



The Beacon

Great Lakes Colleges Association
a non-profit corporation

November/December 2006

Volume 4, Issue 3

Albion • Antioch • Denison • DePauw • Earlham • Hope • Kalamazoo • Kenyon • Oberlin • Ohio Wesleyan • Wabash • Wooster

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Our Mission

The mission of the Great Lakes Colleges Association is to take actions that will help strengthen and preserve our colleges; and by being a leading force on behalf of education in the tradition of the liberal arts and sciences. Rich in tradition, GLCA will continue to enhance our colleges by leading as new areas of opportunity and challenge emerge.

Feature Articles

Aligning Academic Values with Dollars: Excerpts from a Workshop

A session of the GLCA Academic Leadership and Innovation (GALI) Institute took place in Ann Arbor November 10-12, 2006. The event drew upwards of 30 faculty of GLCA member colleges who had been invited by their academic deans to participate in a workshop focusing on academic leadership, decision making, and governance.

Previous articles in this newsletter have described the workshop's general format and the larger context of this Mellon-funded faculty development program (see *The Beacon*, March 2006 and October 2006). Some salient insights and lessons for leadership emerged from the exchanges of faculty members in the most recent workshop. During one session, participants worked in small teams to create a viable five-year budget for a college that team members themselves had designed. Some excerpts from the exchanges of several teams:

"If 73% of our budget goes for instruction, is that a problem or a sign that we are investing in the institution's core values? . . ."

"In fact our operating income shows a first-year deficit of \$7 million."

"If we raised tuition by, say, \$4,000 . . ."

"If we want giving to be high, we have

to spend more money on development. . ."

"Let's try reducing the full-time faculty. The number or the salary of?"
Either – or both. . . ."

"You realize if we increase selectivity, we're likely to go down on yield."

"Let's try taking the tuition discount rate up by a percentage point. . . ."

"This shows that endowment makes all the difference in the world."

Insights

Reporting out in plenary discussion on what they had learned from this exercise, participants in these several teams identified a number of lessons:

"Even with a very generous endowment we couldn't do everything we wanted to do."

"In working through the numbers it is all too easy to fall entirely into a business model. As a college, we need to work to make sure that our values drive the budget decisions, not to let numbers shape our values."

Call for Submissions

The deadline for submissions for the next issue of *The Beacon* is January 10, 2007. Please send submissions electronically as e-mail text or attachments to Charla White, Editor at white@glca.org. Submissions may be edited for length. Feedback and comments are always welcome.

Aligning Academic Values with Dollars: Excerpts from a Workshop continued

Participants at the November 2006 GALI Institute



“As a department chair, I’ve had experience with this process. I’ve wanted to do this kind of thing with faculty at my own institution, so they would understand more completely how particular decisions affect the costs and revenues.”

“As faculty members we don’t tend to see spreadsheets as a living dynamic. On the budget committee of my institution, we see the proposed allocations to particular lines. What’s not clear in that case is the interrelatedness of the expenditures – how a decision in one area affects other areas as well.”

“In some ways the knowledge of these things places more of a burden on the faculty. We can no longer claim innocence from any knowledge of the budget. It makes you feel compliant in ways you may not want to be.”

“We tend to see things only from our own vantage point. This work helps one understand that there is a larger set of functions that impact decision making.”

“It’s absolutely necessary that the faculty and business officer reach a common plane of understanding. This process cannot live entirely in the business model, which thinks of people in terms of “units.” At the sametime, it can’t exist entirely in the academic mindset, which creates a cornucopia of impossibilities.”

“The cynical instinct can easily convince you that nothing ever changes. This exercise helped me see that things can change.”

“It helped me to see the impact of increasing discount rates. As institutions, we are driving them upward. Tuitions need to be re-centered.”

Working with an invented college, members of these teams had much greater discretion than a college would ordinarily have. For a

college that exists in reality rather than imagination, the majority of the budget is tied to lines that carry forward from year to year, and the margin of discretion is comparatively small. A concluding insight from this session was that it is easier for a small working group to come to agreement than it is for a liberal arts college as a whole.

