Vice President for Finance & Business/Chief Financial Officer Search

Katherine Haley, Ph.D.
Lucie Lapovksy, Ph.D.
EARLHAM COLLEGE: THE OPPORTUNITY

Earlham College, a distinguished liberal arts college in Richmond, Indiana, seeks applications and nominations for the position of vice president of Finance and Business/Chief Financial Officer. The College seeks a superb financial administrator who embraces working collegially with the College community to deal with issues and to develop consensus about the direction to take before acting. The new VP must be an experienced leader who is strategic, creative, patient, resilient and has a good sense of humor. The vice president's portfolio will include finance, facilities, human resources, investments, technology, events, summer programs, food service, post office, and public safety. The new vice president will join a new, forward-thinking, energetic President and a new senior team. S/he must be an outstanding communicator who values transparency, appreciates the liberal arts and Quaker values and is comfortable working in a community with a strong tradition of shared governance. The new vice president, in partnership with the President, the Board of Trustees, other senior colleagues and the Earlham community, will help lead the

EARLHAM COLLEGE: AN OVERVIEW

Earlham College educates students to live and work effectively together with others; to value lifelong learning; to appreciate cultural, ethnic, and religious diversity; and to become engaged global citizens (Colleges That Change Lives). Earlham has an enrollment of 1,067 students, a budget of $50 million and an endowment of $420 million. According to the National Survey of Student Engagement, Earlham’s students read more books, write more papers, interact more frequently with professors, and score positively on other predictors of successful educational outcomes than students at other similar liberal arts institutions.
Earlham has a culture that has long prized faculty participation; faculty play an active part in many areas of governance. Earlham’s faculty have created a rich liberal arts curriculum that values interdisciplinary study. The College’s recently redesigned General Education Program prepares students for a life of critical thinking and informed action. Faculty actively lead international study programs in which more than 70 percent of graduates participate in off-campus study for at least a semester. In addition to classroom teaching, Earlham’s faculty are active scholars.

Earlham has long emphasized volunteer service to prepare students to be global citizens concerned with improving our world. Groups of students have been assisting humanitarian efforts across the country and the world.

**Earlham College Points of Pride**

- *Forbes’ 2017 “America’s Best Colleges” ranks Earlham in the top 10 nationally for undergraduate teaching quality.*
- Earlham graduates from the past five years have earned such prestigious awards as the Fulbright teaching assistantship, the Watson Fellowship, the National Science Foundation Pre-Doctoral Fellowship, the Samuel Huntington Public Service Award, and the Carnegie Endowment for International Peace Fellowship.
- One of Earlham’s seniors in the Class of 2017 was awarded the prestigious Rhodes Scholarship and was the first Palestinian student in the history of the Rhodes to win this award.
- Earlham has been consistently ranked among the nation’s top 75 liberal arts colleges in *U.S. News & World Report*’s annual college rankings.
- *Earlham* is one of only 40 colleges in the nation whose students are eligible for the prestigious Watson Fellowship—and one of just 20 eligible for the Bonner Scholars Program.
- Earlham is one of just 10% of colleges and universities nationwide to host a chapter of the *Phi Beta Kappa* national honors society.
- *Forbes* gave the College an A+ for financial strength and return on investment.
- In its annual rankings, *Kiplinger’s Personal Finance* includes Earlham in the top 100 of private colleges nationwide that provide high-quality academics at a reasonable cost.
- Earlham’s beautiful 800-acre campus is recognized by the Sierra Club as one of one of America’s greenest colleges.
- The Earlham student body is among the nation’s most diverse, according to a new national ranking by BestColleges.com (July 2016). Earlham is in the top 15% for diversity of the 100 nationally ranked selective liberal arts colleges; the top 15 includes colleges like Pitzer, Pomona, Amherst and Swarthmore.
• U.S. News & World Report (2016) ranked Earlham sixth nationally in international diversity. Approximately 70 different nations are represented among the College’s undergraduate students; almost 20% of the student body consists of non-U.S. citizens.

• Earlham is 5th in the nation for graduates who have served in the Peace Corps.

