

GAZETTE

AUGUST 2008

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 twice a month, includes:

President Doug Bennett	Associate Dean for Student Success Wendy Seligmann
Provost Nelson Bingham	Associate VP for Annual Giving Kevin Klose
Academic Dean and VP for Academic Affairs Greg Mahler	Associate VP for Institutional Advancement Kim Tanner
VP for Finance Dick Smith	Associate VP for Public Affairs Karen Roper
VP for Institutional Advancement Jim McKey	Assistant VP for Business Operations Dana North
VP for Community Relations Avis Stewart	Director of Admissions Nancy Sinex
Dean of Admissions and Financial Aid Jeff Rickey	Director of Athletics Frank Carr
Dean of Student Development Deb McNish	Director of International Programs Patty Lamson
Registrar and Associate Dean of the College Bonita Washington-Lacey	Director of Facilities Alan Bigger
Associate Academic Dean Kari Kalve	Director of Financial Aid Robert Arnold
Associate Academic Dean for Program Development Alice Shrock	Controller Cathy Habschmidt
Clerk of the Faculty John Howell	Assistant to the President Adam Putnam
Coordinator of Information Services Tom Kirk	
Associate Dean of Residence Life Kevin Schaudt	

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.

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Doug Bennett, President

August 12, 2008

New Faces and New Roles

Lyn Thomas came upstairs last spring to serve as Secretary to the President and Provost. **Adam Putnam '07** sails into his second year as Assistant 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. *Announce the campaign and make further progress.* We have already raised over \$40 million in our campaign. At Homecoming in October, we will publicly announce the campaign, and over the course of the year seek to make significant progress toward the \$60 million campaign goal.
2. *Assess our General Education Program.* The Faculty approved a new General Education Program in 2002, promising ourselves we would undertake an assessment of the new program five years later. Last year we began making preparations for the assessment, and in May received a \$150,000 grant from the Teagle Foundation to support the effort. This is the year we undertake the assessment.
3. *Adopt and begin to implement a new strategy for financial aid.* Last year the Financial Aid Task Force sketched the general outlines of a new strategy for financial aid. This fall we need to widen the discussion, and consider a new draft strategy through our governance processes. Once approved by the Board of Trustees, we will move to implementation — something we expect will take several years. A key to this new strategy will be continued growth in the size of our domestic applicant pool.
4. *Professional development for teaching faculty and administrative faculty.* We want to give some fresh attention to our approach to professional development for both teaching faculty and administrative faculty. What programs are most useful? How do they connect to personnel review processes? What additional resources do we need to make these programs more effective? We are hoping to raise some additional money in the campaign to strengthen professional development for teaching faculty.
5. *RATS/PAR process.* Last year the Faculty approved a new Position Allocation Review process (PAR), and began revising our RATS process. This year, we need to give final approval to any revisions of the RATS process and begin using these in making decisions about the allocation of faculty.
6. *Wellness initiatives.* In the broad area of wellness, we will have three important initiatives this year:
 - a. *Counseling services.* We will conduct a review of our counseling services this year, and also develop a stronger program for educating students about mental health wellness.
 - b. *Drug and alcohol education.* We will develop a stronger program in drug and alcohol education, and be sure this program also addresses issues around sexual assault.
 - c. *Wellness review.* We will conduct an overall review of our Wellness Program, now 10 years old.
7. *Launch of @TheHeart, Earlham's portal.* During the 2008-09 year Information Services — in collaboration with many other units of the College — will implement @TheHeart, Earlham's portal. During the Fall Semester much of the “back room” work will be completed. Our target is to have a Beta version of the portal available for faculty and students by January 2009. A portal is never really finished; it is always in process. We expect enhancement and development to continue aggressively for the next couple of years.
8. *Diversity.* Last year we put together an ad hoc committee to review our progress on diversity and our approach to issues of diversity going forward. This ad hoc committee participated in a gathering of other diversity groups at a GLCA sponsored summit. This year we want to draw together what we learned from last year's thinking and draw the whole community into consideration of what we need to work on next, as a community, about diversity.

9. *Important searches.* We have at least nine searches to conduct this year for regular members of the teaching faculty. We will also be searching for a new College Librarian and Coordinator of Information Services because Tom Kirk will be retiring at the end of this academic year. Given Earlham's several-decades-long leadership role in higher education around bibliographic instruction, our search for a College Librarian takes on an extra measure of importance.
10. *Renewing community.* With two faculty deaths and a student suicide, and with several difficult discussions among the faculty, last year had more than its share of difficult moments for the Earlham community. This year we should put a focus on renewing and revitalizing the fabric of community, an effort in which all of us can play a leading role.

Here is a brief list (certainly not exhaustive) of some continuing efforts of importance:

Improving retention/student success

Gaining a traffic light at the main entrance

Making Earlham more environmentally responsible

Strengthening our preparations for an unforeseen campus emergency

Likely Agenda Items for the Faculty, 2009-09
Prepared by John Howell, Clerk of the Faculty
(with much assistance from outgoing Clerk Mary Garman)

Major Issues Considered by the Faculty Meeting in 2007-08

- Photocopying/Moodle policies
- Language instruction, adding Arabic (from CPC)
- Alcohol policy
- FISC search procedures
- United Way involvement
- Changes in judicial policy — follow up from faculty retreat
- Change in configuration of SFAC
- Diversity progress
- General Education assessment
- Health benefits
- RATS and PAR — from FISC

Issues Likely to Arise in Faculty Meeting during 2008-09

- Student teach-in initiative
- Language instruction
- RATS guidelines (from CPC)
- Curricular issues (from CPC): criteria for determining the number of credits a course receives; enrollment limits (both upper and lower) for classes; credit/no credit within the major; procedures for course approval for courses on Earlham off-campus programs; appeal procedure for disability policy
- General Education assessment (from AAD)
- Earlham Welfare — benefits (again)
- FAC procedures for promotion and tenure
- Environmental Responsibility Committee
- Using the portal (from the Registrar's Office): for submitting grades, advising and registration
- Review revisions to "Principles and Practices"

Provost

Prepared by Nelson Bingham, Provost

New Faces and New Roles

The position of Provost is becoming more settled but, by its nature, continues to evolve. Part of the job description is that the Provost works on a wide variety of tasks and projects *as needed*. In a similar vein, **Wendy Seligmann's** role, as Associate Dean for Student Success, is one that continues to develop as we work to routinize her relationship with the faculty, Student Development, the Registrar, Admissions and other College units. In Campus Ministries, **Kelly Burk** is not a new face, but this year, she is moving from interim status to the position of our permanent Director of Campus Ministries.

Agenda for the Coming Year

In addition to items noted on other pages:

- complete new policy/procedures for administrative five-year reviews
- follow up on administrative faculty concerns (e.g. supervisor training, faculty development for administrative faculty)
- participate in reflections on community spirit at Earlham
- complete revision of policy/procedures for information disclosure (including shift of Fact Book to an online "Earlham by the Numbers" format)
- continue implementing emergency plan
- develop Provost Web page
- plan for post-grant continuation of selected Plowshares-related activities
- examine ways to more fully integrate the Graduate Programs in Education with the undergraduate college, in terms of services to students, budgeting, governance, fundraising, etc.
- engage in campus discussion of Diversity Summit report and implement recommendations
- coordinate assessment of mental health support system
- update faculty database (with Greg Mahler)
- seek progress on issue of smoking on campus
- engage in strategic visioning process for Newlin Center
- plan for ending of Lilly Grant for Sustaining Theological Explorations of Vocation (in 12/09)

Office of Campus Ministries

Prepared by Kelly Burk, Director of Campus Ministries

New Faces and New Roles

In the fall of 2007, an ad hoc committee conducted a review of Campus Ministries as a precursor to a search for a new Director of Campus Ministries. After a full and active national search in the spring of 2008, four candidates were brought to campus for two-day interviews. Taking into account the feedback of faculty, staff and students who participated in those interviews, the search committee reached consensus to recommend the hiring of **Kelly Burk** and the President approved this recommendation.

In the coming year, the Office of Campus Ministries will employ an Earlham School of Religion student. **Trish Eckert**, who also works in the Peace and Global Studies Department, will be fulfilling the Supervised Ministry requirement of her seminary degree by working part time in the Campus Ministries Office. She replaces Vivian Wyatt who served in this position last year.

Marya Bower will continue in her role as Campus Ministries Associate but will no longer focus on the Sexual Violence Education component. Instead, Marya will be available for special projects (planning the review process for rethinking College Meeting for Worship) and pastoral care to those in crisis.

New Activities and Programs

This fall, College Meeting for Worship will be shaped by a 10-week worship series on the Principles and Practices. Each of the five principles (respect, integrity, peace and justice, simplicity, and consensus/discernment) will be addressed first by a faculty member followed by a student. The hope is to give focus and bring a sense of continuity to the weekly services.

Faculty advisors have been arranged for several religious life groups that have struggled in recent years. Karim Sagna and Michael Birkel will advise Muslim student gatherings (an upcoming dinner for Ramadan has been planned). Stacy Kawamura and Joel Rittle will advise the Unitarian Universalist students. Earlham Young Friends is being advised by Trayce Peterson with the assistance of Newell Pledger-Shinn. A lunch has been planned for the advisors of all religious life groups on campus to gather to share ideas and be reminded of resources available to them through the Office of Campus Ministries.

Agenda for the Coming Year

In addition to the ongoing work of Campus Ministries, we have identified four agenda items for the coming year. First, we will give a high priority to building relationships and establishing a public presence. The Office of Campus Ministries has been in transition for the last several years. With the permanent director in place, the staff hopes to focus energy on being more visible on campus and build strong relationships with faculty, staff and students.

Second, the Office of Campus Ministries will invite the campus to re-think College Meeting for Worship. In the fall, the College community will be asked to reflect on the timing and design of this weekly worship opportunity. If we discern that particular changes could re-energize College Meeting for Worship, they are likely to be implemented in the spring of 2009.

Third, the Office of Campus Ministries is working to bring “big name” religious speakers to campus. Faculty members in the Religion Department and at the Earlham School of Religion were asked to submit suggestions. A close working relationship with the Office of Events is being established.

Finally, in the coming year the Office of Campus Ministries plans to renovate the Quiet Room in Stout Meetinghouse. After careful consultation with the parties who will be affected (Clear Creek Meeting, Trueblood Nursery, Friends Archivist, Facilities), we hope to transform the space from a storage area to a spirituality room.

Graduate Programs in Education

Prepared by **Debbie Rickey**, Director of Graduate Programs in Education

New Faces and New Roles

While we do not have new faces per se for this upcoming year, it is worth noting that we do have some changes that have demonstrated tremendous work and commitment on the time of each person. **Stan Hill** received his M.Ed. this spring, **Debbie Rickey** received her Ph.D. earlier this summer, and **Randy Wisheart** is in the final weeks of his Ph.D. program.

New Activities and Programs

We opened our seventh Master of Arts in Teaching cohort with 25 students, our largest to date. While exciting, this presents us with new challenges and procedures for working with that large of a cohort while making sure the distinctives of our program remain true to our mission and conceptual framework. In addition we will be starting the fourth cohort of our M.Ed. program. With our third cohort in their final two semesters this overlap of cohorts also provides us with plenty of opportunities for creative and uncharted ideas.