Workshop Impact

In summarizing the impact of the workshop as a whole, participants offered several insights into the complexities of their institutions and the dilemmas that often infuse the decision making process.

“The workshop provided me with an expanded conception of leadership, and of what it means to participate as a responsible member of a college that embraces the model of academic governance. What I’ve learned here will affect my actions as a member of my own college community.”

“The workshop has given us a good opportunity to think about leadership in a consortial context of other colleges like our own. I appreciate that context – and the opportunity the workshop has given to meet with faculty members at other GLCA colleges.”

For more information about the GLCA Academic Leadership and Innovation Institute, contact Greg Wegner: wegner@glca.org.



Women's Studies Committee: Thirty-something ... and Still Going Strong



Members of Women's Studies Committee at Wooster

On November 3-4, 2006, fourteen representatives from nine GLCA schools converged on the College of Wooster to resume the challenge of carrying out the vision and mission of the Women's Studies Committee established some thirty-plus years ago. Several ideas were discussed including the importance of mentorship opportunities for new faculty; an ongoing need for roundtable experiences at which strategies, effective practices, and proven models of program development might be explored; and ways in which the committee might accomplish even more by working collaboratively across the consortium.

As the committee approaches its 30+ anniversary within the GLCA, interest is being expressed around a commemoration that reviews campus climates, pedagogical updates, and specific research on masculinity, queer theory, and transnational feminism. The committee will hold a spring 2007 meeting at DePauw University co-hosted by Wabash (please check the GLCA website for posting of confirmed dates). The committee seeks representatives from Antioch, Denison, and Oberlin. Please contact GLCA program officer Sheryl L. White, sherylwhite@glca.org if you'd like more information.

2006 Students of Color Leadership Conference: "Living, Practicing and Cultivating Leadership"



Oberlin Students and Staff: Marcelino Echeverria, Cherele Lewis, John Harper, and Ramesh Bhagirat (staff)

Ohio Wesleyan University, under the phenomenal leadership of Darryl A. Peal – Director of Minority Affairs and OWU representative on the CICEE committee hosted the 2006 SOCLC conference: **"Living, Practicing and Cultivating Leadership."** Well over 100 students, from GLCA schools and neighboring institutions, came together to hone leadership skills, be inspired and engage in professional networking.

Entertainment by award winning musical duet J. Torae and BET comedian Marcus Combs were enjoyed by all who attended. When asked about what will be taken from this experience, students responded:

"You don't really discover new concepts; you rediscover what is already within you. This conference helped with that. I really liked the opening keynote speaker (Dr. Delores Wiley) when she had us do 'call and response.' The leader can't do it on his/her own – it must be the leader and the community. If the two are not connected, it's disjointed and ineffective. The 'call and response' demonstrated that...it was like a bridge."

Marcelino Echeverria, Oberlin-1st year

Renowned speakers included Ben Chavez, President of the Hip Hop Action Summit, Dr. Dennis Kimbro, Professor and Author, Dr. Delores Wiley and Ms. Claudia Cruz. Students attended a number of impressive concurrent workshop sessions including:

"Moving Beyond Tokenism"

"The Purpose of Leadership"

"Global Citizenship for Global Leadership"

"Women of Color in Leadership: Obstacles, Challenges and Victories"

"Coping Styles of Men of Color in Higher Education: If I Am Not the Problem Then What is the Solution"

"I did enjoy the women's session because sometimes there are different types of Black women. It was nice to know that we go through some of the same things. The speaker was great – she was not 'above' us."

Cherelle Lewis, Oberlin – 2nd year

Information about the 2007 SOCLC will be posted on the GLCA website as soon as it becomes available: www.glca.org



Students enjoying a workshop at the SOCLC

GLCA Hosts New Writer Award Winner for Fiction: David Harris Ebenbach



David Harris Ebenbach reading "between Camelots"

It wasn't the typical dark and gloomy night but it was a gloomy wet morning on this last Wednesday of November as the GLCA staff began their work day. Around 10 AM the hustle of staff and the bustle of paper quieted down considerably as we all listened intently for our guest to arrive.