• Earlham College has been featured in all four editions of the indispensable guidebook Colleges That Change Lives: 40 Schools That Will Change the Way You Think About College.

Alan C. Price, Earlham’s 18th President

Alan C. Price became Earlham’s 18th president on July 1, 2017. He most recently served as the Associate Director of Management for the Peace Corps as well as the Acting Chief of Staff for the Federal Mediation and Conciliation Service in Washington, D.C. An expert in change management and leadership development, Price joined Earlham’s Board of Trustees in July 2016.

Price, who is African-American, is the first person of color to serve as Earlham’s president. Although he ran a department at Harvard Business School and has taught on the university level, his career has spanned a broad range of experiences in non-profit, for-profit and government organization that will inform his return to academia. He majored in economics at Earlham and earned his J.D. at Harvard Law School in 1992. In a varied career, he has worked as a consultant to major corporations, but also displayed a passion for education, including serving as an elected member of the Cambridge (Mass.) School Board from 2002-04. He also has a long history of public service, serving in the U.S. Army National Guard from 1983-89 and on the Cambridge (Mass.) Police Review and Advisory Board from 1996-2002, in addition to leadership roles in federal government, to which he was appointed by President Barack Obama.

As an alumnus and board member, Price will have the advantage of deep knowledge of the College, a perspective on its past, and insights into its future possibilities.

As he begins his presidency, Price highlights the ways in which the College prepared him for this role, “Earlham is where I first learned the power and importance of consensus building. Earlham is where I reexamined childhood assumptions about social justice and social responsibility. Earlham is where I learned to speak truth to power — with respect,” he recalled.

“I am in love with Earlham, not just as a romantic ideal filtered through my younger eyes, trapped in amber, and preserved like some curio. I am in love with Earlham’s complicated and messy reality, scarred by many of the same human and organizational imperfections that make the larger world so fascinating. Earlham provides both a microcosm of the world as it is and a vision of what the world might be. Although my J.D. from Harvard Law School has opened doors to extraordinary opportunities, it has always been my Earlham
education (academic and co-curricular experiences) that brought out the best in me and truly prepared me to bring out the best in other people and organizations.”

Price is the author of *Ready to Lead? A story for leaders and their mentors* (Jossey Bass 2004) and has served as a consultant to such clients as Fortune 500 companies, major universities, and utility providers.

**Earlham College Mission Statement**

The mission of Earlham College, an independent, residential College, is to provide the highest quality undergraduate education in the liberal arts, including the sciences, shaped by the distinctive perspectives of the Religious Society of Friends (Quakers). A basic faith of Friends is that all truth is God’s truth, thus Earlham emphasizes: the pursuit of truth, wherever that pursuit leads; lack of coercion, letting the evidence lead that search; respect for the consciences of others; openness to new truth and therefore the willingness to search; veracity, rigorous integrity in dealing with the facts; and application of what is known to improving our world.

To provide education of the highest quality with these emphases, Earlham’s mission requires selection of an outstanding and caring faculty committed to creating an open, cooperative learning environment. The College provides for the continuous support and development of this faculty.

The teaching-learning process at Earlham is shaped by a view of education as a process of awakening the teacher within, so that our students will become lifelong learners. Students at Earlham are encouraged to be active, involved learners. The College provides extensive opportunities for students and faculty to interact
with and to learn from each other in a cooperative community, an important aspect of which is collaborative student/faculty research.

At Earlham College, this education is carried on with a concern for the world in which we live and for improving human society. The College strives to educate morally sensitive leaders for future generations. Earlham stresses global education, peaceful resolution of conflict, equality, and high moral standards of personal conduct.

**Governance in the Quaker Tradition: The Principles and Practices of Earlham College and The Board of Trustees**

*Principles and Practices* is a statement of the values that guide those who live and work at Earlham College. As an educational community, informed by the distinctive perspectives and values of the Religious Society of Friends (Quakers) and aimed at providing the highest quality undergraduate education in the liberal arts and sciences, Earlham strives to be a community of mutual support, responsibility, and accountability. Respect for persons, integrity, a commitment to peace and justice, simplicity, and community decision-making shape Earlham’s community.