We also are committed to expanding our professional development opportunities for the local school community. We are anticipating holding our first Socratic Seminar training for elementary teachers this fall and continuing with a general Socratic Seminar training in the spring. This continues to serve the local teachers by helping them develop new strategies to take back to their classrooms and provides a gateway for teachers to experience what Graduate Programs in Education at Earlham is like.

We are hosting our first Diversity Day this November. This was a campus wide event that had been planned for last spring but was canceled due to a major snowstorm. The excitement and commitment from all areas of the campus has served as continuing energy to recreate this event. It is our hope that just as Earlham College has been known as a leader in bringing together diverse thought, people and ideas, we in the Graduate Programs in Education can continue this leadership, especially in the area of education.

Important Reminders

In thinking about the Graduate Programs in Education the only reminder that might need to be made is that while we are a part of the Earlham College family, we also have to operate more globally especially in conjunction with the public schools. Our official semesters begin and end before and after Earlhams official semesters and our vacation days do not coincide with Earlhams calendar. Most importantly, we begin our Master of Arts in Teaching first semester in the summer and have a full calendar of classes and events during the summer session.

Agenda for the Upcoming Year

While our overriding agenda is always having successful M.A.T. and M.Ed. cohorts, we do have other items for this upcoming year.

Diversity

We want to continue to increase awareness of the need for diversity in public school teachers and continue to find ways to help minorities become teachers. This will be done through our work in the Diversity Day this fall and through the recruitment process. We have the largest class of minorities in our current M.A.T. cohort but want to find ways to keep or increase the number.

Assessment

With our state accreditation behind us and another seven years before the next one, we are committed to reevaluating our assessment strategies, processes and procedures. While some aspects were fine for accreditation, the state wants us to be even more aligned with the use of qualitative data and showing evidence of its use in our planning. With a small program such as ours and with the nature of some of our assessment beliefs, this is a huge task to make sure we satisfy both the state and our own program mission.

Technology

We need to continue finding ways to incorporate technology into our everyday Graduate Programs in Education work and find ways to incorporate more technology use with our students. Again, a portion of this is from suggestions from the state accreditation visit, but is also a concern of ours that we have graduates well-versed in the use of different technologies for many purposes.

Professional development for local teachers

As stated earlier, we want to continue finding ways to increase the offerings for local teachers and their professional development. Our foray into professional development has been met so far with good reviews and open arms, so we want to find ways to continue that connection. We plan to offer something each semester for local teachers and to also make revisions to our Summer Institute.

Personal professional development and presentations

This goal is two-fold. First, we want to begin to share what we are learning through our M.A.T. and M.Ed. programs with a wider audience. We are committed to seeking out opportunities to present at national conferences and to write for our professional journals. We think this is a way to help get the word out about the Graduate Programs in Education and the type of teacher we are producing. Second, we are committed to making sure all faculty have the opportunity to grow professionally both through attendance at our conferences and workshops and through our own internal readings and discussions.

Institutional Research

Prepared by Mary Ann Weaver, Associate Director of Institutional Research

New Faces and New Roles

The Office of Institutional Research will continue to be under the direction of **Nelson Bingham** with **Mary Ann Weaver** serving as the primary administrator. A student research assistant will be hired to assist Mary Ann.

New Activities and Programs

The IR Office will work with Public Affairs and Information Services to make available on our Web site a broad spectrum of data in the interest of accountability and transparency. We will move from publishing a "Fact Book" to establishing a Web site of "Earlham by the Numbers." A consultant will be hired by Public Affairs to assist in the development of the Web site. This consultant will create templates that can be updated yearly by the IR Office.

Important Reminders

Check the IR Web site often for the latest research reports — www.earlham.edu/ir.

Data published on this site may be useful for assessment purposes or in applying for grants.

Agenda for the Coming Year

The Office of Institutional Research will continue to serve as a resource for senior administrators, College committees and administrative offices as well as outside constituents. The CIRP, Your First College Year (YFCY), Senior Survey and Admitted Student Questionnaire (ASQ) will be administered to students this year according to our schedule of recurring surveys; see: www.earlham.edu/ir/surveys/recurring_surveys.html. The IPEDS surveys will be completed in compliance with federal regulations, and we will continue to participate in HEDS surveys and the College Sports Project. The IR Office will be lending support in the assessment of General Education by assisting with the Collegiate Learning Assessment and providing data as requested. We will also continue to track all entering cohorts for enrollment management purposes.

This year we will request graduate school information from the National Student Clearinghouse for all Earlham graduates from the Classes of 1997 through 2008. A Student Research Assistant will summarize the data which will provide useful information about our alumni.

Agenda Items for 2008-09

- Administer the CIRP survey to new students; prepare summary report
- Administer the Collegiate Learning Assessment to new students and seniors
- Administer the Research Practices Survey to new students and seniors
- Continue participation in the College Sports Project
- Prepare the Fact Book 2008 — "Earlham by the Numbers" online
- Continue working with Public Affairs and Information Services to finalize plans for "Earlham by the Numbers"
- Provide data to Independent Colleges of Indiana through the Student Information System Annual Report and Fall Enrollment survey
- Prepare and publish the 2008 Common Data Set
- Participate in the following HEDS surveys and prepare summary reports of each
 - Strategic Indicators
 - Freshman Financial Aid
 - Graduation and Retention
 - Applications
 - Tuition and Fees
 - FTEs and Student/Faculty Ratios
 - Deposits

- Complete the IPEDS surveys in compliance with federal requirements
- Complete college guide questionnaires as directed
- Provide National Student Clearinghouse with a list of students who graduate
- Request graduate school information from the National Student Clearinghouse for all Earlham graduates from the Classes of 1997 through 2008
- Administer the Your First College Year survey to freshmen in the spring; prepare summary report
- Administer the HEDS Senior survey and prepare a summary report of responses
- Administer the Admitted Student Questionnaire to all students who are admitted for fall 2009; prepare a summary report
- Provide graduation rates data to NCAA
- Prepare the annual report for the Higher Learning Commission
- Publish all Institutional Research reports on the IR Web site at **www.earlham.edu/ir**
- Continue to track each entering cohort for use in enrollment management research
- Assist with the assessment of General Education by providing requested data

Newlin Center
Prepared by Trayce Peterson,
Director for Newlin Center for Quaker Thought and Practice

New Faces and New Roles

We have no new staff, but Newlin Center has two outstanding volunteers, **Newell Pledger-Shinn**, EC Faculty, and **Nathan Sebens**, ESR student. They eagerly support the efforts of the Newlin Center and development of a structured spiritual formation program for Quaker students.

New Activities and Programs

In an effort to promote the dialogue between intellect and spirit the Newlin Center will offer a series of Quaker Lectures. Noted Quaker scholars from the College, the School of Religion and the wider Quaker community will be invited to speak on a particular topic related to Quaker faith and practice. The goal is to coordinate one or two lectures each semester starting in Spring Semester '09.

To complement the abundant scholarly resources on campus the Center will invite Friends to campus who will be of interest to students, faculty and Friends from the region. During Fall Semester Bill Jolliff, Northwest Yearly Meeting, and Brent Bill, Western Yearly Meeting, will be our guests. Bill will meet with Quaker students and faculty, speak at the ESR/BTS Peace Forum and perform a concert for Admissions Preview Day activities. Brent Bill will serve as the facilitator for the Religious Life Retreat this fall. On a return visit to campus Brent will offer a reading from his new book Sacred Compass and meet with Quaker students from the College and seminary with an interest in writing.

Agenda for the Coming Year

During the Fall Semester the Newlin Center will engage in a process of strategic visioning to develop short- and long-term program goals for its work. In particular the committee will focus on ways in which the Center will foster and nurture the spiritual development of Quaker students. In the Spring Semester, a program committee will develop a structured program of spiritual formation for Quaker students.

The Newlin Center will continue to work with existing Quaker student groups such as Young Friends and residents of Quaker Living Learning House to generate a more visible and stronger presence on campus.

The Newlin Center will work on strategies to make programs and activities of the Center more visible on and offcampus. To this end an ongoing advisory committee for the Newlin Center will be formed to support the director and the work of the center. It is our wish that Quaker students see the Newlin Center (Virginia Cottage) as a gathering place and resource for deeper interaction with Quaker faculty at the College and seminary and broader Quaker community of Richmond.

Student Success

Prepared by Wendy Seligmann, Associate Dean for Student Success

New Activities and Programs

Improving Connections to Residence Life. In the past Peer Mentors were randomly assigned their mentees. This year each Peer Mentor will be assigned to a particular residence hall with students exempt from housing assigned to one Peer Mentor. Resident Assistants will know who the Peer mentor(s) is(are) for their hall. The hope is that when concerns arise around a particular student, there can be a more focused response. In addition RAs and Peer Mentors may choose to do some programming together for residents.

In an effort to foster regular communication with residence hall staff, I will meet at least twice a semester with Resident Assistants and their Area Director. I have set up a system so that I can have regular e-mail contact with the residence life staff which I hope will facilitate more systematic communication regarding students about whom we are concerned.

Programming for Students who have taken a Gap Year. On the advising questionnaire students who have taken a gap year often express concern about reentering a structured academic environment. This year we established a New Student Orientation Committee that planned programs during NSO specifically for students who have taken a gap year. After NSO I will meet with the gap year students to assess the success of those programs and to ascertain whether any additional services would be helpful.

Early Alert Listserv. I will establish a listserv that includes the Registrar and members of the Student Development faculty who have regular contact with students who may be of concern. By communicating regularly we hope to eliminate duplicate efforts and not let any students fall by the wayside.

Important Reminders

Faculty who are aware of a student who is not meeting with success at the College should be in touch with me. In my role as Associate Dean for Student Success, I coordinate 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 me as well.

Agenda for the Coming Year

- Working with Institutional Research, continue to examine data and pursue research around student expectations, motivation and persistence.
- Visit six overlap schools to learn more about the kinds of programs and initiatives they have in place to support retention efforts.
- Evaluate the summer preorientation programs to determine which ones, if any, should be offered and if we continue with preorientation programs, how best to promote them to incoming students.
- Utilize a variety of venues to engage with faculty to insure they are aware of my role and to encourage regular communication regarding students about whom they are concerned.
- Continue to build a collaborative working relationship with those involved in student life beyond the classroom, especially coaches and residence life staff.
- Promote the notion of affirming student success with departments and programs.

Academic Dean

Prepared by Greg Mahler, Academic Dean

New Faces and New Roles

Following this page is information dealing with new faculty at Earlham, faculty departing or changing roles, and plans for faculty hiring this academic year. The 2007-08 academic year was very successful in many respects — in our hiring of new faculty, in the development of new programs (such as the *Faculty Forum* series, or a new Writing Center), in the providing of increased travel funding for faculty, and in the conceptual development of an *Islamic Studies Program* at Earlham — and we look forward to a number of successful initiatives in the 2008-09 academic year.