Over the last couple of years, GLCA staff has enjoyed visiting with the recipients of the New Writer Award after their tours of the campuses. We enjoy hearing about their experiences and hearing them read for us. Today was no exception. David Harris Ebenbach treated the staff to a delightful reading of the feature story from his book "between Camelots." Like the rest of his book, this story was extremely well written giving life to Paul, Max and the mysterious Julie.



Greg Wegner, Director of NWA and Deanna Shackelford, Coordinator of NWA, present David with the GLCA NWA plaque

Rarely are readers given the opportunity to learn about the author. Here are some things we discovered in our conversations with David. Ebenbach comes from Philadelphia where he lived in an inner city environment surrounded by lots of children. He remembered fondly being able to play in the streets, being dowsed by fire hydrants on hot summer days and playing inside large refrigerator boxes. It was his desire to draw like the local Minott brothers that pushed him to begin writing. At the age of six, Ebenbach began writing a story to which he would later include pictures – after all, at six all books had pictures. He soon discovered that he didn't need to have pictures and contentedly focused on writing. By age eight he had completed his first novel titled: *When The Smurfs Go Marching In* that was at least eight chapters and eight pages long. Ebenbach was hooked!

Throughout school, teachers encouraged him to write but the most memorable one was Mr. Cox a middle school teacher. Ebenbach explained "He never seemed to pay attention to me, and I never paid attention to him either. I was surprised to see he had written in my yearbook that he saw a writer in me!" Another teacher who was responsible for Ebenbach pursuing writing as a career came later in

Graduate school - Jesse Lee Kercheval at the University of Wisconsin. Ebenbach was pursuing a Ph.D. in Psychology at the time and had pushed his writing to second place in his life. He credits Kercheval with giving him that final shove to move from Psychology to his true calling – writing!

Ebenbach said there is one other person he gives tremendous credit to for his continuing to write and that is his wife, Rachel. Ebenbach confided that when one goes on a first date and you are a writer you feel like a vagabond because you haven't written a book yet. You have no proof that you're serious. So he gauged his dates by what they said when they first found out he was a writer. "Rachel never said, 'Oh, that's so cute.' Instead, she took it seriously from the beginning and has continued to do so."

The one piece of advice he has for a new writer is: "make sure you write, at least some of the time, about things that scare you! Be willing to write about things that others are afraid to say." Ebenbach does this successfully in his "between Camelots." In his stories he writes about one night stands, newly shattered hearts, two gay men trying to connect, and more. Ebenbach feels emotions are the driving vehicle for his stories. Short stories should have irresistible forces, such as urges, which are more powerful than stories about ideas because they always fall apart.

Finishing up around 12:15 PM, Ebenbach was treated to a delicious vegetarian lunch at Seva where he continued to keep us enthralled. Although we had to say goodbye to Ebenbach, the discussions he began continued throughout the afternoon.

Announcements

2007 Black Studies Conference to be held at Kenyon: “The Black Public Sphere”



CICEE members at work: Darryl A. Peal (OWU), Vincent L. Briley (Denison) and Susan Lee (Wooster)

The Committee for Institutional Commitment to Educational Equity (CICEE) convenes a Black Studies conference every other year. Kenyon College (Gambier, OH) will be the host campus for the 15th GLCA-CICEE Black Studies Conference 2007: “**The Black Public Sphere.**” On April 27-28, 2007, faculty, students, administrators and interested colleagues from within and beyond the GLCA will gather to explore such topics as:

- The Black Public Sphere in Historical Perspective
- Abolition of the Slave Trade and the Origins of the Black Public Sphere
- Film and Literature as Sources of Racial Empowerment
- The Role of the Black Public Intellectual
- Gender Ideology in the Black Public Sphere

- Hip-Hop as a Force for Political Change
- Black Colleges as Public Spheres
- The Challenge of Black Conservatism
- The Changing Nature and Role of the Black Church
- Urban and Rural Black Public Spheres

The 2007 planning committee has issued a **CALL FOR PAPERS** and a one-page abstract is due by **February 1, 2007** to Glenn McNair, Ph.D., Department of History (Seitz House), Kenyon College, Gambier, OH 43022 mcnair@kenyon.edu (740) 427-5325.