The Earlham College Board of Trustees consists of twenty-four members, a majority of whom must be Quakers. There are four places for Earlham Alumni (including the President of Alumni Council), thirteen at-large positions (six of which must be approved by Western Yearly Meeting of Friends), six members appointed by Western Yearly Meeting, and the President, Ex-Officio.

**Earlham College Strategic Plan**

Earlham concluded a comprehensive, multi-year strategic planning process, culminating in the approval of the final plan by the Board of Trustees in June of 2015. The Plan aims to provide the answer to “Why Earlham?”

To achieve this goal, Earlham will need to evolve over the next five years into an institution that is significantly **more focused** (fewer things done better, and with greater depth), **more coherent** (stronger connections and integration among the fewer things we do), **more concrete** (clear definitions and boundaries around all the things we do), **more consistent** (less ability to "opt out"), and **more “extrospective”** (more of the things we do driven by outside-in considerations) relative to the Earlham of today. *If we are successful, among the outcomes we will enjoy will be higher student enrollment, improved retention and graduation rates, reduced tuition discounting, a significantly lower cost per student for delivery of services, and an overall financial structure that is sustainable over the long term.*

Earlham’s strategic plan aims to realign and enrich the academic experience, with a focus on providing a personal, experiential and global educational experience. Capitalizing on its small size and dedicated faculty, Earlham can offer a distinctive and intellectually stimulating learning environment through intensive experiential, interdisciplinary and global experiences.

Each student will have an immersion/internship experience that will prepare them for life after college, and each student will be able connect theory to practice in meaningful ways. Earlham students will develop a global lens for viewing the issues facing humanity and will engage with important issues in the world, from climate change to infectious diseases to structural violence and beyond.
The College has recently launched a new initiative, the Earlham Plan for Integrative Collaboration (EPIC), the components of which are: the Center for Global Education, the Center for Career and Community Engagement, the Center for Global Health, the Center for Entrepreneurship and Innovation, and the Center for Social Justice. EPIC seeks to facilitate the making of connections between the liberal arts and the world outside of campus and promises experiential and collaborative learning opportunities for each Earlham student. The work of EPIC has recently been supported by a generous gift from alumni of $7.5 million.

The College has recently launched a new Center to house these initiatives, along with enhanced opportunities for student-faculty collaborative learning and research. As Earlham looks forward, the structures and ideas set forth in the strategic plan will continue to yield exciting new possibilities for creativity and innovation within the curriculum and co-curriculum.

http://www.earlham.edu/about/leadership-governance/strategic-plan/

Earlham Students
Earlham enrolled 1,031 undergraduates and 71 graduate students (61 in the School of Religion and 10 in the MAT program) from 44 states and 70 countries in fall 2016. After declining from a high of 1,211 students in fall 2012 to a low of 1,066 in fall 2015, Earlham’s enrollment of 1,102 students last Fall shows progress towards reaching a goal of 1400 students in the next few years. Most students live on campus.
Earlham students are passionate about learning and the world in which they live. A good portion of students choose Earlham for its support of social and environmental justice; students are exceptionally welcoming to difference, given the high diversity of the student body. Earlham’s student body is highly diverse, especially considering its location—with 21% international students and 24% domestic students of color.

Students place a high premium on involvement in clubs and organizations, which number approximately 65 and range from co-curricular interests to club sports.

Earlham’s Quaker identity means a commitment to egalitarianism and shared governance. In practice, this means students share in heavy responsibilities. Students participate in virtually every College committee, including the selection and evaluation of faculty. They are politically active, socially concerned and engaged.

**Earlham’s Quaker Roots**

Earlham has its roots in the Great Migration of Quakers from the eastern United States, especially from North Carolina, in the first half of the nineteenth century. This migration created Indiana Yearly Meeting of Friends in 1821. By 1850, it was the largest in the world. Its center was Richmond, where the yearly meetinghouse for the Orthodox body was located. Thus, when Indiana Friends decided in 1832 to open a boarding school, they placed it in Richmond. After fifteen years of laborious fund-raising, it opened on June 6, 1847. In 1859, a collegiate department was added and the school became Earlham College, in honor of the home of the eminent English Quaker minister Joseph John Gurney, and early supporter. Earlham was the second Quaker College in the world and the first coeducational one.

