



Presidential Search

Institutional Profile

Elizabethtown College is seeking its fourteenth president to succeed Theodore E. Long who is retiring after 15 years of dedicated and successful leadership.

Located on an attractive 202-acre campus in south central Pennsylvania, Elizabethtown is a selective, independent, residential co-ed college. Its approximately 1,900 undergraduates come from nearly 30 states and 40 foreign countries. Elizabethtown is proud that its graduates include Fulbright, Rhodes, and Barry Goldwater scholars.

Elizabethtown has much to celebrate. During the last 15 years, the College has become more selective in admissions even as enrollment has grown by 23 percent. Over the past three years, the composite SAT scores of students who chose to submit their results has averaged 1137, and 33 percent of incoming students in 2009 ranked in the top ten percent of their high school class. An estimated third of the incoming freshmen are first generation college students, and ten percent are ALANA and international students. In recent years, an average of 85 percent of first-year students return for a second year. The most recent six-year graduation rate was 73 percent.

In 2007, the College completed a \$47 million campaign (up from its original \$35 million goal) that helped fund the Student Center, the state-of-the-art Masters Center for Science, Mathematics, and Engineering and the Hoover Center for Business. Nearly 50 percent of alumni contributed to the campaign and trustees funded 21 percent of the total. Alumni participation in the 2009 annual fund was nearly 24 percent. Over the last five years, the College has raised between \$4 and \$12 million annually in deferred and current gifts. The College has nearly \$20 million in bequest expectancies.

Elizabethtown has secured support from individual donors as well as from regional and national foundations, including the National Endowment for the Humanities, the Kresge Foundation, the George I. Alden Trust, the Andrew W. Mellon Foundation, the Donald B. and Dorothy L. Stabler Foundation, The Presser Foundation, The Henry Janssen Foundation, Earthwatch Institute, The Whitaker Foundation Regional Program, The Davenport Family Foundation, Ewing Marion Kauffman Foundation, Growing Greener Program of the PA Department of Environmental Protection, and Pennsylvania 21st Century Community Learning Center as well as an increasing number of grants from the National Institutes of Health, and the National Science Foundation. In May of 2004, the Young Center for Anabaptist and Pietist Studies was one of only 17 U.S. cultural institutions to receive a \$500,000 National Endowment for the Humanities (NEH) Challenge Grant, which helped facilitate the College's raising an additional \$2 million dollars, thus successfully creating a \$2.5 million endowment for the Center.

Members of the senior staff are optimistic about on-going fundraising possibilities including a future capital campaign, currently in the incipient planning stages and awaiting the leadership of the next president. Alumni are predominately located within the Mid-Atlantic states and generally have a great fondness for their *alma mater*.

Much of Elizabethtown's success can be attributed to the dedication of its faculty and staff, which both students and alumni credit with expanding their horizons enabling them as one alumna stated, "to grow in ways that they never anticipated" and as an alumnus put it, "enabling them to realize their dreams." A trustee who is also a graduate noted, "Parents feel very safe sending their children to Elizabethtown. At the same time it is an environment that allows their sons and daughters to reach beyond their dreams with the global opportunities we offer."

Others talk about the transforming effect of the College's commitment to its foundational values of peace, nonviolence, social justice and human dignity and how those values informed their lives after graduation. In addition, when asked about the College's strengths, representatives from every constituency talk about how Elizabethtown values and fosters relationships between and among students, faculty, staff and members of the larger community.

The College celebrates the scholarly and creative accomplishment of its students at its annual Scholarship and Creative Arts Day. Through a variety of scheduled activities - including academic presentations, posters, performances and exhibits - students have the opportunity to present their work and showcase their skills and abilities. In addition to the student presentations, the highlight of the day is

a keynote address from a notable scholar in his or her field. A list of the 2010 presentations can be found at:

http://www.etown.edu/docs/SCAD/SCAD_Program_2010.pdf.

Students engage in collaborative research with faculty, summer undergraduate research in science and engineering, co-author scholarly publications and present at regional and national meetings.

Ninety-five percent of Elizabethtown graduates launch careers or pursue advanced degrees within eight months of graduation. Recent graduates have enrolled in graduate and professional programs at universities such as Penn, Michigan, North Carolina-Chapel Hill, Connecticut MD/PhD program, Cornell, Penn State, Georgetown, George Washington, Utah, and Northern Florida and in medical programs at Penn State Hershey Medical Center, the University of Maryland, and Florida State University.