New Activities and Programs

- This is the year that the faculty had committed to do an assessment of our General Education structure. With the support of the Teagle Foundation, Associate Academic Dean Kari Kalve will lead discussion of such topics as the structure of our General Education Requirements, and the nature of interdisciplinary programs on campus, among other important issues.
- Now that we have received a grant from the Mellon Foundation in support of Islamic Studies, we will work to develop our vision of what such a program will look like and how we might most effectively pursue that goal.
- We will provisionally create a new structure to better integrate academic issues on campus. The *Academic Council* will be made up of individuals who report to the Academic Dean (*inter alia* the Registrar, Associate Academic Dean, Director of the Library, Director of the International Programs Office), as well as leaders of key faculty committees that deal with academic issues (e.g. the Curricular Policy Committee, Faculty Affairs Committee, Faculty Interview and Search Committee). At the end of the year we will evaluate the effectiveness of this body to see whether it should be continued.
- Develop a *Minority Teaching Fellowship* program with the University of New Mexico, one of the nation's leading producers of Hispanic and Native American Ph.D. recipients. This will contribute to our faculty diversity, and will be a contribution by Earlham to the development of minority faculty in America.
- Prepare a *Faculty Speakers Program* to serve as a vehicle to encourage public schools in central Indiana to invite Earlham teaching faculty to give guest presentations, thereby increasing the visibility of Earlham in the region.

Agenda for the Coming Year

- Work with a number of faculty committees to assist in the resolution of several policy challenges. Key among these committees this year will be the Curricular Policy Committee which needs to deal with core questions related to international studies, foreign language and the RATS process, including developing guidelines for making reallocation decisions dealing with faculty lines.
- Hire a significant number — at this time the number is nine — of tenure-track faculty. Since our teaching faculty *are* the very core of Earlham College, this is a crucially important task. We also will pursue initiatives in faculty recruitment that will focus on the spouses/partners of the faculty we seek to attract to Earlham.
- Engage with the Science Division to refresh and sharpen our vision of plans for a new Joseph Moore Museum in the new science building.
- Engage in discussions about how much and in what ways we can expand support for faculty development and faculty research.

New Teaching and Administrative Faculty, 2008-09

Chris Alverson
Adjunct Instructor Instrumental Music

Nadjoua Benaboud
Visiting Instructor in French

Daniel Berenberg
Visiting Assistant Professor of History

Gloria CaballeroRoca
Visiting Assistant Professor Spanish

John Cate
Head Baseball Coach

Randall L. Childree
Visiting Assistant Professor Classical Studie

Cathryn M. Craig
Assistant Director of Wellness Programs

William Edward Culverhouse
Assistant Professor of Music

Sandra Dee Cummings
Bookstore Manager

Christopher Drew
Area Director

Stephen W. Grimes
Visiting Assistant Professor of Geoscience

Suzanne Halvorson
Visiting Adjunct Instructor of Art

Itzel Mariela Domínguez Hernández
Visiting Instructor of Spanish

Jerrod Hodge
Assistant Director of Residence Life

Thor Hogan
Assistant Professor of Politics

Lilly Huang
Program Associate — Border Studies

Krista Kauffmann
Visiting Assistant Professor of English

Stacey Kawamura
Assistant to Dean of Student Development

Jocelyn Keller
Head Womens Soccer Coach

Jennie Kiffmeyer
Reference/Theological Librarian

Christina Lewis
Visiting Assistant Professor of Biology

Cindy McGraw
Women's Basketball Intern

Matthew Macy
Interim Assistant Football Coach

Riley Merline
Associate Director of Border Studies

Jennifer M. Mullin
International Student Advisor

Brent OBrien
Football Intern

Frances Peacock
Instructor Thematic Studies Abroad Program

Edison Perdomo
Visiting Assistant Professor of Psychology

Tsilavo Raharemahefa
Visiting Assistant Professor of Geology

Joel Rittle
Associate Director of Reunion Giving

Steven C. Sakosits
Assistant Baseball Coach

Paul Albert Schmidt
Visiting Assistant Professor of Physics

Jennifer Seely
Assistant Professor of Politics

Janet M. Sims
Director Earlham Writing Center

Andrew J. Slein
Visiting Assistant Professor of History

Anne Thomason
Assistant Archivist

Wendy Tori
Assistant Professor of Avian Ecology

Adam VanZee
Head Tennis Coach, Men and Women

Jessa Watters
Visiting Assistant Professor of Biology

Jana Werl
Language Assistant of German

Lynda K. Yankaskas
Visiting Assistant Professor of History

Faculty Changing Roles 2008-09

Kelly Burk — Director of Campus Ministries

David Matlack — Visiting Assistant Professor of Chemistry

Tammy Tomfohrde — Assistant Director of Financial Aid

Sabbaticals 2008-09

Annie Bandy — Fall 2008

Leslie Bishop — Fall 2008

Steve Heiny — 2008-09 Full year

Scott Hess — 2008-09 Full year

Kumiko Sato — Fall 2008

Nancy Taylor — Spring 2009

Brent Smith — Spring 2009

Chris Swafford — Spring 2009

Alice Shrock — 2008-09 Full year

Randall Shrock — 2008-09 Full year

Planned Hiring Activity, 2008-09

The following Departments intend to do searches during the 2008-09 academic year for tenure track appointments to be effective with the start of the 2009-10 academic year. Each of these searches must be approved by the Position Appointment Review (PAR) process and the President before a tenure-track search is begun. Positions not approved by the PAR process and the President may be referred to a reallocation process for redefinition and reallocation to another department.

- Biology (two positions)
- Chemistry
- English
- Geoscience
- German
- Japanese Studies
- Management
- Physics

Curriculum

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

New Faces and New Roles

Jan Sims was hired in the Spring as the Writing Center Director. She will be more noticeable on campus this coming year as we work to enhance the use and visibility of the Writing Center, which will have tutors in both libraries.

New Activities and Programs

The ad hoc General Education Assessment Committee will continue its work.

The Charles lectures are taking a new direction with the opening convocation by Dinaw Mengestu, author of the novel *The Beautiful Things that Heaven Bears*.

Important Reminders

FordKnight Application Deadlines. We will continue to follow our system of first Wednesdays.

- Due on the first Wednesday of November (Nov. 5): Preliminary proposals, or a brief declaration of intent to apply.
- Due on the first Wednesday of December (Dec. 3): Final proposals.

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

Convocations. Please urge students to attend convocation as part of an effort to maintain communitywide intellectual discussion, or work with the Events committee to create a convocation schedule that better meets the College's needs.

Agenda Items for the Coming Year

- Earlham will continue its work to increase the presence of Islamic Studies in our curriculum. Our efforts will be substantially enhanced by the recent (June, 2008) grant of \$300,000 from the Mellon Foundation that will support faculty development, the teaching of Arabic, creation of an offcampus study program in Jordan and development of an Islamic Studies minor. We will also work to finalize arrangements to host another Fulbright Scholar, Dr. Amal Grami from Tunisia, under the Visiting Specialists Program Direct Access to the Muslim World.
- The new General Education Assessment Committee will continue assessing the General Education Program and present a report on the current state of our General Education classes and implementation.
- 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.
- Human Subjects Research Guidelines will be clearly posted on EC's Web site and we will update our Animal Research Guidelines.
- We will be working on how to teach classes most effectively during a pandemic or other emergency.
- The CPC agenda includes: whether the Academic Dean should sit on CPC; enrollment limits; how to make longterm plans for the curriculum (such as which languages should be taught at EC); whether to implement a Global Competency Certificate; course size management; the dailyweekly calendar.
- We will invite faculty to participate in Teagle-funded student-faculty research on using assessment data to assure we are meeting our learning goals for General Education. 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 Funded Projects, 2008-09

Name	Title	Semester
Benamou, Marc	Classical Music and Ethnic Identity in Detroit	Fall
Birkel, Michael	Contemporary Interpretations of the <i>Quran</i>	Fall
History Faculty with Southard, Edna	Divided Memory and the <i>Shoah</i>	Spring
Bower, Marya	Issues in Bioethics	Spring
Bryant, Amy	Digitizing Earlham: Creating Online Exhibits of Photographs from Earlham's Archives	Spring
Deibel, Michael	Analysis of Toxic Metals in the Environment by XRay Fluorescence	Fall
Guzman, Rodolfo	Foundation and Narration: A Comparative Study of Texts Representing Cities and Early Urban Experiences in the Americas	Fall
Jackson, Michael	Young Adults in Richmond: Perspectives and Experiences	Fall
Krishnan, Rajaram	Evaluating No Child Left Behind: Measuring Achievement and Measures of Assessment	Spring
Ogren, Paul	Quantitative TLC Analysis of Vitamin E Components in Natural Sources; Development of Analyses Using Uniform Visible Light Sources	Summer, 2008
Punzo, Diana and Seligmann, Wendy	Working Circles Phase I: Theory to Practice	Fall
Taylor, Kathy	A Comparative Study of Creole Linguistics	Fall

International Programs Office

Prepared by Patty Lamson, Director of International Programs

New Faces and New Roles

New to IPO this year is **Jennifer Mullin Espinosa**, who is working with international student initiatives and programming. We are pleased that she has joined us in IPO. **Kelley Lawson-Khalidi** is Acting Director of IPO while **Patty Lamson** is leading the Mexico Program during Fall Semester. Jennifer is assisting with Kelley's work. Other staffing remains stable with **Jane Terashima** and **Ali Fanjoy** in Thematic Studies Abroad, **Jennifer Lewis** in IPO, **Cheryl King** in Border Studies, and **Gary DeCoker** in Japan Study.

Josh Burns from Japan Study left Earlham and the position is currently advertised. Gary DeCoker is coordinating the search.

New Activities and Programs

As a result of the College being awarded a grant from the Mellon Foundation, IPO will be working to design and implement an off-campus program in Jordan. Kelley Lawson-Khalidi will take the lead in this area. Other components of this grant include faculty development projects and new course development.

The Border Studies Program will offer its first program in Tucson/Nogales in the fall after the move from El Paso/Juarez. Both the Mexico Program and Border Studies will offer Spring Semester programs in 2008-09 for the first time.

We have 65 new international students this year, which include 11 Thematic Studies Abroad students. These new students represent 37 countries, including some new countries for us — Algeria, Angola, Cameroon, Hungary, Iraq, Norway, Rwanda and Tajikistan. Thirty-one of these new students are from United World Colleges. Overall, we have 174 international students from 71 countries.

This August we will hold the second Global Associates Program (GAP). There will be 27 domestic students participating in this cross-cultural orientation program with international students this year. In addition to the week-long orientation, the program includes residential and co-curricular activities. In November 2008 IPO staff will present a session at the NAFSA Region VI Conference about this unique program designed to integrate domestic and international students.

As part of an agreement with the Border Studies Program, we will have two Mexican students from the Autonomous University in Ciudad Juarez (UACJ) as one-year exchange students. We hope to continue this exchange in the upcoming years.

Jennifer Lewis will lead a session for the statewide Indiana Returning Student Conference at Butler University in September 2008. This is the second annual conference and our participation is part of a renewed focus on re-entry programming for students returning from off-campus programs.

Earlham fall semester off-campus programs include: Senegal (Annie Bandy, Shenita Piper), Photographing Western Turkey (Walt Bistline, Lincoln Blake), Intensive Spanish in Mexico (Ana Cornide), Field Study of Yellowstone Country (Andrew Moore), Curacao-Creole Language and Culture (Kathy Taylor) Camino de Santiago (Chris Swafford, Holly Woodruff), Bahamas Iguanas Research (John Iverson) and Argentina (Gypsy Swanger, Howard Richards).

Important Reminders

Faculty advisors of international students are reminded to be in touch with IPO if any issues arise.

Faculty who write letters of recommendations for students to participate on off-campus programs are reminded to be informative in what they write.