Earlham transformed itself after World War II. The student body became national and international. In 1960, to meet a growing demand for leadership in the Society of Friends, the Earlham School of Religion opened as the only accredited Quaker theological seminary in the world.

**Off-Campus Programs**

With more than 50 years of offering international study programs, Earlham ranks 9th for study abroad programs by Princeton Review’s "The Best 380 Colleges: 2016 edition" and more than 70% of Earlham graduates study off-campus. Faculty members are active in international education as well, leading and participating in off-campus programs alongside their students.

*Best College Reviews* ranks Earlham 30th among "The Best 50 Study Abroad Programs in America.” The College’s commitment to global education and constantly innovative programming supports programs to Border Studies (Tucson), East Africa/Tanzania, France, Germany/Austria, Japan, Japan Study, Ecuador, Tibetan Studies (India), England, Middle East/Jordan, New Zealand, and Spain.

Earlham College has a long-standing and active relationship with United World Colleges. The program, which provides scholarships to exceptional students with great financial need, is the largest international scholarship program in the world.

**Service and Engagement**

To prepare students to be global citizens who are concerned with improving our world, Earlham has long emphasized volunteer service. Each year, Earlham students contribute more than 25,000 reported hours (and many more unreported hours) of community service to support important local city and county needs. Faculty and staff also are active as volunteers, giving more than 13,000 hours annually to civic organizations, nonprofit agencies, and local government.
Athletics at Earlham

Nationally affiliated with the NCAA as a Division III member, the College is a member of the Heartland Collegiate Athletic Conference (HCAC)—which consists of colleges and universities in Ohio, Indiana, and Kentucky. The HCAC is dedicated to combining outstanding private education with top-notch intercollegiate athletics.

Earlham offers varsity programs in 20 sports, including 10 for women and 10 for men. The women’s sports are basketball, cross country, field hockey, golf, indoor track, outdoor track, lacrosse, soccer, tennis, and volleyball. The men’s sports are baseball, basketball, cross country, football, golf, indoor track, outdoor track, lacrosse, soccer, and tennis.

Finances

Earlham has an operating budget of about $50 million. Over the last several years, net tuition revenue has remained relatively constant while expenses have been increasing at about 3% a year. This has resulted in operating deficits for the last several years, which are projected to be in excess of $9 million in FY 2018.

From FY 2013 to FY 2017, the accumulated cash-flow deficit totals $36.3 million which has been financed through additional endowment draws and a bank loan. Despite the operating deficits, Earlham has an A stable bond rating from Standard & Poor’s based on its strong asset base and relatively low long-term debt of about $84 million. The College’s endowment has a current market value of about $420 million, very substantial for a small liberal arts college. Thanks to both growing contributions and a bullish market, the endowment has built steadily over the years despite draws well in excess of the spending rate.

The College’s student/faculty ratio has declined from 12.3:1 in FY 2011 to 8.6:1 in FY 2016. This decline in the student/faculty ratio has resulted from both an increase in the number of faculty and a decrease in the number of students. Although the lower ratio has helped improve the learning environment, the decrease is not financially sustainable. The board allocated ten additional faculty positions for high demand fields, which the College needs to “repay” over time.

The College has a budget model and routinely does multi-year budget projections based on a variety of assumptions. The Board understands that it will take a few years before the College’s operating budget will be in equilibrium and has authorized the deficit to reach a cumulative total of $60 million.

The College’s FY 2018 tuition and fees will be $45,750 and room and board will be $9,920. Net tuition and fees are far lower than the published price given a high tuition discount rate.