Elizabethtown offers programs in the arts and sciences as well as in professional fields, awarding a balance of degrees in each area. A hallmark of these programs is their blending of the theoretical and experiential.

The College has 20 academic departments offering 53 majors and more than 80 minors and concentrations. The most popular academic programs are business, education, biology, occupational therapy, and communications. Notable programs include engineering, music therapy, international business, Japanese, professional writing, and biotechnology. The average class size is 25; the student to faculty ratio is 12:1.

Elizabethtown has recently developed a master's program in occupational therapy, building on its 30-year history of offering an undergraduate degree in this allied health field.

Elizabethtown is accredited by the Middle States Association of Colleges and Schools and has specialized accreditations from ABET, Inc., the Accreditation Council for Occupational Therapy Education of the American Occupational Therapy Association, the American Chemical Society Committee on Professional Training, the Association of Collegiate Business Schools and Programs, the Council on Social Work Education, the National Accrediting Agency for Clinical Laboratory Sciences, and the National Association of Schools of Music.

The College is committed to educating the whole person within a relationship-centered learning community where common goals are achieved through engagement in a rigorous academic curriculum and thoughtful co-curricular experiences. Thus, students are challenged to take responsibility for their

education and to embark on a journey of intellectual, social, and personal growth. They are encouraged to develop and challenge their own values, while seeking to understand and appreciate alternative perspectives. Opportunities to strengthen scholarship and leadership extend beyond the classroom, and students learn actively through practical experiences and civic engagement. In 2006, the College's Strategic Vision identified four signature attributes that enhance its commitment to academic excellence: educating students in a relationship-based learning community, fostering international and cross-cultural perspectives, emphasizing experiential learning, and preparing students for purposeful lives and meaningful work. With support of the Mellon Foundation, the College envisioned a developmental framework for strengthening students' understanding of cultures different from their own. Elizabethtown has also participated in the AAC&U's Core Commitment project and is a member of the Presidential Leadership Coalition.

The Honors Program, established in 1999 and sponsored by The Hershey Company, which is located just ten miles from the campus, reflects the College's commitment to providing handcrafted learning opportunities for its students. The Honors program is limited to 50-60 highly motivated incoming students. Enrollment in Honors courses is limited to 15. Students also complete a thesis, work individually with faculty mentors, take advantage of a wide range of domestic and international co-curricular opportunities and are eligible for an Academic Research Grant that supports travel and/or senior thesis research. The Honors Center features study rooms, a reserved lounge and a computer lab. Students can also earn honors in their major.

The Edward R. Murphy Center for Continuing Education and Distance Learning (CCEDL) seeks to extend the boundaries of the College's learning community to include a wider and more diverse population through both degree and non-degree academic programs for adult learners. The Center enrolls 400 adult students who, in the evenings and/or on-line, take courses on campus and at satellites in Harrisburg, Lancaster and York, PA. The faculty for the Murphy Center for Continuing Education and Distance Learning are adjuncts who hold a master's degree and often are practitioners in their fields.

A leader in adult education for more than 35 years, CCEDL was praised in the recent Middle States review for being of high academic quality and for its sophistication in measuring student outcomes. In addition, based on 2007-08 results of the Adult Learning Inventory developed by the Council for Adult and Experiential Learning, Elizabethtown's adult degree programs have exceeded all seven national benchmarks of effectiveness in serving adult learners in higher education.

Elizabethtown's History and Culture

Founded in 1899 by the Church of the Brethren (COB), one of three historic peace churches along with the Quakers and Mennonites, Elizabethtown unhesitatingly supports the free expression of religion for all individuals and groups and is committed to providing an environment that affirms human differences and similarities by encouraging students to examine, recognize and promote diversity related to national origin, religion, race/ethnicity, gender, disability, sexual orientation, age and socioeconomic status.

In 1993, the church relinquished its governance role at the College which since then has been governed by an independent board of trustees. The College's by-laws call for eight of 42 board positions to be COB members. They are elected by the board not the church. Three church executives serve *ex officio* without vote. There is no religious requirement for the president, faculty, staff or students.

