

LETTER OF NOMINATION

April 12, 2012

Ms. Gaye Manning
NACUBO Awards Chair
National Association of College and University Business Officers
1110 Vermont Avenue, N.W.
Suite 800
Washington, D.C. 20005

Dear Gaye:

The undersigned would like to place in nomination for consideration by the NACUBO Awards Council, the name of Edwin (Ed) O. McFarlane, Vice President and Treasurer at Reed College for the 2012 Distinguished Business Officer Award. Founded in 1908, Reed College is an independent college of arts and sciences located in Portland, Oregon with an enrollment of 1,400 students.

Ed McFarlane is a business officer's business officer. He exemplifies the behaviors that we should all strive to emulate; ethical, steadfast loyalty, collaborative and innovative. There are thousands of small liberal arts and sciences colleges and universities in the United States. These small institutions are anchors for their communities, educating future leaders, and while not generating the headlines and attention of flagship research universities, they are vital to the diversity and fabric of America's higher education offerings. Every once in a while, a college is fortunate enough to have a talented individual like Ed McFarlane, who dedicates his career to one institution, serving seven presidents, serving year in and year out on associations, task forces and committees, and consistently, yet quietly, applying best practices to the craft of business and financial management in a college.

Ed has performed all of the core business officer functions at Reed College for nearly forty years. Throughout this time, he has also been an innovator and nurturer, encouraging the creation and development of numerous organizations in support of the higher education mission, both regionally and nationally.

For us, Ed McFarlane is an inspirational leader, role model and mentor. The reasons and justifications for Ed McFarlane's nomination for the 2012 Distinguished Business Officer Award are numerous. The following highlight some of Ed's outstanding achievements in the field of business and financial management in higher education:

- A *founding* member of the Pacific Consortium of West Coast Small College Business Officers (PACCON) which was established in the early 1980's. Today, this business officers' affinity group (CFOs & Controllers) includes twenty-seven independent colleges and universities on the West Coast (CA, OR, WA). Ed has

been actively and consistently engaged in the leadership of the PACCON organization for more than thirty years. Ed recently co-chaired (once again) one of PACCON's annual meetings.

- A *founding* member of the College Liability Insurance Company, Ltd. (CLIC), a Reciprocal Risk Retention Group. Founded in 1988, CLIC provides general liability and educators coverage to independent colleges and universities in California, Idaho, Oregon and Washington. Ed has served as President of CLIC for nearly twenty-five years.
- A *founding* member of The Andrew W. Mellon Foundation – funded Study Group that developed the concept for a defined contribution approach to retiree medical benefits. The efforts of this group resulted in the establishment of Emeriti Retirement Health Solution, which today serves fifty-one higher education institutions providing comprehensive retiree healthcare coverage. Ed also served for Emeriti's original National Advisory Council (multiple terms).
- A *founding* Trustee and current Chair of the Board of the Oregon Educational Employees Workers' Compensation Trust. Founded in 1996, the Oregon Educational Employees Workers' Compensation Trust is the oldest private employer, self-insured workers' compensation trust on the West Coast. The Trust provides workers' compensation coverage for independent higher education in Oregon. Ed has served as Chair for the past sixteen years.
- A *founding* Trustee of the Pioneer Educators Health Trust (PEHT). Ed currently serves as Chair of Trust's Board of Trustees as he has done for the past five years. PEHT is the second oldest Multiple Employer Welfare Association (MEWA) in the State of Oregon. PEHT offers stable, cost-effective, quality healthcare to faculty, staff and their families at independent colleges and universities in Oregon.
- A member of the Northwest Commission on Colleges and Universities (NWCCU) for twelve years, Ed McFarlane served as Chair of the Commission from 2003 through 2010. NWCCU is recognized by the U.S. Department of Education as the regional authority on education quality and institutional effectiveness of higher education institutions in the seven-state Northwest region. Although no longer a Commissioner, Ed continues to be actively engaged with the Commission, serving on accreditation teams and accepting special assignments.
- A dedicated member of WACUBO and NACUBO, Ed McFarlane has served numerous stints on WACUBO's professional development committee. He has often been a presenter at WACUBO and NACUBO meetings and conference.
- As the Chief Business Officer at Reed College, Ed's achievements at the College have been substantial. As mentioned previously, Ed has served seven presidents and acting presidents while on the senior leadership team at Reed, which speaks