Faculty who are interested in leading off-campus programs or May Terms should be in touch with the International Programs Office.

Agenda for the Coming Year

The main agenda item in our area is to provide excellent international student and off-campus study student support and programming. As part of the initiation of the Islamic Studies Program, we will be working to develop the off-campus program in Jordan along with the various components of faculty development as outlined in the grant.

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

New Faces and New Roles

Pat Fessler retired this summer after 26 years with the College. Given that, we welcome **Stacie Perkins** as our new Transcript Manager and celebrate the promotion of **Julie Stout** to Assistant to the Registrar.

New Activities and Programs

- Continued representation of the Academic Administration with implementing the portal and Self-Service.
- Earlier engagement with department and program conveners regarding unit planning.
- Continued faculty development with the first year courses — Earlham Seminars, Interpretive Practices and Comparative Practices.
- Ongoing development and articulation of academic policies and opportunities for curricular development with CPC.
- CPC will revisit the discussion of the daily/weekly calendar.
- Revised Academic Audit format for graduating seniors.
- Revision of the Curriculum Guide on the Web at www.earlham.edu/curriculumguide Please note that the Web version will always be the most accurate description of the curriculum and academic policies.
- The handbook titled Academic Principles, Policies and Practices is online at www.earlham.edu/registrar/content/handbook.
- Summer mailing to parents was a postcard directing attention to the Web site for the Academic Calendar and policies.
- A 4x6 card will be distributed to students with the exam schedule and Web locations of academic policies and opportunities in our effort to move to less paper in our communications.

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

Important Reminders

- Registrar's Office closed Monday, August 25, to prepare for Enrollment Confirmation on Tuesday, August 26, for all students. Classes begin Wednesday, August 27. Registration cards and all enrollment changes are due on Tuesday, September 2 by 4:00 p.m. **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, September 3, to enter registrations and confirm class lists for faculty for availability on the Web by Thursday, September 4. Senior Audit acknowledgements are due on Friday, September 5.
- **Classes are in session on Monday, September 1 (Labor Day) and essential student service offices as defined in the Handbook, are to remain open.**
- All major forms from the Registrar's Office are now available on the Web at www.earlham.edu/registrar.
- Any additional corrections to the Curriculum Guide should be submitted electronically to washibo by Monday, September 8.
- Faculty and students planning field trips should visit the policy approved by the Faculty Meeting: **Statement on Approved Absences for Field Trips:** www.earlham.edu/policies/approvedabsences.html.
- Faculty and Students should also visit the revised policy on Academic Integrity at: www.earlham.edu/curriculumguide/academics/integrity.html.

Agenda for the Coming Year

- Support the continued assessment of the General Education curriculum and preparation for the full review in 2009.
- Develop and implement academic policies and protocols for student selfservice, registration and advising.
- Continued refinement of Interpretive Practices and Earlham Seminar selection process for new students.
- Continued development of the Curriculum, Advising and Program Planning (CAPP) with Banner team.
- Event Planning — Awards Convocation, Friday, April 3, and Commencement, Saturday, May 9.

Information Services
Prepared by Tom Kirk, Coordinator of Information Services
Computing Services, Instructional Technology and Media, Libraries
and Web Management and Services

New Faces and New Roles

- **Anne Thomason**, Assistant Archivist
- **Jennie Kiffmeyer**, Reference and Theological Librarian (replacing Christine Larson)
- **Neal Baker**, Interim Head of Reference and Instruction
- **Marcelo Espinosa**, Media Technician (replacing Ed Ropke)
- _____, Microsupport Specialist (replacing Jason Robbins)
- _____, Web Management and Services, Head of. (replacing Bryan Coalt)

New Activities and Programs

- Develop plan for electronic records management system (Contact: Tom Kirk).
- Security/Compliance Initiative (Contact: Tom Steffes).
- Public Launch of Portal— January 2009 (Contact: Tom Kirk).
- Conduct a series of workshops for faculty and students on technology use (Contact Neal Baker).
- Establish a secondary data center on campus to provide a backup site for services in the event that the main data center was to be damaged. (Contact Tom Steffes).
- Provide enhanced group study spaces in Wildman and Lilly (Contact: Library liaison)

Important Reminders

- These are the important contact people when you have questions about library and information technology.
 - o General policy issues (copyright, allocation of resources, I need services) – Tom Kirk, kirkto, x1360.
 - o HelpDesk — x2000.
 - o Classroom technology support — Wes Miller, wesm, x1278.
 - o Web changes, corrections and content development — webeditor@earlham.edu.
 - o Library materials, reference, instruction — your liaison or Neal Baker, bakerne, x1355. Science Library, Sara Penhale, sarap, x1269.
 - o Questions about new (not replacement) computer equipment — Tom Steffes, steffto, x1366.
 - o Questions about replacement computer equipment — Randy Kouns, kounsra, x1279.

Agenda for the Coming Year

Information Services generally:

- Continue exploration of collaboration among HelpDesk, Instructional Technologists and Librarians to provide support in the use of information technology and resources.
- Continue planning on creation of information/learning commons and other renovation of the Information Services facilities.
- Work with faculty to address information literacy needs of students particularly as part of general education. (This is also listed as a library activity.)
- Participate in the selection of new Libraries' and Information Services' leadership.
- Continue the analysis of the community survey results.
- Continue work with faculty and students improving use of classroom technologies. (While primary responsibility rests with ITAM, the responsibility is sufficiently dispersed to be listed here.)

- Continue work with faculty on use of Moodle and newer pedagogical technologies. (While primary responsibility rests with ITAM, the responsibility is sufficiently dispersed to be listed here.)
- Work with students using Plowshares-Media Arts Lab and other production facilities for academic and co-curricular projects (e.g., class video projects, Dance Alloy music) (While primary responsibility rests with ITAM, the responsibility is sufficiently dispersed to be listed here.)
- Develop plan for Electronic Records Management System.
- Conduct the MISO survey in spring 2009.

Computing Services

- Explore expansion of Campus Wireless Network to outdoor green spaces.
- Disaster Recovery / Business Continuity Planning / Emergency Preparedness.
- Security / Compliance Initiative
 - o Respond to annual financial audit report with regard to financial transactions, information and security in IS systems.
 - o Reinvigorate the assessment of need for policies and practices to ensure security and compliance.
- 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. Furthermore the enhancement will support an expanding set of services (book store online system, Physical Plant work-order tracking, content management system, portal, library interlibrary loan system, etc.) and handle a larger amount of traffic.
- Upgrade several computer labs as well as individual computers under our regular replacement schedule.
- Upgrade and expand campus printing in public spaces in IS, residence halls and student center.
- Develop a plan and formalize a procedure for maintaining accounts on the Earlham network. This includes — guests on wireless, alumni, employees who have left the institution.
- Develop a plan and financing for support of ESR and Bethany by Earlham Computing Services.
- Enhance HelpDesk requests software to provide more robust services and the capacity for users to track status of requests.
- Install software to manage network access in order to provide group access and easier method for changing passwords and recovering lost passwords.
- Explore alternative e-mail client software.

Instructional Technology and Media

- Consolidate and review non-print media collections (VHS, DVD, less supported formats $\frac{3}{4}$ ", videodisc, 8mm). Issues of conversion, preservation, equipment support are to be addressed.
- 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”?
- Enhance Moodle and Earlham Learning Spaces (based on ELGG software).
- Support community use of NITLE’s MIV system for video conferencing.

Libraries

- Integrate two new staff members into the libraries and the college generally.
- Continue review status of government documents and maps in our collection.
- Continue inventory of collection and evaluation of the collections (i.e., weeding).
- Work with faculty to address information literacy needs of students particularly as part of general education. (This is also listed as an IS-wide activity.)

- Revise Libraries' Web site.
- Continue discussions and implement projects to transform print collections to online collections.
- Review the NSSE results in area of information literacy.
- Collaborate with the General Education Assessment Subcommittee.
- Implement a new version of the integrated library system software (Aleph).
- Upgrade CLIO interlibrary loan system; provide tracking system for users.
- Implement LibGuides software.
- Prepare for a search for director of Library Technical Services.

Web Management and Services

- Continue implementation of portal and related systems.
 - Develop training for channel administration.
 - Develop channels for initial “controlled” release — August 2008.
 - Continue policy development and planning initiatives.
 - Develop Group Studio policies and strategy.
 - Continue to develop additional channels for public release.
 - Install and configure Cascade Server content management system.
 - Develop campus training program and marketing strategy for portal.
 - Public Launch — January 2009.
 - Work in IS to develop strategy for “Community Documents” replacement.
- Continue Web redesign initiatives.
- Begin design phase of Athletics redesign.
- Continue Web site maintenance and support.
- Further develop streaming capability for audio and video.
- Research and implement additional Web site enhancements.
- Relocate Earlham Hall “HeartCam” and 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 has a large number of new people to welcome and support. **Kimber Klingman** is the Administrative Assistant to the Dean of Student Development; she replaces Lyn Thomas who has moved to the Office of the President. **Stacy Kawamura '93** has taken the newly created position of Assistant to the Dean of Student Development. Stacy will take over many of the responsibilities left when Linda Wolski retired. We welcome 18 other new full- and-part-time employees, interns and student workers to our division and look to fill two more positions during the year.

New Activities and Programs

The following is a sampling of the programs planned

- A new Mental Health Wellness Program
- Bus Service on Campus
- Teach-in conducted by Student Government connected to the Convocation Speaker
- Campus-wide Voter Registration Drive
- Emergency Notification System for all of Earlham College
- Friday Late-Night Programs in the Coffeeshop
- Development of Math lab
- The additional hire of a part-time counselor
- Begin hiring process for the Office of Diversity
- Bonner Center for Service and Vocation will create a whole new set of informational and marketing materials for internships
- A fall workshop on Autism Spectrum Disorder (ASD) will be presented to professional and student staff members

The College Web site makes every department's programs accessible. The Web site gives pertinent information about dates, locations and in some cases allows for students, faculty and staff to sign up for appointments or make reservations. Some departments also advertise programming campus wide through posters and brochures.

Important Reminders

- Counseling and Health Services have temporarily moved to first floor Olvey-Andis while Earlham Hall is closed for renovations.
- Service Learning and Career Development Center has been renamed "Bonner Center for Service and Vocation."
- Ticketing of improperly marked or nonregistered vehicles begins September 8, 2008.
- Sunsplash is scheduled to take place on August 30, 2008.
- Family Weekend is set for October 31 through November 2, 2008.

Agenda for Upcoming Year

- Connecting students with the College
- Building a stronger division through building common strategic goals
- Assessment of Mental Health Services and Support on campus
- Conclude Evaluation of Athletic Intern Program
- Assessment of Win/Loss Benchmarking for Athletics

- Development of Math Lab
- Possible relocating of Center for Academic Enrichment to Lilly Library
- Development of Emergency Preparedness Plan for the College
- Targeted programming in areas of substance and alcohol abuse, and sexual assault
- Residence Life to concentrate on three main areas: Building Community, Student Learning in Community and Building a Respectful Community
- Focus on increasing visibility on internship opportunities
- Moving the Student Development Office to Earlham Hall after renovation

Athletics

Frank Carr, Director of Athletics

New Faces and New Roles

Seven new faces will appear in the Athletic Department “team picture” this year. Three new head coaches take the reigns of their respective programs — **Jocelyn Keller** in women’s soccer, **Adam Van Zee** in men’s and women’s tennis and **John Cate** in baseball. The previous head coaches — Jim Watts, Justin Carrier and Joe Rodden – all left EC in late spring after serving Earlham and their student athletes in many wonderful ways.