The campus community takes pride in the fact that its foundational values have become embedded in the life of the College. The commitment to peace, nonviolence, social justice and human dignity are manifest in the Center for Global Citizenship, the Ware Colloquium on Peacemaking and Global Citizenship, the Young Center for Anabaptist and Pietist Studies, the increased emphasis on study abroad, civic engagement, and peace and justice. For example:

- The Center for Global Citizenship, launched in 2004, focuses on international programs, peacemaking and civic engagement. Supporting more than 100 students each year to study abroad, 45 international students on campus, and over 1,200 students engaged in service and outreach locally, nationally and internationally, the Center for Global Citizenship provides opportunities for students to interact with cultures and peoples different from their own while developing a sense of their responsibilities as global citizens.
- The annual Ware Lecture on Peacemaking brings notable speakers to campus such as:
 - Mary Robinson: first woman President of Ireland, former U.N. High Commissioner for Human Rights, former Chair of the Council of Women World Leaders, and Chair of Realizing Rights: The Ethical Globalization Initiative.
 - F.W. de Klerk: Nobel Prize Recipient and former President of South Africa until President Nelson Mandela's inauguration in May 1994.

During this time de Klerk initiated and presided over the inclusive negotiations that led to the dismantling of apartheid.

- Jody Williams, 1997 Nobel Prize Recipient and Chair of the International Campaign to Ban Landmines (ICBL). Working in an unprecedented cooperative effort, the ICBL achieved its goal of an international treaty banning antipersonnel landmines.
- Terry Waite, former hostage negotiator in the Middle East who in 1987 became a captive for nearly five years. He is the co-founder of Y Care International, a development agency, and Hostage UK, a group that supports families of hostages.
- The Young Center for Anabaptist and Pietist Studies, named for Galen S. and Jessie M. Young, is an internationally recognized scholarly research institute that fosters contemporary and historical investigations of Anabaptism and Pietism, the theological traditions from which the Church of the Brethren developed. The Center seeks to interpret the cultural and religious heritage of groups emerging from these movements through exhibits, public lectures, workshops and conferences. The Center staff regularly teaches undergraduate courses, offers occasional public lectures and directs research projects. Its Fellows Program supports junior and senior scholars and graduate students on leave from other institutions.

The Center overlooks Lake Placida on the east edge of Elizabethtown's campus. The Bucher Meetinghouse, named for long-time College trustee and COB minister, Rufus P. Bucher, comprises one wing of the building and is used for Center activities, worship services, weddings, lectures, conferences, retreats and other campus and community activities.

The College motto of "Educate for Service" and the mission statement (which follows) are widely embraced:

Molded by a commitment to educate for service, Elizabethtown College is a community of learners dedicated to educating students intellectually, socially, aesthetically, and ethically for lives of service and leadership as citizens of the world. As a comprehensive institution, the College offers academic programs in the liberal arts, sciences, and professional studies. Combining classroom instruction with experiential learning, these programs advance independent thought, personal integrity, and social responsibility as the foundations for a life of learning. Founded by members of the Church of the Brethren, the College believes that learning is most noble when used to benefit others and affirms the values of peace, nonviolence, human dignity, and social justice.

The College also sponsors two other academic centers: The S. Dale High Center for Family Business and The Center for Excellence in Teaching and Learning (CETL).

The High Center, founded in 1995 by a group of business people, family business owners, and representatives of Elizabethtown College, is a membership organization that serves and strengthens family businesses through succession planning, family leadership training and legacy building. Members receive educational and benchmarking seminars on topics related to family business. The Center offers a breakfast seminar series and affinity groups, including a CEO Group, an Emerging Leaders Group, a Leaders Influencing Family-Business Traditions Group and a Member-to-Member Group.

The Center for Excellence in Teaching and Learning (CETL) facilitates engaged and effective teaching and student learning by fostering a campus culture that encourages innovative and diverse teaching and learning styles. The Center provides resources to enhance both teaching methods and assessment practices and provides campus forums for teaching and learning. The Center also administers the Collaborative Interdisciplinary Scholarship Program (CISP) providing financial support for interdisciplinary scholarship, interdepartmental interactions and faculty-student research.

Elizabethtown College also has a strong and continuing tradition of fostering the arts on campus. The College's Department of Fine and Performing Arts (FAPA) presents annually over thirty concerts, three main stage plays, and six to eight art exhibits. The Gretna Music series brings five concerts of professional chamber music to campus each year.

THE FACULTY

In the last 15 years, the percentage of the 130 full-time faculty members with terminal degrees in their field has increased from 74 percent to more than 90 percent.