Student participation, in the forms of research papers or poster sessions, is strongly encouraged.

Noteworthy News

The Association for the Advancement of Sustainability in Higher Education announced the following:

Oberlin to Sign Climate Neutral Pledge - Oberlin College President Nancy Dye recently pledged her support for the American College and University Presidents Climate Commitment, which commits Oberlin College to developing a comprehensive plan aimed at achieving a climate neutral campus as soon as possible. Signatories to the ACUPCC commit to developing a comprehensive plan to achieve climate neutrality that includes a target date and interim goals. Signatories also commit to taking some short term actions to reduce emissions and to report publicly on their progress toward achieving climate neutrality.

For additional information go to http://www.oberlin.edu/stupub/ocreview/2006/11/17/news/Dye_Makes_Pledge_Climate_N.html

Oberlin College's Board of Trustees has approved a policy stating, "Oberlin will achieve a LEED rating of a least silver for new construction and major renovation projects, unless, with regard to a particular project, it is determined that either doing so would be financially imprudent or that specific alternate steps would allow Oberlin to achieve superior environmental performance at a cost similar to that involved in the LEED standard."

For additional information go to <http://www.oberlin.edu/news-info/06nov/leed.html>

News About GLCA Member Schools

Albion College



Observation Hill



Staff begin slide-making and prep work in Core laboratory

Travel is vital to the Albion experience, and Albion students and faculty continuously seek learning opportunities far from campus. During the 2006-07 austral summer, Albion faculty, students, and alumni will be in Antarctica working on multiple geology research projects funded by the National Science Foundation. The projects include students of ancient climate archives, submarine volcanoes and meteorites. Participants in these projects include Dr. Thom Wilch, Geological Sciences, and Dr. Nicolle Zellner, Physics and Astronomy; students Paul Roberts, '07, and Lisa Colville, '07; and alumna Dr. Ellen Cowan, '79.

There is a travel blog authored by Thom Wilch where you can read more about their experiences and see amazing photographs of their encounters. Visit <http://www.albion.edu> for more information.



Barnes Glacier

Earlham College

A groundbreaking partnership between Earlham College and Indianapolis-based [Workforce, Inc.](#), will soon help provide central Indiana with solutions to a number of modern social ills, from hazardous waste contamination of regional landfills to dead beat dads and even the crime rate.

As its part of the agreement, Earlham will donate thousands of pieces of College-owned or acquired computer equipment for "de-manufacturing" by Recycle Force, LLC, a recovery and recycling operation located in Sherman Park on the east side of the Hoosier capital. Recycle Force — dedicated to preventing discarded computer equipment containing toxic chemicals from entering the normal waste stream — employs many ex-offenders associated with Workforce, Inc., a nonprofit group committed to strengthening Indiana families by providing back-to-work programs for formerly incarcerated parents.

Both ventures are the creation of former Earlham student and current Indianapolis entrepreneur [Gregg Keesling](#). After a successful career managing and owning a number of hotel properties in western Jamaica (where he served as chairman of the Jamaica Hotel and Tourism Association from 1992-95), Keesling returned to his native Indiana in 1996 to establish a staffing and workforce development firm — Keys to Work, Inc. — helping at-risk workers find sustainable jobs. In 2003, he resigned as CEO of Keys to launch Workforce, Inc.

For additional information go to: <http://www.earlham.edu/publicaffairs/content/pressroom/archive/2006/october/061030f-recycle.php>



Betsy Ward and Tom Steffes work their way through the growing surplus equipment to be recycled

GLCA Faculty News

Faculty Recognitions

Earlham College – Kathy Taylor, Spanish and Hispanic Studies, recently had her first book of verse published in Curacao. “Landscape of my Love” was published in both English and Papiamentu on the Caribbean Isle of Curacao where the professor of Spanish and Hispanic Studies is a frequent May Term visitor. Grateful that much of the volume is written in native [Papiamentu](#), the nation’s chief executive was among those recently wishing the author well.