Investments

Earlham’s $420 million endowment is managed by the Earlham Foundation, which serves as the investment committee for the Earlham Board of Trustees. The vice president of Finance and Business and Chief Financial Officer serves as a director of the Earlham Foundation. The endowment is managed by the College’s Chief Investment Officer assisted by Prime Buchholz. The endowment is invested in a highly diversified portfolio which includes many alternative investments.
Facilities
The campus has 1.2 million gross square feet of space and 800 acres of land. The College has invested more than $80 million in new and renovated facilities in the last five years. The College now faces challenges with needed utilities and infrastructure repairs.

*Stanley Hall* was fully renovated in 2012-13 and houses the biology and chemistry departments. Stanley Hall laboratories are unusually spacious and provide many different research opportunities. Instrumentation is extensive and up-to-date.

*Tyler Hall (below)*, the oldest academic building and the former College library, once housed all but one of Earlham’s social science departments as well as a large lecture hall and some classrooms. This facility underwent a complete renovation in 2013 and is now used as a Welcome Center for the campus and houses Admissions, Financial Aid and Marketing.

![Tyler Hall](image)

The Center for Science and Technology was completed in August of 2015. This facility added to the west end of Stanley Hall houses the Physics, Mathematics, and Computer Science Departments and is supported by the Science Commons. The second phase was the completion of a 42,000 square foot addition known as the Center for Science and Technology. This addition provides a new home for Physics, Math and Computer Sciences as well as the new Center for Science Technology. The building dedication took place on October 30, 2015.

The Center for the Visual and Performing Arts was completed in the Fall of 2014. The 48,000-square foot Center is located immediately south of Runyan Center, and is the central home for the arts at Earlham, transforming the south campus. The Center serves as an invitation and an inspiration to every member of the community. The College has achieved LEED Gold certification and followed best practices for sustainability in the design of this facility, which cost $22 million.

Fundraising
Earlham College’s last comprehensive campaign, the largest in its history, was completed in 2011-12. Purpose and Passion: The Campaign for Earlham, brought $68 million in new funds to the school, surpassing the campaign’s $60 million goal. Prior to that, Earlham College raised $30 million with a comprehensive campaign in the 1990s and $15 million in a follow-up capital campaign to build the Landrum Bolling Center for Interdisciplinary Studies and Social Sciences in 2000-01. The first necessary steps toward a future campaign
are being taken, with a view to publicly launch a comprehensive initiative in the early 2020. Giving to Earlham College has varied from $8.7-$10.8 million per year over the last four fiscal years. Support of the Earlham Fund, the College’s annual fund, has varied from $1.5-$1.8 million. In 2015, Earlham College began a successful annual 24-hour giving day: Earlham Day. In 2016, Earlham Day raised more than $470,000 through 1,275 gifts, with the majority benefiting the Earlham Fund.

**Earham Alumni**

Earham College currently has 19,500 living alumni; Earlhamites live in all fifty states and in countries across the globe. Each year for the last four years, more than 3,200 alumni have contributed to Earlham Fund, averaging approximately $1.23 million annually.

Earham College alumni are represented by an active Alumni Council that convenes twice a year on campus, meets with current Earlham students, and assists with regional alumni events. In addition, alumni serve in volunteer roles on the African American Advisory Board, as Class Chairs, and on reunion planning committees.

**The Academic Program at Earlham**

Earham’s faculty have created a rich liberal arts curriculum that values interdisciplinary study. The College’s recently redesigned General Education Program prepares students for a life of critical thinking and informed action. Faculty actively led international study programs in which more than 70 percent of graduates participate in off-campus study for at least a semester.
In addition to their outstanding teaching, many Earlham faculty are noted for their success in winning competitive national grants (NSF, NEH, NIH, Keck, Fulbright, etc.). Earlham students are regular winners of Watson fellowships, Fulbright fellowships, and other prestigious fellowships. Of Earlham’s 111 teaching faculty, 35% represent diversity and 50% are women. Earlham offers majors or minors in 45 interdisciplinary fields, as well as self-designed studies and cooperative programs in architecture and engineering. The College expects every student to develop broad, general skills and proficiencies across the whole spectrum of the curriculum: the fine arts, the humanities, the social sciences, and the natural sciences. Students must be able to grasp and make use of new and unfamiliar ideas and to make significant connections not only within traditional spheres of knowledge, but across different intellectual and experiential boundaries.