The Elizabethtown faculty define themselves as teacher-scholars committed to academic rigor, high expectations and excellence. They work closely with students in terms of independent study, directed study, tutorials and collaborative research. The faculty also plays an active role in the admissions process.

Faculty members typically teach three four-credit courses a semester. They participate in the governance of the College through their Faculty Assembly, which typically meets twice a month throughout the academic year, and through

a series of committees. Elizabethtown devotes considerable resources to faculty development. Full-time faculty receive \$1,250 annually for professional development for a total of \$175,000 in academic year 2010. The College also supports faculty research grants, Collaborative Interdisciplinary Scholarship Program (CISP) grants and the Faculty International Scholarship Program with funds totaling \$160,000. In addition to a traditional sabbatical program for tenured faculty, after a successful fourth-year review, untenured faculty members are eligible for a full semester junior leave. The College provides start-up funds for new faculty and grants release time and summer stipends for department chairs.

Faculty Accomplishments

Among the Elizabethtown faculty, there are many active scholars including individuals who have received national and international recognition for their work:

Douglas Bomberger, professor of Music and chair of the department of Fine and Performing Arts, was invited to serve as senior editor of the 19th century concert music section of the recently updated and expanded edition of the *New Grove Dictionary of American Music*.

David Brown, professor of History, published *Richard Hofstadter: An Intellectual Biography* (2006), which was the University of Chicago Press's nominee for the Pulitzer in History. His most recent book is a study of Midwestern historians and their influence on the American historical profession entitled *Beyond the Frontier: The Midwestern Voice in American Historical Writing* (University of Chicago Press, 2009).

Jane Cavender, professor of Biology, studies the Simian Virus 40 (SV40) tumor virus, focusing on the SV40 large and small tumor antigens. Her research, funded by major grants (\$75K, \$100K, and \$150K) from the National Institutes of Health National Cancer Institute, investigates what part these viral proteins play in producing tumors. She has published in the international *Journal of Virology* and has presented at two international DNA Tumor Virus Meetings.

David Downing, professor of English, has published numerous works about C.S. Lewis, including *Into the Wardrobe: C. S. Lewis and the Narnia Chronicles*. (Jossey-Bass, 2005), *Into the Region of Awe: Mysticism in C. S. Lewis* (InterVarsity Press, 2005), and *The Most Reluctant Convert: C. S. Lewis's Journey to Faith* (InterVarsity Press, 2002).

Mark Harman, professor of English and modern languages, is an internationally respected translator of German language literature. Harman earned critical

recognition for his translations of Franz Kafka's novels *Amerika: The Missing Person* (Schocken, 2008) and *The Castle* (Schocken, 1998), for which he won the Modern Language Association's Lois Roth Award.

Donald B. Kraybill, Senior Fellow and Distinguished College Professor, is the author or editor of more than 18 books and dozens of professional articles. His books have been translated into six different languages. Kraybill's research on Anabaptist groups has been featured in magazines, newspapers, and on radio and television programs across the United States and in many foreign countries including Great Britain, Germany, the Netherlands, France, Australia and Japan. He has authored or coauthored seven books on Amish life and culture, including *The Riddle of Amish Culture* (Johns Hopkins University Press, rev. ed., 2007) and *Amish Grace: How Forgiveness Transcended Tragedy* (Jossey-Bass, 2007).

Michael G. Long, associate professor of Religious Studies and Peace Studies, received national recognition for the volume *First Class Citizenship: The Civil Rights Letters of Jackie Robinson* (Times Books, 2007). His other books include *Against Us, but for Us: Martin Luther King, Jr. and the State* (Mercer University Press, 2002) and *Billy Graham and the Beloved Community: America's Evangelist and the Dream of Martin Luther King, Jr.* (Palgrave Macmillan, 2006). He has a volume forthcoming with HarperCollins, *Marshaling Justice: The Early Civil Rights Letters of Thurgood Marshall*.

Michael Silberstein, professor of Philosophy, and Mark Stuckey, professor of Physics, have developed a concept for unifying quantum mechanics and relativity they call "relational blockworld." Silberstein and Stuckey have published 20 papers on their work in highly respected publications, including *Foundations of Physics* and a special issue of *Studies in History and Philosophy of Modern Physics*.

