



The College Revival Fund, Inc. Business Plan Financial Highlights

The College Revival Fund, Inc. Business Plan, with its heavy emphasis on fundraising, will result in a balanced Antioch College Budget for each of the fiscal years ending 2009 through 2014, despite conservative enrollment assumptions.

To develop a business plan grounded in fiscal reality, the Alumni Board engaged a consultant to develop a financial planning model. The custom planning tool provides the following framework:

1. Financial summary that mirrors the College financial statement format.
2. Analysis for Fiscal Year 2007 actual results and projections for the Fiscal Years 2009-2014.
3. Sub-models that detail assumptions and financial outcomes associated with enrollment, faculty and staffing, debt, fundraising, endowment, facilities and non-personnel expenses.
4. The College's current financial situation as described in documentation provided by the University.
5. The University's base case scenario using University assumptions; this analysis confirms the state of financial exigency.
6. The College Revival Fund (submitted by Alumni Association) assumptions and plans layered in, so each scenario can be compared side-by-side.
7. Financial outcomes of each plan presented in financial statement form, key ratios and benchmarks and graphic displays.

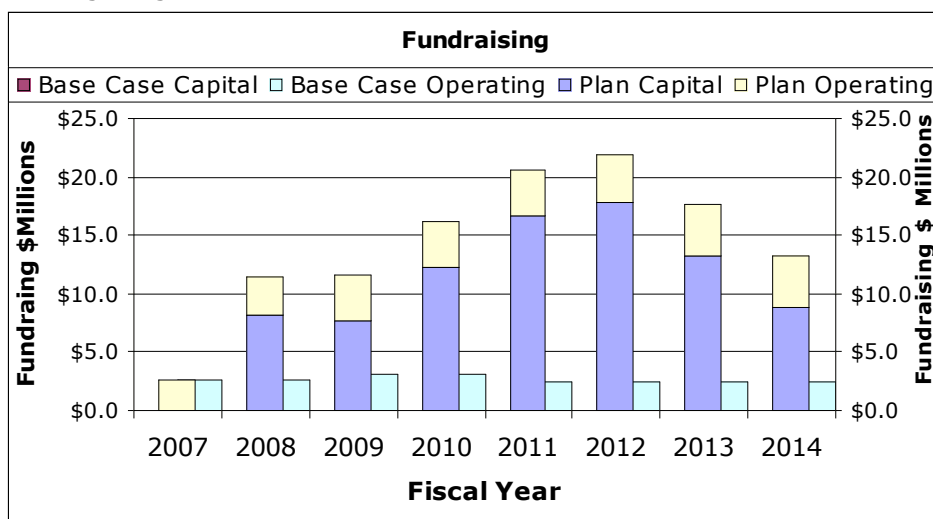
The model was shared with the University representatives at the October 3 meeting in Denver, and then sent to Tom Faecke for his review and feedback. The University provided supplemental information and updated projections, which were incorporated. Tom and his staff cooperated fully and responded to all requests and questions. The model will be demonstrated to the Board of Trustees on October 25. It is a dynamic tool that can respond to "what-if" inquiries and provides financial context for strategic planning considerations. Highlights of the Alumni plan and model results are provided in the following pages.

Fundraising Plan

The contributions secured by the College Revival Fund, Inc. are contingent upon the establishment of a separate Antioch College Board of Trustees. The Board of Trustees Governance Committee is progressing toward that goal.

The Alumni plan makes a compelling business case for the sustainable future of Antioch College. The plan projects that devoted alumni and the larger philanthropic community will enthusiastically invest in this unique opportunity to renew the College's tradition of excellence. This investment will:

- Double annual giving to \$2 million and increase it by 5% each year.
- Raise a total of \$100 million in annual and capital giving over the next five years.
- Grow the endowment to \$65 million by 2014.
- Launch corporate and foundation relations effort and planned giving program that broadens the gifting mechanisms for stakeholders.



In the chart above grants and planned gifts are included in the fundraising for operations totals.