to Ed's amazing nature, intelligence, ability and commitment. While at the College, Ed was instrumental in building the endowment fund from \$4.0 million in 1973 to \$400.0 million in 2012. He has also overseen the development of the Reed campus. The College has added sixteen additional acres of land to the campus, and approximately 350,000 in building square footage during Ed's tenure; not including the new performing arts building currently under construction.

Above, we often refer to Ed McFarlane as being a "founding member" or "founding trustee". It would probably be more accurate to say that Ed was the "Founder". Many of these initiatives would never have happened without Ed's leadership, vision and drive. Ed has developed knowledge and expertise in a number of key areas, such as liability insurance and employee benefit programs, and has used this skill set to address pressing issues confronting higher education institutions, bringing colleagues together in a collaborative manner to successfully respond to these challenges. This would certainly be true in the establishment of such entities as CLIC, PEHT, Emeriti, and the Oregon Educational Employees Workers' Compensation Trust. All of these represent innovative solutions to challenging problems facing higher education. These initiatives have not only served to provide member institutions with quality and cost efficient services, but have also resulted in bringing colleagues together in a meaningful and lasting way. Ed does not just start these initiatives; he nurtures them along until they are well established and positioned for long-term successful.

As indicated, Ed McFarlane has dedicated a considerable amount of time and attention to the increasingly important area of regional accreditation. He has been engaged in one form or another with accreditation throughout much of his career. As referenced above, Ed served for twelve years on the Northwest Commission on Colleges and Universities (NWCCU), from 1998 until 2010, including seven years of service as the Chair of the Commission. Ed has also served as Chair of several of Commission's comprehensive evaluation committees. In addition, he served as the first Chair of the Commission's Special Advisory Committee on financial reviews known as the ARFE Committee (the annual Report on Finance and Enrollment). Ed's extensive involvement and service with the Commission speaks to Ed's profound understanding of the interrelationship between the finances of an institution and its short and long-term sustainability. He has an equally and uncommon understanding of the academic life of an institution and its educational goals and mission. Demonstrating the Commission's high esteem and confidence, Ed was asked recently by the Commission to testify before the National Advisory Committee on Institutional Quality and Integrity of the U.S. Department of Education, representing the interests of the Commission and its 160 member institutions.

Ed does all of the activities we have outlined with a humble, respectful and thoughtful leadership style; not to mention a wonderful sense of humor. He also has the gift of being able to make difficult decisions but always in a humane and dignified way.

All of us have come to deeply appreciate and respect Ed McFarlane as an innovator, collaborator and visionary leader. He has unparalleled integrity and discerning judgment. As indicated, Ed is a business officer's business officer. A leader among leaders. Ed is a credit to our profession.

We strongly believe that Ed's outstanding achievements in the field of business and financial management in higher education are worthy of national recognition. We are most grateful for the Council's consideration of Ed McFarlane's nomination for the 2012 Distinguished Business Officer Award.

If you have questions or require further information regarding this nomination, please contact Phil Doolittle at University of Redlands (909-748-8174 / phillip_doolittle@redlands.edu), Peter Harvey at Whitman College (509-527-5145 / harvey@whitman.edu), Donald Mortenson at Seattle Pacific University (206-281-2317 / dmort@spu.edu), or Carl Vance at Lewis & Clark University (503-768-7697 / cvance@lclark.edu). Also, feel free to contact any of the nominators shown below.

Respectfully submitted:

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* Chief Business Officer