In 2015, the Earlham faculty approved the following **Learning Goals** developed by the Curricular Policy Committee. Students should be able to:

- **Communicate** effectively and work collaboratively across diverse contexts via multiple media. Effective communication involves both social and expressive skills and the ability to communicate in multiple settings and cultures.

- **Investigate** and analyze information, materials, problems and texts using a variety of techniques. Thoughtful and careful analysis requires the ability to collect, understand, interpret and evaluate multiple pieces of evidence, with systematic understanding and overt application of qualitative, quantitative, analytical and abstract reasoning.

- **Integrate** knowledge, experience, and skills across domains and contexts. Integration involves connecting and developing ideas, as well as synthesizing and transferring learning to new and complex situations.

- **Diversify** personal and cultural experiences, ways of knowing, and social relationships. The practice of diversity involves embracing opportunities to explore outside their interests and typical frame of reference.

- **Create** and innovate across a variety of disciplines. Creativity and innovation require a willingness to take risks, be open to new possibilities, and produce new knowledge and artistic and social forms.

- **Reflect** critically on their learning experiences, ethical and vocational choices, lifestyle, and beliefs in light of multiple understandings of the world. Reflection involves the ability to examine past experiences and apply their lessons to future contexts.

- **Apply** knowledge and skills to real world problems and situations as well as to improve their own mental, spiritual and physical well-being. Applying learning effectively is a key skill of a lifelong learner.

**Outcomes of a liberal arts education at Earlham:**

- skills at collecting and interpreting information and formulating judgments;
- experience and confidence when confronting diverse viewpoints;
- strong written and verbal communication skills;
- excellent leadership potential;
- sensitivity to issues of values, justice and peace; and
- engagement with social responsibility and global citizenship.
Graduate Programs in Education
Earlham’s commitment to teaching is also reflected in its Graduate Programs in Education, begun in 2000. The program offers both a Master of Arts in Teaching and a Master of Education degree and is accredited by the Indiana Department of Education. The programs enrolled 11 students in FY 2017.

The Earlham School of Religion (ESR)
ESR is the oldest and first fully accredited Quaker seminary (since 1975) and the only Quaker seminary serving the spectrum of Friends. Its accreditation is through the Association of Theological Schools in the United States and Canada as well as the North Central Association of Colleges and Secondary Schools through Earlham College. ESR offers both the Master of Divinity and the Master of Arts in Religion degrees, and there are several special areas of emphases possible in the program, including Christian Spirituality, Writing as Public Ministry, Peace and Justice Studies, Quaker Studies, and Pastoral Care. Certificate programs in Quaker Studies, Writing, and Spirituality are also available.

For the past two years, the school has been selected as one of the Seminaries that Change the World, recognizing innovation in theological education with a commitment to community service and social justice. The seminary also has a proven track record in distance education, having launched Master of Divinity and Master of Arts programs over a decade ago utilizing the distance education format. ESR prepares women and men for leadership that empowers and for ministry that serves.

The President of Earlham is also the President of the Earlham School of Religion. The Earlham Board of Trustees also serves as the Board of Trustees of the Earlham School of Religion. ESR has an endowment of $30 million (which is dedicated to ESR but managed jointly with the College). ESR manages its own budget and does its own development work.

The Great Lakes Colleges Association
Earlham enjoys membership in the Great Lakes Colleges Association (GLCA), a consortium of thirteen private liberal arts colleges located in Indiana, Michigan, Pennsylvania, and Ohio. The member Colleges of the GLCA are Albion College, Allegheny College, Antioch College, Denison University, DePauw University, Earlham College, Hope College, Kalamazoo College, Kenyon College, Oberlin College, Ohio Wesleyan University, Wabash College, and The College of Wooster.

The GLCA operates through an interlinked structure of committees, councils, and advisory groups composed of faculty, staff, and administrators from the consortium’s member campuses. These groups contribute to the development of consortial initiatives and priorities. The GLCA office is located in Ann Arbor, Michigan.