Additional details about the fundraising expectations follow:

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Total cash raised	10,250,000	10,225,000	14,798,750	19,351,188	20,631,247	16,300,950	12,004,138
Total Capital gifts-recognized in cash	3,250,000	7,725,000	12,173,750	16,594,938	17,737,184	13,262,184	8,813,434
College Revival Fund for 2007-2008 (CRF08)	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013	2,552,563	2,680,191
Fund for the Future (FFF) - emergency response	5,000,000						
Fund for the Future (FFF) - operations, capital	1,625,000	3,862,500	6,086,875	8,297,469	8,868,592	6,631,092	4,406,717
Fund for the Future (FFF) - endowment	1,625,000	3,862,500	6,086,875	8,297,469	8,868,592	6,631,092	4,406,717
Foundation and corporate		150,000	157,500	165,375	173,644	182,326	191,442

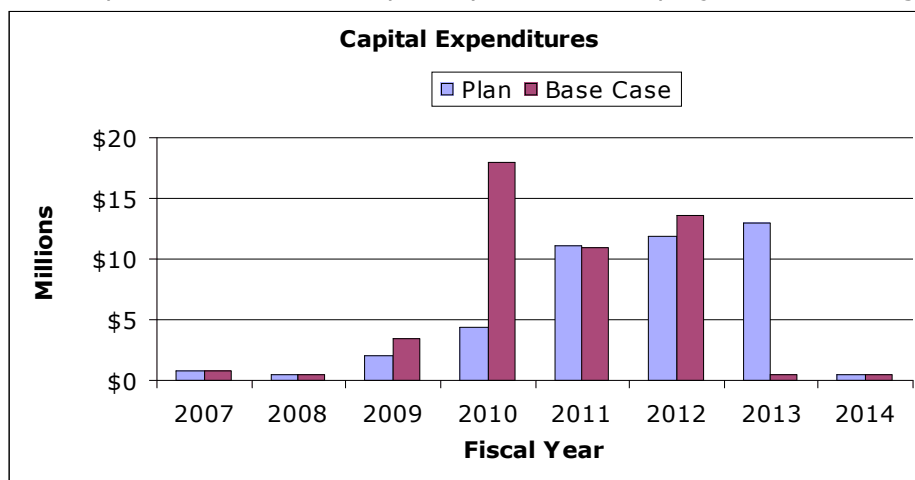
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
grants							
Planned Gifts		250,000	262,500	275,625	289,406	303,877	319,070
Endowment market value	23,018,109	25,125,478	31,840,490	40,933,971	51,030,582	59,192,592	65,375,087

Facilities

Without a complete facilities audit, we do not know the true priorities and costs of the investment that will need to be made in renewal, replacement and additions to the Antioch College physical plant. The University has initiated the process with the following of capital requests, which total to \$47 million over the next seven years:

- General equipment - \$959,000
- Computer equipment - 957,000
- Furnishings - \$240,000
- Library books - \$160,000
- General repairs and remodeling - \$3,500,000
- Technology upgrade - \$1,500,000
- Science laboratory remodel - \$4,000,000
- Library upgrade - \$5,000,000
- Theatre remodeling - \$2,000,000
- Art complex remodeling - \$4,000,000
- Residence hall suite conversion (Birch) - \$10,000,000
- Student union remodeling - \$3,000,000
- Recreation Center and pool remodeling - \$3,000,000
- Administration remodeling (Old Main) - \$4,000,000
- Heating plant upgrade - \$5,000,000

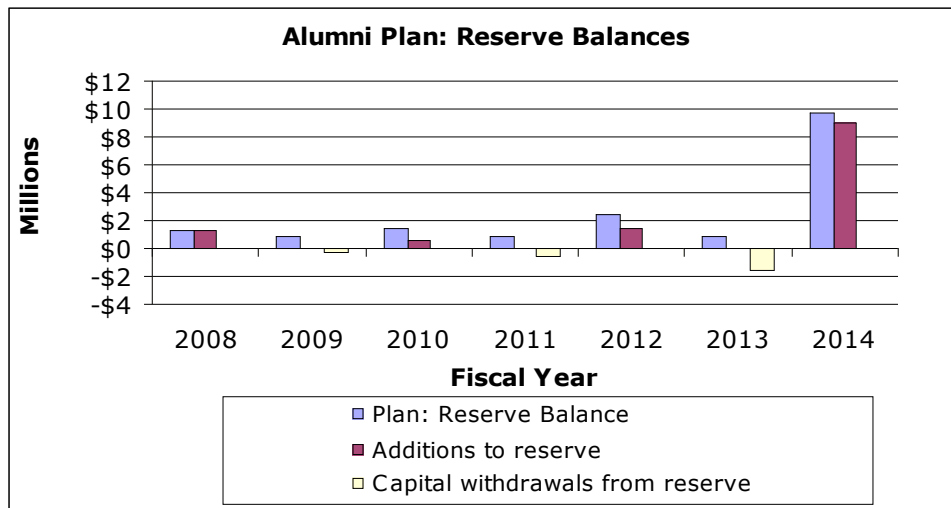
Preliminary alumni reviews agree with many of these projects and point out additional investments that will support mission and improve student and faculty experiences. Both plans agree that capital investment is a priority, but certain projects and timing differ.