The four vacant assistant coach/intern positions have been filled. **Steve Sakosits** has been hired as assistant baseball coach. **Matt Macy** is the interim assistant football coach replacing Andy Hape. **Brent O’Brien** joins the department as the football intern after Ryan Howell left after one year in the position. **Cindy McGraw** will replace Nicki Motto as our women’s basketball intern.

The transition of these new folks into the Earlham community will be important as they bring new ideas and enthusiasm to take their respective programs in new directions.

Important Reminders

The home portion of the fall athletic schedule begins on the first weekend after the start of classes. Three teams play this weekend while the other varsity teams open the home portion of their schedule at a later date.

Friday August 30

Women’s Soccer vs. Spalding at 3:00 p.m.

Men’s Soccer vs. Spalding at 5:00 p.m.

Saturday August 31

Football vs. Hanover (scrimmage) at 11:00 a.m.

Women’s Soccer vs. Adrian at 1:00 p.m.

Men’s Soccer vs. Adrian at 3:00 p.m.

On September 5-6 the Volleyball team begins their home season hosting the Quaker Classic with the home team playing twice on Friday evening and two times again on Saturday. Field Hockey plays its first home game on September 16 and the Cross Country teams have their only home appearance of the year when hosting the Earlham Invitational on October 4.

Find all of the athletic schedules on the Web at www.earlham.edu/athletics/content/sports_news.

Agenda for the Coming Year

New Staff Training. The Department will support new coaches with intensive new staff training following New Faculty Orientation through the first semester. Athletic specific areas of training will be addressed with an intentional focus on recruiting and retention of student athletes.

Athletics Staff. Through the leadership of the Athletic Committee, the Department will conclude the evaluation of the Athletic Intern Program which began last year.

NCAA Self Study. Last year, we completed an Institutional Self Study as required by the NCAA. This year the Department will work to resolve areas identified in the study for further action.

Athletic Success Benchmarks. Over 20 years ago, the College established “win/loss” benchmarks for EC’s inter-collegiate athletic teams. Through discussion led by the Athletic Committee, we will determine if these benchmarks are an appropriate way of evaluating an athletic team’s success.

Bonner Center for Service and Vocation
(formerly Service Learning and Career Development)
Prepared by Derric Watson, Director for Bonner Center for Service and Vocation

New Faces and New Roles

Sonia Smith is the new Internship Coordinator; she replaces Meg Bragdon who has left the College.

New Activities and Programs

- The Service Learning and Career Development Center will assume its new name of Bonner Center for Service and Vocation (BCSV), giving the opportunity to plan a multi-tiered campus marketing blitz focusing on services and opportunities for students.
- The BCSV, in close partnership with Residence Life, will offer weekly programming for students.
- The BCSV will try a different approach to programming this year by selecting one class for targeted programming all year long.
- The Internship Coordinator has created a whole new set of informational and marketing materials to assist students in their decision-making process regarding internships. Further, the BCSV is committed to the Internship Coordinator collaborating with academic departments and programs with the goal of every academic major offering internships by the end of the academic year.

Important Reminders

- Bonner Center for Service and Vocation Celebration: Wednesday, October 15, 4:00-5:00 p.m. Time for students, faculty, staff and community partners to gather and celebrate the renaming of the Service Learning and Career Development Center.
- Service in the City, Saturday, October 18, 1:00-3:00 p.m. This is the opportunity for alumni and current students to participate in community service during Homecoming.

Agenda for the Coming Year

- **Marketing and visibility.** With the name change, we have a chance to re-capture attention and re-educate the entire EC community about what we do.
- **Targeted programming.** We will work to step up the intentionality twofold: by providing specific programming that attends to the needs of each class year at EC, and by selecting a particular class for focused programming and assistance.
- **Focus on internships.** It is our desire to increase both the number of internship possibilities and the number of students participating in internships while at EC.
- **Evaluation.** We are planning on adding an assessment component into our programming, and then measure its outcomes the summer of 2009.

Campus Safety and Security

Prepared by Cathy Anthofer, Director of Campus Safety and Security

New Faces and New Roles

The Campus Safety and Security team welcomed several new people to the team over the course of the last year. **Loretta Templeton**, administrative assistant and fleet manager; **Jason Elliott**, full-time security officer; **Ben Crawford**, full-time security officer; **Chad Evans**, full-time security officer. The team said goodbye to Debbie Hopkins who retired in November, Andrew Jordan who accepted a position as a full-time police officer in Liberty, Indiana, and Summer Lingg who accepted a position at Eli Lilly in Indianapolis.

New Activities and Programs

In January of 2008, an emergency notification system became available for everyone in the Earlham community. This system allows notification in multiple formats to all community members during an emergency. Earlham defines an emergency as an event where immediate action must be taken to preserve life safety. This new system will be used only during those events which are an emergency by this definition.

Beginning the fall of 2008 the Campus Safety and Security Office hosts the annual bicycle silent auction Wednesday, September 3, 9:00 a.m.-5:00 p.m. This event was previously held in May of each year.

Important Reminders

All motor vehicles should be registered at the Campus Safety and Security Office prior to August 28, 2008. Motorcycle and scooter owners should register their vehicles; however, no permit will be issued. Ticketing of improperly parked or nonregistered vehicles will begin Monday, September 8, 2008.

Agenda for the Coming Year

The Campus Safety and Security director will continue to work with other College employees to create and support a comprehensive emergency plan for the Earlham community. The Campus Safety and Security team will focus on the reduction of petty crimes on campus, offering workshops, posting educational materials, and continuing to provide 24-hour, 7-day-a-week patrol of all campus areas. The Campus Safety and Security team will continue to provide service to all areas of campus in regards to fire alarm services, building access and security, fleet vehicle reservations and safety orientations.

Center for Academic Enrichment

Prepared by Donna Keesling, Director of Center for Academic Enrichment

New Activities and Programs

- Grammar instruction will be added to the Summer Writing Intensive program; the Writing Center Director will lead this instruction.
- A Math Lab will be offered as part of the peer tutoring program.
- A fall workshop on Autism Spectrum Disorder (ASD) will be presented to professional and student staff members of Residence Life; this workshop may become an annual event. An informational pamphlet is also being developed for parents and guardians of ASD students.

Agenda for the Coming Year

- Getting the buy-in of teaching faculty for a Math Lab and developing an appropriate model for the lab. While buy-in is essential for the success of any type of peer tutoring, it is extremely important when the tutoring is general vs. course specific. Currently, the only general tutoring offered on campus is through the Writing Center. The purpose for a Math Lab would be to support those courses that require quantitative skills, (e.g., courses in chemistry, economics, physics and math.) In addition, an analysis of the 0-credit, non-curricular math course that was piloted last spring and is slated to be offered again this fall will be factored into the discussion about the Math Lab.
- We anticipate moving the CAE office to the basement of Lilly Library. The library location will give us the opportunity to be drawn into students study time instead of just discussing their study habits as an abstract activity. The library location will also allow us to provide better access to adaptive technology.
- We hope to align Earlham's disability policy and procedures with our current practices by revising Earlham's current document for students with disabilities. Our current policy was written eight years ago when the College was truly in its beginning phase of updating facilities. Earlham has made great strides regarding access to campus and its curriculum.

Counseling Services

Prepared by Holly Woodruff, Director of Counseling Services

New Faces and New Roles

Counseling Services will have several new faces this academic year. We have two doctoral students, **Jennifer Walsh** and **Christopher Modica** from Ball State University's Counseling Psychology program, who will provide up to 10 hours a week of internship service each. They both have extensive experience working with persons with serious mental illness. Also we have two MSW students, **Tanja Carroll** and **Brad Kelley** from the Indiana University School of Social Work, who will provide up to 20 hours a week of practicum service each. They both have extensive experience working with children and families facing multiple challenges. All of our new faces will provide individual counseling, as well as outreach, group counseling, educational programming, referrals and crisis coverage.

New Activities and Programs

- One of Counseling's new program areas will be a mental health wellness program for students, faculty and staff. This will be developed over the next few months and implemented as soon as is feasible.
- Counseling also will work closely with the Kai's Circle of Active Minds peer support group, providing training and supervision for the 10 students who plan to be involved.

Important Reminders

Any undergraduate students can make an appointment with a counselor from any computer with Internet access. Faculty can assist their students with making appointments right in their offices. Go to www.earlham.edu/~sas/counseling/, click on the link that says "Make an appointment..." and follow the instructions. Counselor and student will receive a confirmation e-mail. Counselors are happy to consult with faculty and staff as well.

Agenda for the Coming Year

- Along with the new programs for the coming year, Counseling Services will work with an assessment team to assess mental health services and support on campus; will continue to network with area universities to offer internships to their graduate students in social work, psychology and counseling; will work to find new ways to reach out to students while continuing our current successful outreach programs; and will work to encourage students who use Counseling Services to provide feedback through the online satisfaction survey.
- We will be hiring an additional part-time counselor. This will allow counseling to provide more one-on-one support to our students as well as give the department head more time to conduct the assessment and develop more outreach programming for the College.

Health Services

Prepared by Mary Ann Steinbarger, Director of Health Services

New Activities and Programs

- The first action is ensuring that new students are current on their vaccinations as they enter our community.
- We will be encouraging all community members to take advantage of our Flu Shot Clinic before Thanksgiving break.
- We want to support smokers on campus who wish to quit.

Important Reminders

- Health Services sends greetings from our new temporary location of first floor Olvey-Andis, south. Over the summer we relocated and settled in, as construction equipment and dust took over Earlham Hall. We are truly excited about our comfortable new office space, and look forward to the completion of renovations in Earlham Hall.
- Health Services is unable to provide written excuses for students who are ill. We will continue to e-mail faculty when we see a student who is extremely ill, and they provide consent.
- As usual, we will publish dates of programs in *Around The Heart*, as well as post flyers and banners.

Agenda for the Coming Year

This year we are focusing on proactive health care, preventative actions to enhance personal health.

Residence Life

Prepared by Kevin Schaudt, Director of Residence Life

New Faces and New Roles

Jerrod Hodge and **Chris Drew** joined the Residence Life staff on August 1. Jerrod is the Assistant Director for Residence Life (working with assignments, contracts and campus houses) and replaces Lisa Ortiz. Jerrod earned his bachelor's degree from Western Kentucky University and masters from Morehead State University. Chris Drew will serve as the Area Director for OlveyAndis and Barrett Residence Halls. Chris has bachelor's and master's degrees from Indiana State University.

Andrea Hively-Fernandez has assumed the new position of Assistant Director of Residence Life for Education. She had previously served Earlham as an Area Director. Her responsibilities include alcohol education, prevention awareness programs, developing and coordinating Residence Life programming and alternative programming and events.

New Activities and New Programs

We will implement weekly Friday late-night programs in the coffee shop, featuring free refreshments and a variety of entertainment (i.e., music, karaoke, poetry reading, open mic, etc.). We will focus on programming for alcohol education and awareness, along with continuing our monthly Sunday evening community-wide events. These initiatives will provide students with options for weekend and evening entertainment. Faculty and staff are invited to attend any of our events and they are also welcome to participate in our programming efforts. Please contact the Residence Life Office to learn more.