The Richmond and Wayne County Community
Earlham is proud to call Wayne County and the city of Richmond its home. Earlham is served by three international airports: Dayton is 41 miles from campus; Cincinnati-Northern Kentucky is 77 miles from campus and Indianapolis is 85 miles from campus. Quakers from North Carolina were early settlers to the area and founded Richmond in 1806. The Richmond/Wayne County community of today numbers approximately 68,900, and is large enough to provide a microcosm of urban challenges—and small enough to need and value the contributions and expertise of Earlham faculty and students. Students and faculty are involved with educational, environmental, social service, cultural, and governmental organizations in Wayne County. In addition, faculty engage Earlham students in community-related research and presentations.
More than a decade ago, Earlham established a vice president for community relations and created a Community Partnership Council to link Earlham and the community more closely. For such efforts, Earlham was awarded the Corporation of the Year in 2010 by the Richmond/Wayne County Chamber of Commerce, and in 2014 the local Boys and Girls Club honored the College with its community partner award for outstanding service to local youth. Over the last decade, the Earlham community has contributed more than $250,000 to the Whitewater Valley United Way Campaign; it is estimated that Earlham’s impact on the local economy was more than $54 million. Earlham employs about 360 people, making it among the top ten employers in the county.

The community enjoys a symphony orchestra, civic theater, art and historical museums, environmental education center (founded by Earlham faculty), regional arboretum, and miles of improved hiking and bike paths. Six institutions of higher education are located in Richmond: Earlham College, Earlham School of Religion, Bethany Theological Seminary, Indiana University East, Ivy Tech Community College, and Purdue University College of Technology at Richmond. Richmond’s Reid Memorial Hospital was placed in the top tier of all hospitals nationwide by the Hospital Value Index.

For more information on the Richmond/Wayne County area, see http://www.earlham.edu/richmond/.

THE POSITION

The Vice President for Finance and Business/CFO serves as the chief steward of the College’s financial, physical and human resources. The Vice President, reporting directly to the President, staffs the Board’s Property and Finance, Audit, and Investment committees and works closely with the cabinet. The Vice President also works—via shared governance—with the on-campus Budget Committee and Welfare Committee and all campus constituencies.

The Vice President is responsible for providing the leadership, vision and analytical framework necessary to develop and oversee prudent fiscal strategies that assure the implementation of the board approved financial plan. The vice president’s portfolio will include finance, facilities, human resources, investment, technology, events, summer programs, food service, post office, and public safety.

The Vice President will partner actively and creatively with the College’s other vice presidents, including: the vice president for academic affairs to ensure funding and administrative solutions to support the academic mission of the College; the vice president for Institutional Advancement to support overall fundraising goals and provide the infrastructure necessary to assure donors of the stewardship of their contributions; the vice president of enrollment management to implement enrollment and net tuition goals; and others to move the agenda of the College forward.

The Vice President is expected to engage in a collegial and transparent way with all areas of the College to strengthen the overall effectiveness of the College’s financial operations, to facilitate the growth of revenue, to strategically use all available financial resources from both restricted and unrestricted funds, and to improve the dissemination and use of financial information by all on campus. The Vice President must work collaboratively with the College’s Budget Committee on all issues which affect the College’s budget and the Welfare Committee regarding faculty and staff welfare policies; and is expected to provide Faculty Meeting, the governing body, with timely and complete information, for the purposes of decisions to be taken affecting the curriculum. The Vice President must provide timely and clear information to the foundation and the Board’s property and finance committees so that they can make timely and informed decisions.
OPPORTUNITIES AND CHALLENGES
Earlham College is a dynamic institution offering exceptional opportunities for a seasoned finance professional who appreciates the history and traditions of Earlham, embraces collaborative decision-making, understands and respects the liberal arts, is comfortable operating transparently and wants to be a part of a dynamic new team who will return the College to a long-term financial equilibrium. The new vice president will be a key player in this turnaround.

Work with the College leadership and Board to create and execute a plan to achieve financial sustainability.
The new vice president needs to understand how to most effectively use the College’s human, physical and financial resources including both restricted and unrestricted funds. S/he must be able to assess risks and understand the return on investment (ROI) in various alternative programs and ventures to foster the College’s progress towards financial equilibrium. S/he needs to accomplish this in partnership with all college constituencies and must be comfortable sharing information widely.