	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total \$mill.
University Capital Budget	500,000	3,445,000	17,898,000	10,911,000	13,562,000	500,000	500,000	\$47.3
Alumni Plan Capital Budget	500,000	1,985,000	4,398,000	11,051,000	11,922,000	12,960,000	500,000	\$43.3*

* Note: Alumni Plan proposes additional capital expenditures of \$5million which are funded by outside party.

The alumni plan draws on the capital campaign achievement, funds depreciation and implements a stabilization reserve to prudently manage capital projects and ensuing facilities without incurring additional debt obligations. The chart below shows that plan will build capacity for additional projects in the future.

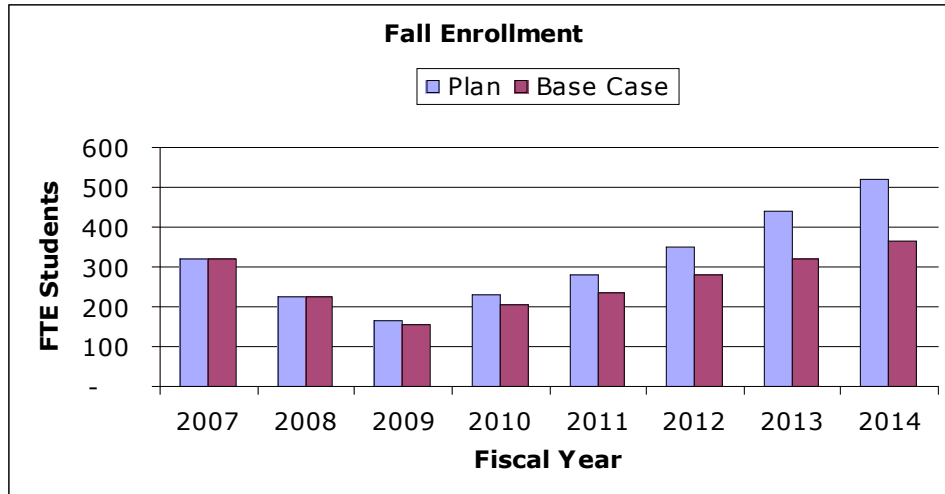


Enrollment

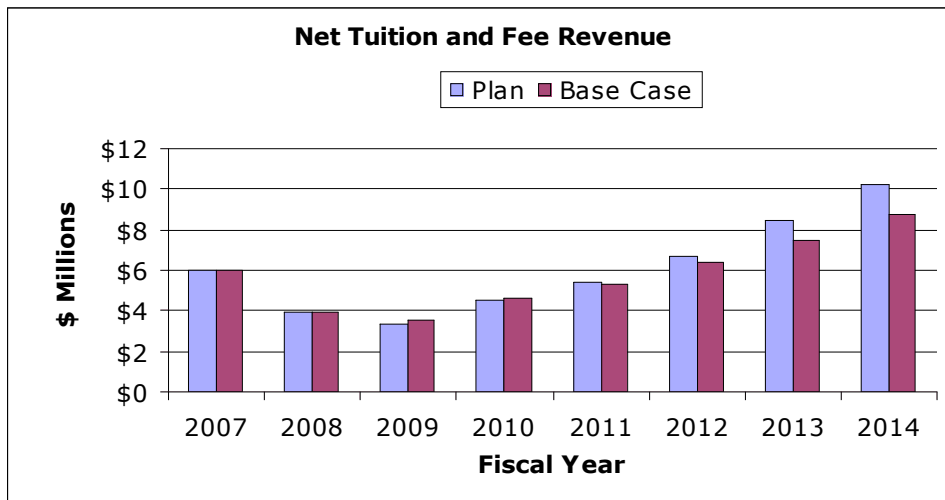
The Alumni plan projects that the renewed investment in programs, facilities and student resources will enable the College to recruit effectively and retain students who will thrive in an environment of engagement and excellence. Preliminary, conservative estimates project a rebuilding process that will result in consistently improving enrollment health:

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
First year student increase	-20.0%	50.0%	25.6%	24.8%	14.9%	14.8%
Spring transfers	10	15	18	21	24	28
Fall to Fall retention 1st-2nd year	65%	67%	70%	73%	74%	75%
Fall to Fall retention 2nd-3rd year	89%	80%	83%	85%	85%	85%
Fall to Fall retention 3rd-4th year	5%	90%	90%	90%	90%	90%

The following graphics from the Alumni Board's financial planning model demonstrate that after weathering decreases due to the suspension announcement, the enrollment plan anticipates a positive trend: future years of sustained recruitment, matriculation and retention.

