of video, audio and Flash technology. A CD-ROM version of the tour along with video segments is planned for distribution to prospective students.
- Earlham is taking part in a city of Richmond project called e-Local Link which will improve the city's Web visibility. A co-sponsor of the project, the College is creating a video segment emphasizing a community relations message.
- This fall we will dedicate the Darrell Beane Stadium and install a series of plaques recognizing donors who made this project possible.
- The online pressroom — www.earlham.edu/pressroom — will be the target of some new features; this year we hope to add podcasts to selected news stories and to experiment with streaming a limited number of events.
- The *Earlhamite* alumni magazine and its related online extension, Earlhamite Extras, will feature a January 2008 issue on libraries and information technology and a July 2008 issue exploring medicine and the sciences.
- A new brochure is planned to highlight Earlham's science programs, joining the family of admissions publications.
- Major publications available this fall include the *2007-09 Curriculum Guide*, a redesigned and written *Student Handbook*, a new issue of the *Earlham Guide to Richmond*, and the annual *Faculty and Staff Directory*.
- Public Affairs hopes to offer a workshop about publications planning and processing in the fall and to update the College's *Style Manual* in the spring semester.

- Work is already underway with Jan Krukowski and Associates will begin to focus on the messages and plans for the publications and Web pages that will support the campaign. We are targeting a fall 2008 announcement of the campaign.
- We are assisting our Graduate Programs in Education faculty as they enhance their publication set and Web site with a new graphic design.
- Advertising for the year is somewhat reduced. The College will maintain a presence in the four college guide issues of the *Indianapolis Star*, and in *Friends Journal* (national) and *Quaker Life* (regional) periodicals. In the spring, Earlham again will sponsor the *Indy Star's* Academic All-Star Program. Local advertising will support community relations, events and Graduate Programs in Education.

Agenda for the Coming Year

- Earlham continues to seek national visibility, working with Morrison & Tyson Communications. Bill Tyson visits the campus in October. We expect that such topics as college rankings, reorganization of NCAA Division III athletics, international engagement, and access to and assessment of higher education will continue to be in the news. Linking Earlham experts to newsworthy topics in higher education is an important goal.
- We will continue to invest in the power of the Web site as a tool for outreach. This will emphasize audio and video elements and the streaming potential of the Internet.
- Public Affairs will continue to be an active participant in emergency planning. We hope to implement improved protocols that will streamline our ability to notify the campus, media and our constituencies with consistent, accurate and helpful messages during times of crisis.
- Earlham is among more than 300 institutions of higher education participating in the U-CAN project, an extensive, Web-based collection of data that NAICU will initiate this fall as an alternative source of information to the *U.S. News & World Report* rankings and Web site. Public Affairs has assisted in collecting information and links to the College Web site for this project and will continue to be a part of ongoing discussions about what information the College will make public.
- Our publications efforts require a new round of computer equipment and a software upgrade during 2007-08. We continue to be dedicated to producing quality publications that reflect well on Earlham.

Important Reminders

From the Admissions Office

Fall Preview Days. The dates for the fall previews for prospective students are October 8 and November 12. Thank you for what you do to make the previews and individual campus visits so meaningful to our prospective students!

From the Associate Academic Deans

Ford-Knight Application Deadlines. We will continue to follow our system of “first Wednesdays.”

- A. Due on the first Wednesdays of November (Nov 7): Preliminary proposals, or a brief “declaration of intent to apply.”
- B. Due on the first Wednesday of December (Dec. 5): Final proposals.

Application guidelines are on the Earlham Web site and are also available from Cheri Gaddis (cherig, x1525).

Convocations. Please urge students to attend convocation as part of an effort to maintain community-wide intellectual discussion.

From the Athletics Department

The home portion of the fall athletic schedule begins on the weekend of Aug. 31–Sept. 1.

Friday, August 31

- Women’s Soccer vs. Capital at 3:00 p.m.
- Men’s Soccer vs. Capital at 5:00 p.m.
- Volleyball vs. Taylor-Ft.Wayne at 6:00 p.m.
- Volleyball vs. Dubuque at 8:00 p.m.

Saturday, September 1

- Volleyball vs. Urbana at 10:00 a.m.
- Volleyball vs. Alma at noon
- Football vs. Rose-Hulman at 1:00 p.m.
- Women’s Soccer vs. Spalding at 1:00 p.m.
- Men’s Soccer vs. Spalding at 3:00 p.m.

Family Weekend (October 6) and Homecoming (October 20) will also be full weekends of Earlham sports when most of our teams will play at home. Find all of the athletic schedules on the Web at www.earlham.edu/athletics/content/sports_news .