Hope College — William Polik, Chemistry, was elected as a Fellow of the American Association for the Advancement of Science for his outstanding accomplishments in physical chemistry.

Donald Luidens and Roger Nemeth, Sociology, along with two colleagues at other academic institutions co-authored “Divided By A Common Heritage: The CRC and the RCA at the Beginning of the New Millennium” was published by Eerdmans through the historical series of the Reformed Church in America November 2006.

Maxine DeBruyn, the Dorothy Wiley De Long Professor Emerita of Dance, recently retired from Hope has recently been elected to the presidency of the National Dance Education Organization (NDEO).

Kalamazoo College—Richard Koenig, Art, will have his work on exhibition and lecture in the Flora Kirsch Beck Gallery on the Alma College campus in January 2007.

Peter Erdi, Physics, recently published an opinion paper titled “Computational neuropharmacology: dynamical approaches in drug discovery” in *Trends of Pharmacological Sciences*.

Tom Rice, Art, will have pieces of his work on exhibition in December at the Lansing Art Gallery.

Oberlin College—John E. Bucher, Director of Information Technology, was elected to chair the Board of Directors of EDUCAUSE.

Ohio Wesleyan University—Amy Downing, Zoology, and six other colleagues who served on her committee from other academic institutions, celebrated the publication of their work: “Effects of Biodiversity on the Functioning of Tropic Groups and Ecosystems” in the October 26, 2006 issue of [Nature](#).

Congratulations to everyone!

Please send faculty accomplishments to Charla White at white@glca.org

NITLE Calendar of Events 2007

January 7-9: Copyright and Digital Materials Symposium - Explore the issues of intellectual property and copyright as they relate to the development and sharing of digital resources. Honnold/Mudd Library, Claremont, CA.

March 11-13: Managing Digital Collections: A symposium on technical and organizational interoperability - Examine strategies and tools for creating, managing, and integrating digital collections successfully on the liberal arts campus. Smith College, Northampton, MA.

March 26-28: Instructional Technology Leaders Conference "Are you at the forefront of your campus's instructional technology scene?" Come explore your constituents' IT strategies and hear from national leaders. DePauw University, Greencastle, IN.

April 12-15: New Music and Media Seminar - For those interested in generating collaborations that focus on the integration of the creative process into the curriculum and may lead to inter-campus teaching opportunities in music and art/video. Colorado College, Colorado Springs, CO.

April 27-29: Teaching with Media Resources in Middle Eastern and Asian Studies - Explore image-rich resources for teaching about the Middle East, North Africa, and Asia, and address pedagogical issues in the use of images in teaching while learning about ArtStor's net Islam collection, ArchNet's Indian and Southeast Asian materials, REALIA, Ideas, and Flickr.

Please contact your campus liaison (see http://www.nitle.org/index.php/nitle/about_nitle/liaisons) to discuss your options for participating in these opportunities. Nomination deadlines for events are listed online at <http://www.nitle.org/index.php/nitle/opportunities>.

Interested in bringing a professional development workshop to your campus? NITLE's Workshop to Go program allows you to do just that. More information on Workshop to Go offerings can be found at <http://www.nitle.org/index.php/nitle/opportunities/wtg>.

To request a Workshop To Go at your campus, please contact your campus liaison at: (http://www.nitle.org/index.php/nitle/about_nitle/liaisons).

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Your feedback, suggestions, and submissions are always appreciated.

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GLCA Events Calendar

Date	Meeting	Location
12/1-2/2006	Academic Council	Ann Arbor, MI
12/4-5/2006	Multicultural Admission Officers	Oberlin
12/14-15/2006	Board of Directors Meeting	Columbus, OH
3/29-30/2007	Registrar Meeting	Oberlin
4/7/2007	1st Annual Undergraduate Philosophy Conference	Earlham
4/11-13/2007	Deans' Council/GLCA Board Meeting	Kalamazoo
4/26-27/2007	Committee of Institutional Commitment to Educational Equity (CICEE)	Kenyon
4/27-28/2007	Black Studies Conference	Kenyon