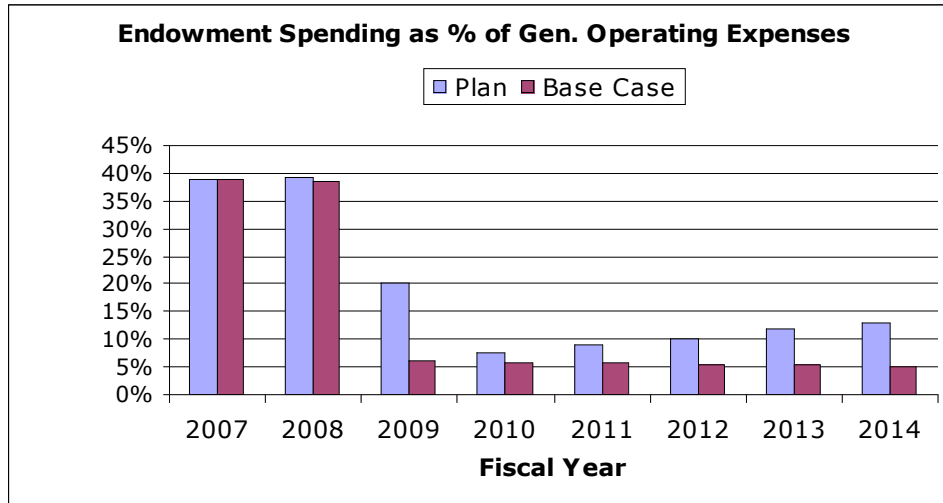


As a result of enrollment health and sound pricing strategies, the net tuition revenue will increase.



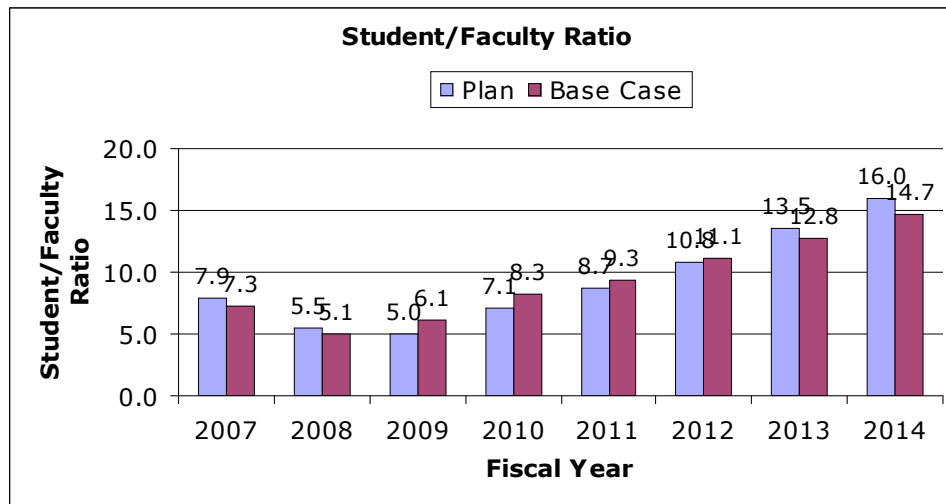
Diversifying Revenue: Improving Health

An important goal of the Business Plan is to diversify the College revenues. Fundraising will finance the initial rebuilding phase, revitalizing programs, enrollment and facilities, but after the campaign provides bridge financing and critical capital investment, the College will be able to depend on improving revenues from tuition and fees, endowment spending and the annual fund to balance the operating budget. For example, the endowment spending will be restored to levels that will preserve purchasing power in real terms while contributing more to operations.



Faculty and Staff

The number of full-time faculty is expected to decrease from 40.5 to 32.5 in the academic year 2008-2009 due to attrition and retirements, and hold steady for the immediate future. Student/Faculty ratios will continue at levels that are far lower than peer institutions. When student levels return to healthy levels, the College will be able to add to faculty ranks and offerings.



The alumni plan does not make significant changes to currently reduced staffing projections provided by the University. Admissions and financial aid offices will need to hire over the course of 2008-2010 to return to budgeted staffing levels of 14 professionals. The Institutional Advancement Office will add two positions in 2009 and three positions in 2010 to augment budgeted levels for capital campaign efforts.