Many teams will compete in new or renovated facilities this year. The Darrell Beane Stadium will be the home for football and track. Our tennis teams will be on newly resurfaced courts. Schuckman Court in the Athletics and Wellness Center has a new and exciting look for the volleyball and basketball teams to play on. Support EC Athletics!

From the Business Operations Office

Contact **Campus Services** (x1215) in advance when you have large copying projects.

For phone and voice mail concerns, contact x1411.

From Community Relations

A wall-mounted **Automated External Defibrillator (AED)** is now located by the Wellness Welcome Desk for emergencies.

Complimentary monthly health screenings, in partnership with Whitewater Valley Rehabilitation, will be offered from 9:00 a.m. until 3:00 p.m. on the following Wednesdays: August 29, September 26, October 31 and November 28.

The Starr-Gennett Walk of Fame Celebration will take place on Saturday, September 8, in the Richmond Gorge.

Dr. Manning Marable '71 will be the speaker at the Wednesday, September 19, Convocation that notes 35 years of African and African American Study.

Lee Hamilton, the Director for the Center on Congress and Co-Chair of the Iraq Study Report, will be the guest lecturer on Thursday, September 27.

The political satirists, Capitol Steps, will perform on Friday, October 19.

From the Facilities Office

Requests for significant construction projects for the summer of 2008 should be made by Monday, October 2 at the latest.

From the Finance Office

Operating budget requests for 2007-08 will be due to Senior Staff by Friday, November 2.

When hiring administrative faculty, all hiring supervisors should check with Dick Smith or Greg Mahler on general salary ranges before the search and again prior to extending an 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 writing a 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 International Programs

Please talk with your advisees about off-campus study opportunities. **If you have any questions about any of our programs, please be in touch with our office.**

If you would like to propose an off-campus May Term for spring 2009, please call IPO.

If you are interested in leading a semester off-campus program, please be in touch.

From the Public Affairs Office

Please keep Mark Blackmon apprised of newsworthy accomplishments, planning that

has potential for media coverage and of your interactions with the media. You can reach him at blackma@earlham.edu or x1256.

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 x1292.

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.

Remember to participate in *Around The Heart's* daily announcements available each weekday morning through the listserves. Your submissions by 11 a.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.

Please alert Denise Purcell to ideas for hometown stories at purcede@earlham.edu.

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 Information Services

All communications with Information Services about technology should be directed to the HelpDesk. There are three means of contacting the HelpDesk:

Call the HelpDesk at x2000.

Send an e-mail message to helpdesk@earlham.edu.

Complete a work request form at

<http://helpdesk.earlham.edu/html/form-data/forms/index.html>.

From the Registrar

Registrar's Office closed Monday, August 20, to prepare for **Enrollment Confirmation on Tuesday, August 21**, for all students.

Classes begin Wednesday, August 22. Registration cards and all enrollment changes are due on Tuesday, August 28 by 4:00. *Signatures of teaching faculty will not be required for a student to drop a course during the registration period.* The Registrar's Office will be closed the afternoon of Wednesday, August 29, to enter registrations and confirm class lists for faculty for availability on the web by Thursday, August 30. Senior Audit acknowledgements are due on Friday, August 31.

Classes are in session on Monday, September 3; essential student service offices are to remain open.

All major forms from the Registrar's Office are now available at www.earlham.edu/registrar/glossary.html.

Any corrections to the Curriculum Guide should be submitted electronically to washibo@earlham.edu by Monday, September 10.

Faculty and students planning field trips should visit the policy approved by the Faculty Meeting, titled *Statement on Approved Absences for Field Trips*, available at www.earlham.edu/policies/approvedabsences.html

From Student Development

Parking during New Student Week. The campus will be quite congested on Friday, August 17, when New Student Week begins. We encourage folks who can to please park in lots farthest from the residence halls.

New Student Week Events. We warmly welcome all members of the College to New Student Week events. In particular:

Parent Breakfast – Saturday, August 18, 8:00 a.m., Comstock Room.

Athletic Brunch – Sunday, August 19, 11:30 a.m.-1:00 p.m., Dining Hall

From the Associate Dean of Student Success

Faculty who are aware of a student who is not meeting with success at the College, should be in touch with Wendy Seligmann. In her role as Associate Dean for Student Success, she coordinates College intervention efforts for those students who are identified as being able to benefit from specific College resources as they seek success at Earlham. In each case, an effort is made to utilize College resources and to engage with students as fully as possible as they work toward success at the College. Likewise, sometimes a student is academically successful but for a myriad of other reasons is not satisfied with their experience at the College (e.g. not feeling challenged enough, finding it difficult to connect with friends, uninvolved). Those students should be referred to Wendy as well.