Several faculty members have won major grant funding from the federal government:

- National Institutes of Health (NIH): Diane Bridge, Jane Cavender, Deb Wohl (Biology)
- National Science Foundation (NSF): Diane Bridge, Deb Wohl (Biology); Nat Hager and Ilan Grave; Jean Fullerton (Engineering); Catherine Lemley (Psychology); Bob Wheelersburg (Anthropology); James MacKay and Jeff Rood (Chemistry).
- U.S. Department of Education Title VI Matching Grant: Hossein Varamini and Sanjay Paul (International Business)

THE STUDENT EXPERIENCE

Elizabethtown is a vibrant residential learning community with 85 percent of the students living in college-owned housing and an additional ten percent living within walking distance of the campus in nearby rental apartments. The on-campus housing experience includes living-learning communities for first-year students and self-directed theme houses for students who want to fulfill the “Educate for Service” motto through community outreach activities.

Students value Elizabethtown’s close-knit community and the opportunities it affords for collaborative and experiential learning. Nearly 100 percent of students are actively engaged in at least one of the following: some form of leadership development or service-learning, including the “Called to Lead” program, other civic engagement opportunities, athletics, or popular peer educator initiatives. Students also take advantage of short-term learning and service programs in New York City, Los Angeles and Washington, D.C.

More than 100 students each year study abroad in more than 25 countries in Europe, Asia, and South America and in short-term programs in China, Japan, Prague, Ireland, South America and England (Oxford University).

Elizabethtown students are active in more than 80 student organizations and many campus activities. Students direct a wide range of organizations from nationally recognized service clubs, such as Circle K, Colleges Against Cancer, and Students in Free Enterprise, to popular performing arts clubs featuring male and female *a cappella* groups, a co-ed dance club, and an improvisational comedy group. They are actively engaged in campus media, multicultural initiatives, peace and social justice clubs, religious life organizations and academic honoraries. All groups recognized by student government are eligible to request a share of the \$50,000 annual budget allocation for student organizations.

The departments of Student Life include the Center for Student Success (Academic Advising, Counseling, Career Services, Learning Services, and Disability Services), the Center for Student Involvement (Student Activities, Office of the Chaplain and Religious Life, and the Office of Diversity), Athletics, Residence Life, Student Rights & Responsibilities, and Student Health and Campus Wellness.

ATHLETICS

The Elizabethtown College Blue Jay Athletics program has a long and storied history of success, both in athletic competition and academic excellence. Elizabethtown College is a member of NCAA Division III and the Middle Atlantic Conferences. The men’s teams include baseball, basketball, cross-

country, golf, lacrosse, soccer, swimming, tennis, track & field, volleyball club and wrestling. The women's teams include basketball, cheerleading club, cross country, field hockey, lacrosse, soccer, softball, swimming, tennis, track & field, and volleyball. Twenty percent of students participate in the varsity athletics program; sixty percent participate in intramural sports.

Year in and year out, Blue Jay student-athletes and coaches achieve success:

- Four national championships (two NCAA women's basketball championships, one NCAA and one NAIA men's soccer championship)
- Four NCAA Postgraduate Scholars since 2003
- Forty conference championships since 2000
- Forty-four Division III All-Americans since 2000
- John Leaman '95, cross country, Rhodes Scholar
- Kevin Clark '08, 2007 NCAA Division III Indoor Track & Field, national champion in pole vault
- Kelly Downs '08, 2007 CoSIDA College Division Academic All-American of the Year in volleyball (the only Division III student-athlete to be so honored)
- Erin Fisher '08, 2008 NCAA Woman of the Year Finalist (one of 10 Division III women)
- Anna Ford '09, 2009 IWLCA Division III Scholar-Athlete (the only Division III honoree)

THE CAMPUS AND THE SURROUNDING AREA

The College is located in Elizabethtown, PA, in Lancaster County, an area with an interesting and diverse personality. With nearly 5,000 farms, the county is both one of the top agricultural areas in the United States and also just a short distance from Harrisburg (the state capitol and home to a major airport) and the cities of York and Lancaster. Elizabethtown is also part of a thriving urban culture with theater, dance, art, music and museums within ready reach. The downtown train station quickly connects residents to Philadelphia, Baltimore, New York City and Washington D.C. The area is also proud of its Pennsylvania Dutch work ethic.

The College enjoys collaboration and partnerships within the greater Elizabethtown area. Members of the campus community work with the Lancaster Symphony, Fulton Theater, and Susquehanna Chorale to promote the arts. They also work with the Chambers of Commerce in Lancaster, Harrisburg, York and Elizabethtown and are engaged in partnerships with the Hershey Company, the Penn State Milton S. Hershey Medical and other corporate entities within the area.