Important Reminders

Family Weekend is October 31 – November 2.

Agenda for the Coming Year

In our effort to enhance a sense of community in the residence halls and the residential houses our focus this year will be Living in Community @ Earlham. Our three main areas of concentration are: Building Community, Learning in Community and being a Respectful Community. We believe that these objectives will enhance the student's quality of life on campus, create a greater sense of kinship with the College as a whole and provide the student a solid foundation for being successful in and out of the classroom.

Runyan Center/Student Activities

Prepared by Rich Dornberger, Director of Student Activities and Runyan Center

New Faces and New Roles

Courtney Hughes has settled in quite well as our administrative assistant. Courtney supervises the Runyan Center building staff and coordinates reservations, work orders and housekeeping requests for the facility. Starting this fall she will be supervising our weekend shuttle and Sunday day trips for student activities. **Aidan Tharp '09** has worked for me for three years including summer conferences. He will be supporting SAB as their adviser, moving them to a more professional level in programming.

New Activities and Programs

- Sunsplash is returning this year and its bigger than ever! On Saturday, August 30, the Program Board will be hosting Sunsplash with the band Reel Big Fish. Sodexo will be moving the evening meal to the football stadium to support the concert and we will have vendors and other festivities. This event is open to all Earlham students, faculty and staff, so please join us.
- Starting this year we will have bus service on campus! Roseview Transit has agreed to provide an additional bus stop on campus. The bus may now be accessed at the College Avenue and D Street intersection and at the circle on south side of Runyan Center. Bus schedules and individual ride tickets are also available at Runyan Desk.
- Student Activities, Student Development and the VP of Community Affairs are partnering on a voter registration drive. We hope that every faculty, staff and student who is available to vote will register. We are publishing a Web site to make this process very simple, no matter where you reside. We will be hosting transportation to polling booths on November 4 and later that evening, an election night party. Bring your voter receipt to be entered in our election-eve raffle.
- Student Government will be hosting their first "Teach in" on September 17. The topic will focus on sustainability and will tie into convocation speaker, Majora Carter's topic, "Green the Ghetto — Why, How and What Happens if We Don't..."

Important Reminders

- Scheduling of spaces is now being done online. You can find the link to the reservation page at www.earlham.edu/events/requestform.html. Please remember to complete this form as soon as possible if you are scheduling a space that is not part of your regular class schedule. Reservations are not accepted over the phone; however, if you have questions, you may contact the reservation line at x1587.
- This year with Earlham Hall under renovation, we will not have access to the balcony for large advertisements. In lieu of this you will see more banners hanging in the Runyan Center hallway.

Agenda for the Coming Year

- **Connecting first-year students with activities on campus.** I have asked all incoming first years to complete an involvement form. Information from this form will go to conveners and advisers of organizations to help them make connections.
- **Development of student leadership skills.** The leadership symposium will be split into two programs. In the fall there will be a workshop for all of our conveners followed by one later in the semester for upper-class students on how to become better leaders. In the spring, our annual leadership retreat will focus on Emerging Leaders and will be for first-year students only.
- **Partnering with local organizations.** We will continue to work with the mayor's office and the Uptown Innovation Center to create opportunities for our students to engage in the Richmond Community.
- **Assessment of our programs.** This year we will be doing satisfaction surveys to better understand the needs and wants of our students. We also will be gathering information about the effectiveness of our programs.

Development and Alumni Relations

**Prepared by Jim McKey, Vice President for Institutional Advancement,
Kim Tanner, Associate Vice President for Institutional Advancement and
Kevin Klose, Associate Vice President for Institutional Advancement**

New Faces and New Roles

Joel Rittle '92 joins our office as Associate Director of Reunion Giving replacing Meg Bragdon.

New Activities and Programs

We will launch a new Web site with a new look for the College's comprehensive fundraising campaign.

Important Reminders

- Please support the Earlham Fund or other projects. You can make a gift through payroll deduction, online or by check. Please see Kevin Klose for details.
- If you are the faculty adviser for a student group, please consult with our office before initiating any fundraising projects. This is a College policy. Again, see Kevin Klose for details.
- Faculty often are good sources of information about which alumni might be good prospects for giving and about which current students would represent the College well as callers in our phoning program.

Agenda for the Coming Year

- The Board of Trustees approved our campaign objectives and goal in June. We will announce the campaign at Homecoming in October. Raising funds for the campaign objectives will be our primary activity of the year. We will be trying to raise \$9 million in new cash and commitments this year with over \$1.5 million in Earlham Fund gifts and \$7.5 million in other gifts.
- Using our many volunteers in effective ways to make friends and raise funds will be a high priority. The volunteer committees include the Board of Trustees, the Campaign Steering Committee, the National Leadership Council, the Alumni Board, the African American Advisory Board and the Community Partnership Council.
- We will be working hard to promote bequests through our recognition society, the Circle of Friends.
- We will create a faculty and staff advisory committee this year to advise us on campaign and other matters.
- Regional events will feature faculty from the sciences and the arts in conjunction with those large campaign building goals.
- We will finish a new alumni directory this year.
- We will begin working systemically with faculty, administrators and students to increase awareness among current students of the importance of philanthropy to Earlham.

Public Affairs Office

Prepared by Karen Roeper, Associate Vice President for Public Affairs

New Activities and Programs

- A New Media initiative will begin this fall. This will enable us to expand our podcasting capabilities, update the Virtual Tour, and to develop additional audio and video features.
- A new online Pressroom will be launched during Fall Semester; the new site will allow visitors easy access to a variety of new and information about the College from one easy-to-use page.
- Public Affairs staff will assist in planning and developing elements of the portal and content management systems as they become a part of our daily worklife.
- We will continue an initiative begun last spring to redesign and update all academic departmental brochures used by the Admissions Office. Six brochures have been completed to date — Chemistry, Human Development and Social Relationships, Politics, Psychology and Sociology/Anthropology. A project description and brochure sample are posted online.
- Work already underway with Jan Krukowski and Associates should soon result in a set of campaign publications in time for distribution in late October. The announcement of the campaign is planned for Homecoming.
- Public Affairs is working with Information Services and Institutional Research to envision and develop a new online approach to the College's annual Fact Book. This is the result of the discussions and work of the Information Disclosure Committee.
- Public Affairs will review and revamp our Procedure Manual in 2008-09.

Agenda for the Coming Year

- We will continue our work promoting Earlham stories about the College's distinctions to national news outlets. Doug's work with the newly formed Higher Education Cabinet, an advisory group to *The New York Times* and the *Chronicle of Higher Education*, should be helpful. Linking Earlham experts to newsworthy topics in higher education is an important goal.
- The *Earlhamite* alumni magazines January issue and its related online extension, Earlhamite Extras, will feature philanthropy. The issue will not only support the College's campaign but also highlight the commitment our alumni display to service and support of charitable organizations throughout the world. A second issue is planned for July 2009.
- Over the summer new publications were completed, including, among many others, a redesigned and rewritten *Student Handbook Planner 2008-09* and the annual Faculty and Staff Directory (expected to be on hand by the first day of classes). Among publications scheduled for the new year are a Faculty Life at Earlham brochure to support faculty recruitment, the *2009-11 Curriculum Guide* and refreshed publications for Bonner Center for Service and Vocation.
- Advertising will continue its 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, Athletics, Wellness Center programming, Events and Graduate Programs in Education.
- Public Affairs will continue to be an active participant in emergency planning. We plan 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.
- *Around The Heart* will continue to provide the campus a daily dose of accurate information about life in community at Earlham. At some point we expect the daily newsletter to be relocated to the portal environment.

Community Relations

Avis Stewart, Vice President for Community Relations

Important Reminders

The StarrGennett Walk of Fame Celebration will take place on Saturday, September 6, in the Richmond Gorge. Doug Bennett will kick-off the Earlham Forum series on Thursday, September 18.

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 a safer crossing at National Road for Earlham community members and for visitors to the campus — traffic light.
- Conduct a review of and give careful thought to the process of reviewing the mission, staffing and program offerings of Wellness for the Earlham and Richmond communities, and present strategies that will improve the wellness curriculum and the management of wellness facilities.
- Continue discussion of and implement internet streaming and pod casting by WECL.
- Continue to work with the equestrian students on the management of the Equestrian Center.
- Continue discussion about ways in which to enhance the Guest Artist and Lecture Series and Convocations.
- Continue the distribution of the Wayne County Trail Map, Earlham Guide to Richmond books and complimentary tickets for the Richmond Symphony Orchestra and Civic Hall to the Earlham Community.

Events

Prepared by Lynn Knight, Director of Events Coordination

New Activities and Programs

The Office of Events has received the approval for two new internships: Marketing and Arts Management. Contact the Office of Career Services for more information.

An unsolicited private donor donated the funds to cover the costs for the Carmina String Quartet concert on Tuesday, November 11, 2008. The Quartet will be available during the day for class visits and master classes.

We will be holding subject specific event-planning workshops throughout the year on a variety of areas in event planning, such as programming, marketing, preproduction planning, etc. This type of event planning workshop came as the result of an evaluation form completed by participants in last year's overall events planning workshop.

Important Reminders

Convocation Lectures are held on alternate Wednesday during the semester from 1:00 p.m. to 2:30 p.m. in Goddard Auditorium. No classes are held at this time and non-essential facilities are closed during the lecture. The opening Convocation on Wednesday, September 10, features Dinaw Mengestu speaking on his book, first-year reading, *The Beautiful Things That Heaven Bears*.

The Earlham Artist and Lecture Series is a ticketed series of events featuring leading artists and scholars of our time. The Series is open to the public and underwritten in part by the Guest Artist and Lecture Series Endowment. The first event of the series is "Sweet Honey in the Rock" on Friday, October 17, at 7:00 p.m. and 10:00 p.m. in Goddard Auditorium.

For Earlham's Artist and Lecture Series, one complimentary ticket is available for Earlham and Earlham School of Religion students, full-time and part-time employees and emeriti, as well as full-time employees of the Earlham Dining Services and Earlham Housekeeping. The tickets for these events will be available with an Earlham ID at the Runyan Center Desk Monday — Friday from 9:00 a.m. to 4:00 p.m., one month prior to the event. The purchase of additional general admission tickets is also available at the Runyan Center Desk for cash or check only; charge card purchases are made through the Office of Events.

All speakers and artists in the Convocation Lecture Series and the Artist and Lecture Series are available for class visits, receptions, discussions, etc. If interested in any of the speakers or artists who take part in these series, please contact Lynn Knight, knighly@earlham.edu or call x1294.

The Events Committee is seeking recommendations for events for the 2009-10 series. A Guest Performance Suggestion Form is available on line at www.earlham.edu/events/suggestionform.html. Recommendations will be accepted until October 1 for full consideration. The Events Committee also welcomes partnership suggestions as well.

Agenda for the Coming Year

- Continue to work closely with representatives from various offices (Student Development, Public Affairs, Instructional Media, Food Service, Maintenance, Housekeeping, Security, Student Activities, Development, Multi Cultural Affairs, President's and Community Relations) about ways to strengthen the campus' culture of events planning.
- Continue to provide general guidance and to educate the campus on current guidelines, procedures and policies in the area of events, event planning, contract negotiations, payment procedures, etc.
- Provide various instructional events workshops throughout the year and on-hand instructional information pertaining to events planning.
- Continue to work on and update supportive publications for the programming and planning of events on campus.
- Continue to update and improve the content of the usher and backstage training workshops held in the fall and spring.