Develop a transparent, inclusive multi-year, non-incremental budgeting process and clearly and effectively communicate financial information in a way that inspires trust.
The new vice president must implement the appropriate tools to allow for robust budget modeling so that the College can forecast various future outcomes. In addition, the reporting of financial information must be significantly improved so that all decision-makers on campus can access the data that they need in a timely fashion and use it effectively to manage their budgets. The new vice president must be able communicate clear and concise financial information to all college constituents in a way that inspires understanding and trust in the information and motivates them to partner with the administration in solving the financial issues facing Earlham.

Embrace collaborative decision-making.
The new vice president must be comfortable and enjoy working in an environment where collaborative decision-making is the culture, where it is expected that information is shared prior to decisions being made and that feedback and evaluation are provided after decisions are made. The new vice president must be empathetic with the College’s challenges and be patient and respectful of the process and all involved in decision-making.

Be creative and facilitate the growth of revenues.
The new vice president must create an environment that motivates revenue growth in all areas of the College. All the revenue producing operations on the campus including the auxiliary operations, events and summer camps must be reviewed and repositioned to produce more revenue in mission appropriate ways.

The vice president needs to be a partner with the vice president for Enrollment Management to help in the maximization of net tuition revenue by increasing enrollment and reducing the tuition discount rate. S/he needs to ensure the proper systems and incentives to encourage the growth of fundraising and grant activities by both the development office and the faculty.

Provide leadership to the business affairs vision.
The next vice president must have excellent management skills to lead the areas that are in his/her division. The new VP must be able to develop people to their full potential. The VP should be able to assess
all the processes in his/her division to ensure that they are all efficient, effective and supportive of the College’s needs.

QUALITIES AND QUALIFICATIONS
The successful candidate will be an outstanding communicator, a good listener, be resilient and possess strong and effective interpersonal skills that engender trust and cultivate collaboration. S/he will be an exceptional financial and administrative leader with superior analytical and management skills as well as being a creative strategic thinker and an expert modeler and scenario builder. S/he will understand the higher education landscape and the challenges that higher education is currently facing including an understanding of the sustainability issues that it is facing. The successful candidate will be comfortable growing out of the current deficit rather than retrenching and will be comfortable presenting alternatives to the community and collaborate with them on the reaching a decision. S/he will want to attend campus events and be involved in the Earlham community. The new vice president will inspire trust, have unquestioned integrity and a sense of humor.

The new vice president will be well versed in higher education finance and will be knowledgeable about the critical areas in the portfolio. S/he will have at least ten years of progressively increasing experience managing a large staff with diverse responsibilities. The new vice president will have worked in organizations that have multiple revenue streams and will be adept in projecting revenues and assessing the risks associated with them. A bachelor’s degree is required and a masters or other advanced degree is preferred. Experience in higher education, non-profits and mission-driven organizations is highly desirable. For additional information about the College, please go to www.earlham.edu.

PROCEDURE FOR CANDIDACY
Nominations and applications are invited for this position. Review of applications will begin immediately and candidate material received by October 12, 2017 will be assured full consideration although recruitment will continue until an appointment is announced. Applications (including a cover letter, resume, and the names and contact information of four references) must be uploaded to: http://lapovsky.hiringthing.com This search is supported by Haley Associates Higher Education Executive Search and Consulting and Lapovsky Consulting. Confidential inquiries and questions concerning this search may be directed to Dr. Lucie Lapovsky at earlham@lapovsky.com or 917-690-1958 or Dr. Katherine Haley at khaley@haleyassociates.net or 603-748-4399.

Earlham is an Affirmative Action/Equal Opportunity Employer
Earlham College continues to build a community that reflects the gender and racial diversity of the society at large, and, therefore, we are particularly interested in inviting and encouraging applications from African Americans, other ethnic minorities, and women. Earlham also is eager to solicit applications from members of the Religious Society of Friends (Quakers).

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Earlham documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.