Lancaster County is home to hundreds of manufacturers, distributors and recreational opportunities. Elizabethtown's 20,000 residents enjoy proximity to the international candy company the Hershey Company, which is headquartered in Elizabethtown along with Hersheypark and the minor league ice hockey team the Hershey Bears. Another international candy company, M&M Mars, has a plant in Elizabethtown. The city is just miles from the Mount Gretna arts community. Residents enjoy skiing, paintball, rock climbing, hiking, kayaking, baseball at the Lancaster Barnstormers' or Harrisburg Senators' stadiums, and shopping at Park City Center and at the oldest continually operating farmer's market in the nation.

The College's 202 acres (122 of which are developed) include 23 acres of athletic fields and 26 major buildings including nearly 20 residence hall options and senior townhouses. The new student center features not only conventional dining areas but also a coffee shop and an outdoor patio for dining and conversation.

The campus was networked in 1996 with cable TV and internet available in every classroom, seminar room, residence hall room and office. There are currently 80 smart classrooms, seminar rooms and auditoriums. Each residence hall has a wireless main lounge. The High Library, the campus center, most academic and administrative buildings will be wireless by the fall of 2010.

The College has invested almost \$100 million in the physical plant in the last 15 years by constructing new buildings and renovating existing ones. Some of the residence halls, however, are in need of renovation. The College also would like to build a fitness/wellness center and a new residence hall which would house more students on campus. On construction and renovation projects, Elizabethtown has made a strong commitment to energy conservation, mindful of LEED certification standards.

High Library, completed in 1990, now holds 200,000 volumes, 30,000 electronic journals and access to more than 60 databases. Library instruction sessions serve approximately 1000 students annually.

The beautiful Lefler Chapel also serves as a space for musical and theatrical performances as well as campus lectures and meetings.

THE COLLEGE'S FINANCIAL STANDING

The College's operating budget is approximately \$56 million. The annual operating budget includes partial funding for depreciation to support plant fund reserves, allocated between building a base reserve (for emergency needs) and providing for capital development funds for major projects.

The endowment was at \$48.6 million as of March 31, 2010, down in recent years from its all-time high of \$52.8 million but recovering steadily since the lowest point in the world economic downturn. The endowment payout is four percent of the trailing 12-quarter average market value.

Current debt is \$47.9 million. The College has borrowed to advance certain strategic initiatives, primarily capital projects deemed essential. Its S&P rating is BBB+. The most recent outlook was stable.

Ninety percent of Elizabethtown students receive some form of financial aid; 50 percent receive merit aid. The tuition discount is 44 percent. When the denominator also includes room and board, the discount is 34 percent. Like many of its peer institutions, Elizabethtown is tuition dependent and is concerned about the potentially continuing negative impact of the economic downturn on admissions.

PLANNING

The April 2006 Strategic Vision for Institutional Identity and Educational Excellence outlined the College accomplishments from 1998 to 2006 and established goals to be completed by 2010. Recently, the campus has engaged in some scenario planning exercises as a way of beginning to think about ways that the College might develop greater excellence, attractiveness, affordability and sustainability as well as produce greater net tuition. The board, while encouraging and participating in such conversations, looks to the next president to lead the campus' next iteration of strategic planning and to update the strategic vision. Similarly, although the College has recently completed a marketing study and plan that has led to new admissions materials, and that will also lead to a revised website, the board anticipates that the next president will review and build on what has been accomplished and take a leadership role in terms of branding and positioning. All of this will contribute to the planning for the next capital campaign.

ALUMNI INVOLVEMENT

The Elizabethtown College Alumni Association (ECAA) is made up of more than 16,000 alumni located throughout the United States and the world. They are represented by a 28-member Alumni Council which supports six regional chapters throughout the mid-Atlantic region, on-campus programming, class and affinity reunions, Educate for Service Awards, Homecoming, Volunteers Day and alumni services. The ECAA recently endorsed a three-year strategic plan calling for staged growth in such areas as volunteer engagement, regional chapters and travel programming, electronic communication, class and affinity reunions, and current student class/alumni awareness initiatives.

Attendance at Class Reunion programs, spread out over four days in the fall and spring, has grown over the last several years. Homecoming brings more than 1,000 alumni back to campus annually.