- Continue to work with the Events Committee to envision and design the pattern of major events, including Convocations and Artist and Lecture Series sponsored by Earlham.
- Continue to work with the Events Committee in seeking community-wide input on the public events produced on campus so that a variety of events are offered to meet varied curricular and social needs, as well as working closely with the Fine Arts faculty, Public Affairs Office and other groups responsible for particular events or with overall responsibilities for which public events are important.
- Continue to represent Earlham on a variety of cultural community and statewide boards and activities, such as membership on the Indiana Coalition for the Arts, Indiana Arts Foundation and Main Street Richmond; mentoring for My Will and the Midwest Arts Conference; serving as a representative of Wayne County at the annual Indiana Cultural Tourism Conference; volunteering for the Model T Celebration and serving as a consultant for the newly creative task for Creative Industries for the implementation of Richmond's Comprehensive Plan.
- Continue to serve as a resource to the community in the area of arts, culture and event planning.
- Continue to work closely with area arts organizations, public school systems and area not-for-profits in support of cultural activities produced in the area.

Wellness

Shanna Nolan, Director of Wellness Operations

New Faces and New Roles

Cathryn Craig joins the Wellness Programs staff this fall as Assistant Director of Wellness Programs. Cathryn comes to Earlham after working three years as a Health Fitness Instructor with the National Institute for Fitness and Sport in conjunction with the Eli Lilly Corporate Fitness Center in Indianapolis. Cathryn has a B.S. in Exercise Science and has minors in sports medicine and physical activity for the older adult from Ball State University.

Cathryn is taking over the position that Andrea Crane-Coyle has held the past five years. Andrea has taken a job-share position at McCullohde Memorial Hospital in Oxford, Ohio.

Important Reminders

During New Faculty Orientation all new faculty will be given a packet of information detailing Wellness Program offerings such as fall group fitness classes, massage therapy, personal training and AWC policies and procedures. The same information is available online on the wellness Web site or as flyers at the Welcome Desk of the AWC. Unclaimed packets of information from new faculty orientation will be sent via campus mail.

Each member of Earlham's faculty and staff is entitled to a Complimentary Energy Center Orientation while employed at the College. During the Orientation individuals are introduced to the cardio and strength training equipment in the Energy Center, goals are discussed, and an individual workout program is developed.

Earlham's Massage Therapist Becky Codiano is available to attend staff meetings or retreats to perform chair massages while you meet! Fees are reasonable and available by contacting Shanna Nolan at extension 1731.

The Welcome Desk has a Day Pass Special that is available year round. Ten Day Passes may be purchased to workout at the AWC for \$50. Day Passes are valid for six months from date of purchase. This is a great idea for entertaining family and friends that visit throughout the year.

Agenda for the Coming Year

- The Office of Wellness Programs continues to strive to achieve selfsufficiency for the Wellness Program budget.
- In the development of Earlham students, high quality academic classes are taught to support lifelong wellness behaviors and support the Wellness Programs Model of "Mind, Body, Spirit and Community."
- Continue to increase wellness programming opportunities that promote positive health and wellness behaviors to members of Earlham College and the Richmond Community.
- Participate in the College's careful review of Wellness Programs with regard to mission, staffing and program offerings for Earlham students, faculty, staff and Richmond Community members of the AWC.
- Continue to track peak usage times of the AWC for workouts, classes, meetings and athletic team practices with specific emphasis on Energy Center, Weber Pool and Group Fitness Class statistics.
- Continue to track total number of Day Passes, Memberships, Massages, Personal Training packages and Group Fitness Passes sold and revenue generated.
- Continue to expand Corporate Fitness Memberships sold to Richmond and Wayne County businesses.
- Continue to track and expand upon Super Saturday attendance and revenue generated by inviting the Wayne County Community to try out the AWC free of charge for the day.
- Continue to track and expand the number of participants and health care providers at the annual Wellness Fair.

Admissions

Prepared by Jeff Rickey, Dean of Admissions and Financial Aid

New Faces and New Roles

Earlham's Admissions Office continues to be an anomaly in American higher education. We enter this year with no turnover of faculty and staff. Coupled with a 5% turnover each of the past three years the record is remarkable, considering the national average for private liberal arts colleges is 30% turnover per year. It is a testament to the quality and richness of the Earlham community.

New Activities and Programs

This past spring the U.S. experienced the largest number of high school graduates in history. For the next several years, the graduation rate severely declines. We are positioned well to combat the demographic shifts that will result, and are implementing new activities and programs to assure our success.

We are embarking on additional initiatives to stem the decline in Indiana students choosing Earlham. One initiative is our Indiana student preview day next month called "I Step to Earlham." The preview day coincides with I-STEP testing in Indiana high schools. Since most Indiana students applying to Earlham will have already passed the test, they will be able to come and experience Earlham instead of staying at school.

We are extending our multicultural recruitment focus to include the Atlanta area where we have motivated alumni and can build on the increases we have experienced from that region.

One of the keys to our success will be to continue building the applicant pool, so we have formed some new relationships with third-party sources that will assist us in increasing our inquiry pool. Cappex, Zinch, AnyCollege, College Majors 101 and Hobson's are joining our other sources.

During this year we will be investigating customer relations management software to add to our technology capabilities to better serve the needs of prospective students.

This year students applying to Earlham will be using the Common Application and the Earlham supplement exclusively, either online or by paper. A special campaign has been created to inform prospective students about this change. Taglines such as "Take a common path to an uncommon college" and "The only thing common about Earlham College is our application" are helping get the word out in a clever way.

Important Reminders

Here are some important dates for this fall:

September 17-18	Indiana Student Preview (I Step to Earlham)
October 5-6	Fall Preview Day
November 9-10	Fall Preview Day
December 1	Early Decision (binding) Application Deadline

Please continue to be generous in allowing students to visit your classes and occasionally meet with you in special appointments. We appreciate your assistance in making prospective students' visits authentic, consistent, and persuasive.

Agenda for the Coming Year

This year we will determine how to incorporate in our candidate evaluation process the work we have been doing in identifying and evaluating non-cognitive factors. We are continuing to participate in a study by the College Board and are conducting our own study to determine additional ways to select students who will survive and thrive at Earlham.

We will review and evaluate our standardized testing (SAT or ACT) requirement this year, beginning with the Admissions and Financial Aid Advisory Committee and then involving the entire faculty.

Finally, we plan to work closely with Earlham Computing Services during this year to implement Banner Self-Service as soon as possible and to build a bridge between the Common Application and Banner so that next fall we will be able to load students' applications directly into Banner, foregoing the time-consuming efforts of manually entering the applications.

Student Financial Aid

Prepared by Bob Arnold, Director of Financial Aid

New Faces and New Roles

Financial Aid welcomes **Tammy Tomfohrde** as the new Assistant Director of Student Financial Aid. Tammy replaces Michelle Parkevich who left in December. Many thanks to **Jonelle Ellis** who took on extra responsibilities until Tammy joined us in June.

New Activities and Programs

The Financial Aid Office will be implementing a new federal loan program called the Federal Additional Unsubsidized Loan (FDAU). This new loan program will enable students to borrow an additional \$2,000 to assist with educational expenses. If the student's parent is denied a Federal PLUS Loan, the student's eligibility for a FDAU loan increases.

The Federal Title IV Student Aid Programs were recently reauthorized by Congress, so we will be studying and implementing new regulations.

Important Reminders

The Financial Aid Office has the responsibility to disburse financial aid funds (grants, scholarships and loans) to student accounts. This represents over 8,000 transactions. One critical requirement for this to happen smoothly is students being registered for at least 12 hours of credit each semester, unless they are approved by the Registrar to be part-time. Please be certain each of your advisees is registered for at least 12 hours each semester.

For those of you hiring student workers, please remember it is Earlham College's policy to hire students who are eligible for Federal College Work Study or other need-based employment. This year, lists of eligible students will be sent to campus employers frequently during the early part of Fall Semester. If the student is not on the list, then the student is either not eligible to work or has not completed tax papers. Please check the list as you are hiring students.

Agenda for the Coming Year

The Financial Aid Office has four principal agenda items. The first is implementing Banner Self Service for announcing aid to students receiving aid. Self Service is being used for currently enrolled students and not for prospective students. We would also, if possible, like to see Luminis launched so that we can use it to better serve students.

The second agenda item is to reevaluate roles and responsibilities for the Financial Aid staff. The addition over the last two years of new grant programs, new loan programs and new opportunities to better use our available software require us to look for the best division of labor within the office.

The third agenda item is to take full advantage of the National Student Clearinghouse reporting functions within Banner to ensure that Earlham College is in compliance with registration reporting requirements.

Finally, early in the fall a draft of a new approach to financial aid will be reviewed and considered by the Admissions and Financial Aid Advisory Committee, submitted to the Faculty Meeting, and go before the Board of Trustees.

Finance

Prepared by Richard Smith, Vice President of Financial Affairs

New Faces and New Roles

Rachel Marcum started as the Business Office Administrative Assistant in September, 2007.

Important Reminders

Operating budget requests for 2009-10 will be due to Senior Staff by Friday, October 31.

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.

Agenda for this Coming Year

- **Next year's (2009-10) budget** is not likely to be balanced easily and will depend as usual on trends in the financial aid discount rate, retention, total enrollment and health care claims. The end of funding for the Lilly Grant means that the College will need to transition funding for positions and programs to restricted funds and to the operating budget. How to provide essential funding for capital campaign projects will be discussed during the Spring Semester.
- **With the re-opening of Earlham Hall** students will be housed on the 2nd to 4th floors, Health Services and Counseling will move back into renovated space on 1st west and various Student Development offices will move into 1st east. In addition, we will start a conversation about the best use, if any, of Norwich Lodge — continuing as an undergraduate student residence, returning to use as a visitor and conference center or some other productive use.
- **The Vendor Relations Committee** will resume meeting on a regular basis once its members are appointed.
- **The Welfare Committee** will:
 - o Make a recommendation on 2009-10 compensation to the Budget Committee in October.
 - o Evaluate the impact of the changes in payment of employee contributions to the Earlham health care plan and continue the ongoing discussion about controlling health care costs.
 - o Continue the discussion of administrative faculty vacation reporting.
 - o Revisit the question of providing benefits to none, some or all part-time Earlham employees.

Accounting

Prepared by Cathy Habschmidt, Controller

New Activities and Programs

We will start this year with our new tax software for non-resident aliens to help international students maintain compliance with the complex IRS rules. We implemented the program last January, but this is the first year we will introduce new international students to the program as soon as they arrive on campus.

Important Reminders

- Detailed budget reports showing the actual income and expenses of each department, program or restricted fund are printed and distributed quarterly. Summary budget reports are distributed on non-quarter month ends. Anyone responsible for a budget area who would like to receive the full detailed report every month should let Cathy Habschmidt know.
- Invoices are paid weekly. Properly approved invoices should be submitted to Marilyn Moore in Accounting by 5:00 p.m. on Mondays to be paid that week.
- Anyone who would like assistance in understanding a budget report or in learning how to retrieve budget information directly from Banner should contact Cathy Habschmidt.
- If you have any questions about hiring student workers, please contact Lisa Six.

Agenda for this Coming Year

- We will research how best to put student accounts on Banner Self-Serve and will begin encouraging students to use that resource.
- We hope to bring our cashier window online with Banner this year so that we no longer have to handwrite receipts.
- We will create a new in-house resource for accounting information on @TheHeart to better serve our students, faculty and staff.
- We will continue working on crosstraining our staff so that we have better backup coverage in all areas.

Earlham Investments

Prepared by Richard Smith, Vice President for Financial Affairs

Agenda for the Coming Year

- **Governance issues** concerning the legal relationships between the Earlham Board of Trustees and the Earlham Foundation Board of Directors will be a primary focus of discussion for the year.
- **With the decline in liquid capital market values and a slowdown in realized investment gains** we have experienced a modest cash squeeze on funding new investments to which we made commitments in the past. Finding a solution to the shortterm problem without jeopardizing longterm performance will be an ongoing challenge.
- **The investment and management of the Pooled Life Income Fund** (a fund to which donors make contributions to receive current taxable income while Earlham eventually receives the corpus of the original donation) will be discussed during the fall.
- **The Socially Responsible Investment Advisory Committee (SRIAC)** will resume meeting on a regular basis once its members are appointed.
 - o The fall discussion is likely to focus on the identification of corporations that may have violated and continue to violate any of the following guidelines: (1) irresponsible use of the natural environment; (2) denigration of the dignity of individuals such as unfair labor practices and/or discrimination; (3) violations of local, state and national regulations, laws and statutes and/or (4) active involvement with governments in the violation of human rights.
 - o Last spring SRIAC discussed the possibility of identifying an issue on which the entire Earlham community — EC and ESR faculty, staff, students and trustees — could agree to work on engaging corporation(s) as a shareholder.

Facilities

Prepared by Alan Bigger, Director of Facilities

New Faces and New Roles

Penny Reichter, Receiving/Stock Room Specialist is new in our Receiving Department and replaced Scott Calloway, who moved on to a position with another organization. **Steve Belec**, Master Electrician, fills an open position within Facilities. **Alan Bigger**, Director of Facilities, replaced Glen Haywood. Alan also coordinates sustainability efforts on campus.

New Activities and Programs

- **Renovation of Earlham Hall will continue through the summer of 2009.** Energy conservation: With the escalation of energy costs it is becoming increasingly hard for organizations and individuals to budget for the continual increases in energy supplies. During the year we will be requesting the whole Earlham community to become engaged in the process. The simplest tool for such involvement is right at each individual's fingertip, the light switch. In addition, a moderation of temperature settings throughout campus can realize huge savings that could offset the increases in utility prices.
- **Energy conservation projects.** During the year we will be working with the Environmental Responsibility Committee (ERC) on some sample energy projects.
- **Recycling efforts.** During the coming year we wish to enhance our recycling program by collecting cardboard from all buildings on campus. 20-25% of our trash flow is cardboard. Instead of pitching it, recycle it!
- **Facilities Audit.** During the coming year we will be inventorying all major capital assets and will use this data to develop longrange replacement costs. This will enhance the Colleges ability to proactively plan for the replacement of capital assets.
- **Bidding of RFP for Housekeeping Services.** Notify Aramark August, bid in September, award by October 30 with a start date January 1, 2009.

Important Reminders

Requests for significant construction or renovation projects for the summer of 2009 should be submitted to the Director of Facilities by September 30, 2008.

Agenda for the Coming Year

- Energy conservation — this will impact the College by assisting in controlling costs and the greater community by requesting their involvement at the individual level.
- Sustainability efforts — greater emphasis on recycling.
- 1405 Abington Pike — developing this property as a permitted yard waste composting site (Application has been submitted to IDEM).
- Complete the Earlham Hall renovation project so that it is ready for occupancy in summer 2009.
- Construct an addition to Goddard Auditorium Stage for performance storage space.
- Enhance the work order system so that persons making requests can submit the work request directly, online, and be able to track the progress of the work request.
- Complete a facilities audit to assist with planning budgets and capital funding for replacement of assets in a timely and proactive manner.
- Increased emphasis in sustainability in all areas.
- Current and future construction and renovation projects will continue to include the incorporation of U.S. Green Building Council recommendations.
- Controlling costs and functioning within operational budgets.
- Developing an action plan to prepare for an EPA SelfAudit to be conducted in conjunction with the Independent Colleges of Indiana. The actual onsite audit by a trained evaluation team will take place in 2010. Involvement with this self-audit program enables member institutions to mitigate potentially debilitating fines.

Business Office

**Prepared by Dana North, Vice President for Business Operations
including Telephone Center, Summer Conferences, Insurance**

New Faces and New Roles

Courtney Hughes joined the Runyan Front Desk in Fall 2007. She has been a great addition to the staff.

New Activities and Programs

Last year we joined a consortium of Colleges from ICI to purchase our property, casualty and liability insurance. By doing this we were able to save a significant amount of money.

Summer Conferences branched beyond the conferences this summer and housed some of the Model T Celebration participants. We received lots of positive feedback from those T'ers that stayed with us.

Important Reminders

- If you drive your personal vehicle for College business, please send a copy of your Certificate of Insurance to the Business Office (Drawer #194) for our records.
- For phone and voice mail concerns contact ext. 1411.

Agenda for the Coming Year

- Market our summer conference space to a wider constituency so we are able to increase our income.
- Conduct the food review of Dining Services during Fall 2008.

Bookstore

Prepared by Dana North, Vice President for Business Operations

New Faces and New Roles

Dee Dee Cummings is the new Bookstore Manager. Dee Dee started in July, when Heide Hemker retired after 31 years.

New Activities and Programs

We are making the Bookstore more “green” by selling nonwoven reusable bags. When customers use the bags for future bookstore purchases, they will receive a discount.

The Bookstore will be selling gift cards that can be used in the store or on the bookstore Web site.

Important Reminders

- Departments, staff and faculty can ship packages via UPS at the Bookstore.
- Faculty, staff and their families get 10% off their purchases and can charge them to their personal accounts.
- The period for returning textbooks for a full refund will be August 27 – September 4 (excluding Saturday, August 30). Students must have a receipt.

Agenda for the Coming Year

- Find the best arrangement of the store in order to market products more effectively and create a better flow within the store.
- Research new fixtures to better display our apparel and gifts.
- Expand food department with healthier choices, quick fix meals and imported foods.
- Research the effectiveness of doing buyback instead of having an outside company do it for us.
- Continue to examine ways to provide the lowest cost textbooks for our students.
- Use sales reports and spreadsheets to better control cost of goods so that we know how we are doing in relation to our projected budget on a weekly basis.

Campus Services/Post Office

Prepared by Alice Lafuze, Director of Campus Services

New Faces and New Roles

I am pleased to report that there were no staff changes in Campus Services or the Post Office during the past year. This gives us the opportunity to review departmental procedures and implement changes for improvements. Summers are always a busy time for both departments as we prepare for the new academic year.

New Activities and Programs

The copier assessment was completed at the beginning of summer and a total of 14 new copiers are being installed on campus; several of them will be multifunctional machines. These machines will have fax/scan/print capabilities and are considered “green machines.” One of the multifunctional copiers will be a self-serve color copier in Campus Services. We are excited that this new machine with fax/scan/print functions will be available as a self-serve machine.

The Post Office staff has assigned mail boxes to new students and faculty, and is ready for the arrival of the huge amount of mail that comes with the beginning of a new academic year. In addition to U.S. mail, the Post Office receives daily UPS deliveries.

New tenants for our rentals are arriving daily, attempting to settle in before classes begin. It’s refreshing to see the community that develops each summer as new tenants move into Campus Village (also known as Brick City).

The last of the new furniture for Barrett Hall has been delivered and it’s fun to see the changes that took place during the renovation. It’s hard to believe that it’s the same building. Some of the other projects that took place over the summer include new carpet in Wildman Science Library, new mattresses for Hoerner and Bundy halls, and new lobby furniture for Runyan Center and Hoerner Hall.

Agenda for the Coming Year

This next year will bring new challenges for Campus Services and the Post Office. First of all, we’ll be reviewing the multifunctional copiers to determine if we were able to eliminate individual desktop printers, scanners and fax machines. Hopefully departments will want to connect additional computers to existing copiers, thus eliminating more desktop printers — and saving the College (and their departmental budgets) money.

The second challenge will be to keep the rentals occupied. This is becoming more difficult with Richmond’s poor economy and fewer student housing exemptions being given when Earlham Hall reopens. There are a lot of empty rentals in Richmond at the present time and the problem will probably get worse. We are fortunate that most of our rentals are full. It’s obviously important to keep the rentals in good repair and to maintain the grounds, but still keep the rents affordable. I hope to have a student worker for 15-20 hours a week next summer to help maintain the grounds in Campus Village.

Another challenge for Campus Services this next year will be to purchase the new furniture for Earlham Hall and to get it delivered and installed on time, while trying to stay out of the way of any remaining contractors!

Important Reminders

The Post Office staff will continue dispersing mail in a timely fashion. It’s amazing to see just how much mail (incoming and outgoing) actually goes through our Post Office. In addition, the staff will strive to make Earlham’s Post Office the central hub for all student and departmental mail deliveries, including overnight mail. Let’s also remember to do our part by helping reduce non-first class mailing coming onto campus. Have your names removed from mailing lists whenever possible. Contact the Post Office staff if you need more information on how to accomplish this.

Campus Services also welcomes the opportunity to assist departments with individual purchases. There are three consortiums available to help us get the best possible prices: Independent Colleges of Indiana), Horizons and E&I Cooperative. With high gas prices we need to take into consideration shipping/delivery charges when making purchases. Look for companies who offer free shipping. Utilize office supply companies with competitive prices who make free desktop deliveries. Please let me know if I can be of assistance to you.

Dining Services

Prepared by Dana North, Vice President for Business Operations

New Activities and Programs

- Dining Services continues to strive for new ideas. They will be adding a line of microwavable food in the Coffeeshop. Stop over and give it a try.
- The Coffeeshop is working with a new cash register system, which they are hoping will have the capability to use debit and credit cards soon.

Important Reminders

- Dining Services offers a faculty and staff meal rate of nine meals for \$45 in the dining hall. As the gas prices increase this could be a great way to have a wonderful lunch at reasonable price.

Agenda for the Coming Year

- Continue to get feedback from the students about Dining Services.
- With the increasing prices of food and shipping, Dining Services will be trying to keep quality options available for our students.

Human Resources

Prepared by Dana North, Vice President for Business Operations

New Faces and New Roles

We are currently searching for a new Human Resources Director since Tammy Tomfohrde has moved to Financial Aid. Until the position is filled, please direct any questions to Dana North.

New Activities and Programs

- Implement a new evaluation form for hourly staff Performance Appraisal process.
- Coordinate communication about portal development activities for hourly staff and contracted services.

Important Reminders

- September 1 is a paid holiday recognizing Labor Day. Hourly Staff please remember to write an “H” next to your hours that day, when recording the time on staff time slips. If you did work, place a “W” next to your hours.

Agenda for the Coming Year

- Implement the training, development and education role of the Human Resources Director.
- Assist the new Human Resources Director in learning about Earlham.