The College's PRIDE Program (Promote, Recruit, Involve, Donate and Employ) engages alumni, parents and friends with Admissions, Alumni Relations, Career Services, Development and Parent Relations. The most notable affinity-based alumni and friends groups include the Blue Jay Athletics Association (BJAA) and the Elizabethtown College Alumni Peace Fellowship (ECAPF).

Distinguished alumni join community leaders in comprising the 44-member Leadership Council, an active advisory group to the board that also serves as a pipeline for future trustees.

STRENGTHS

Elizabethtown has many strengths on which a new president can build, most notably:

- The commitment of the faculty, staff and trustees to the College and its students;
- The belief on the part of current students and alumni that the College has had a positive and transforming effect on their lives;
- The modern manifestation of the foundational values of peace, nonviolence, social justice and human dignity;
- The unusually attractive campus with additional acres that could someday be developed;
- The College's proximity to Philadelphia, Washington, D.C. and New York City provides opportunities for internships and service experience;
- The momentum created by the improvements of the last 15 years which create a platform on which a new president and the campus can build to continue to move the College forward;
- The College's reputation for excellence in south central Pennsylvania and with graduate programs and employers;
- The potential for growth and new revenue streams;

- The support that Elizabethtown enjoys from alumni, trustees and members of the Leadership Council.

CHALLENGES

Elizabethtown's primary challenges are those facing many small private colleges today: the need for more abundant resources because of the College's dependence on tuition and level of debt, the need for funding for the residence halls and fitness center, the need for a larger annual maintenance fund, the desire to be better known beyond the immediate region, and the desire to enroll and retain academically talented students from a broader geographic range.

Although for a number of years, the College was able incrementally but steadily to increase its enrollment, improve quality and enjoy strong retention, the economic downturn and changing demographics have brought new challenges: uncertainty about enrollment and the need to increase the financial aid discount for the classes entering in the fall of 2010 and 2011. Given the need for the College to grow the Annual Fund, the endowment (particularly for financial aid), and support for capital/maintenance projects, the new president will need to raise significant funds.

ELIZABETHTOWN COLLEGE'S NEXT PRESIDENT

Elizabethtown's next president will:

- Develop a distinctive vision for the College and know how to advance it, internally and externally.
- Have a demonstrated commitment to shared governance, transparency, and civil and open discourse while being able to make and explain difficult decisions and to translate ideas into action.
- Have proven success in effective strategic planning that is tied both to the allocation and reallocation of existing resources and future fundraising goals.
- Have the experience and commitment to protect and enhance the financial stability and long-term economic sustainability of Elizabethtown College through appropriate allocation of resources and the fundraising necessary to achieve financial capacity for the future.
- Appreciate the centrality of the academic enterprise, support the concept of the teacher-scholar and provide resources for faculty development and faculty scholarship.

- Appreciate and preferably have experience with the integration of the liberal arts and professional programs and with adult and continuing education, accelerated and on-line programs.
- Have a record of advancing diversity and global education.
- Have experience building partnerships with public and private institutions and fostering positive community relations.
- Be able to balance the growing external demands of a modern college presidency (fundraising, working with alumni, fostering the current positive town-gown relationship and speaking on behalf of the institution) with the pleasures of being a presence on campus who, as time permits, enjoys participating in student and faculty life.
- Value Elizabethtown's historic relationship with the Church of the Brethren while fostering a welcoming environment for students from diverse backgrounds including all faith traditions and students of no faith.

The College welcomes both traditional and non-traditional candidates and is especially interested in those with experience at some point in their career in a small private college, as either a student, a faculty member, an administrator or a trustee.

THE SEARCH PROCESS

Review of candidates will begin immediately and continue until a new president is appointed. Submissions received by October 15, 2010 will be assured full consideration. Applications should include a cover letter that takes into account this institutional profile, a résumé or *curriculum vitae*, and an annotated list of five references (noting the relationship to the candidate and including an email address, a phone number, and an address). Nominations and expressions of interest will be treated in confidence. Electronic applications and nominations (in MS Word or PDF) should be sent to: Elizabethtown@academic-search.com.

Elizabethtown College is being assisted by Dr. Karen Goldstein and Dr. Susan Resneck Pierce, Senior Consultants, Academic Search, Inc. To discuss the search with one of them, please contact Laird Desmond, their research associate, at laird.desmond@academic-search.com, who will be glad to schedule a phone appointment.

As an affirmative action/equal opportunity employer, Elizabethtown College is seeking candidates who will enhance the diversity of its faculty, staff and administration.