Accreditation

As Antioch College moves toward an independent governance structure, issues of accreditation with North Central Association (NCA) and the Ohio Board of Regents (OBR) will be addressed. Currently, Antioch College is accredited by NCA as part of Antioch University. Options for future accreditation of the College include: 1.) continuation of accreditation under the auspices of Antioch University, 2.) establishing "separately accreditable institution" status, 3.) establishing a new or reestablishing the old and separate institution to be accredited independently. The Alumni Board Accreditation Task Force in conjunction

with the faculty will work with the University, NCA and the OBR to determine the accredited status of Antioch College during the interregnum created by options two and three including the operational consequences of each of the options. In any accreditation scenario, the College will produce for NCA a 3-5 year financial sustainability plan with sources of income and cash flow projections, an admissions plan, a governance structure that articulates any future or continuing relationship with Antioch University, and an academic curriculum that describes the courses of study and degrees to be granted.

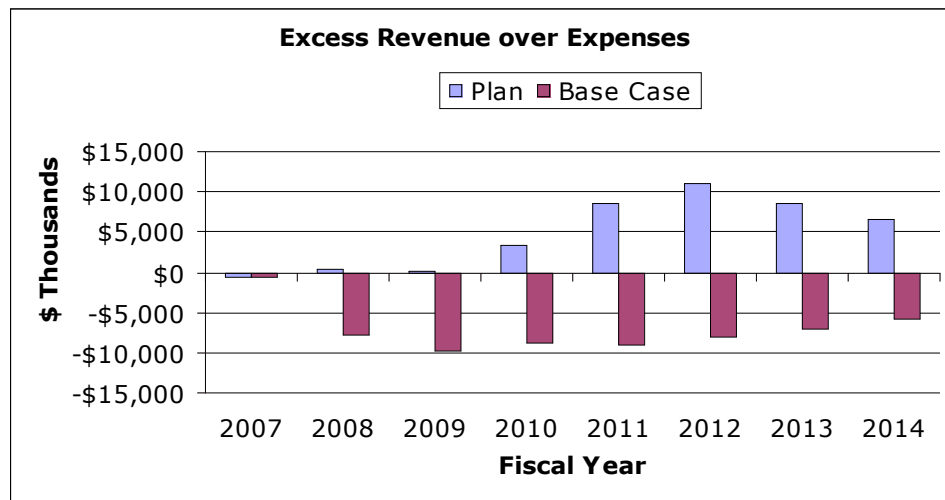
Detailed academic and marketing plans are being developed by the faculty and an alumni committee comprised of experts in the fields of teaching, service and curriculum delivery. Their efforts will ensure quality programs that connect classroom, cooperative jobs, and community participation (Antioch's "Three C's"). Their plans are being vetted in light of the enrollment and financial situations outlined in this document and detailed in the financial planning model.

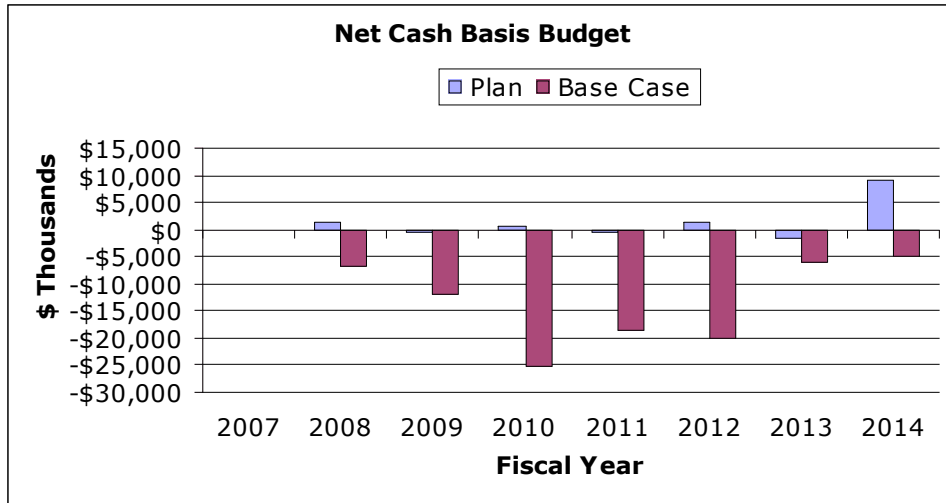
Non-Personnel Expenditures

When the Antioch College Board of Trustees is empowered with complete authority for the leadership and administration of the College the institution will no longer receive financial subsidies from the University. It will also incur greater expenses as certain staff positions and overhead expenses will shift to the College. Other operating expenses will grow from \$7.1 million in Fiscal Year 2008 to almost \$9.6 million in 2014 when inflation and additional responsibilities are built-in.

Economic Sustainability

The College Revival Fund, Inc. Business Plan presents an economically sustainable model that will preserve and build upon Antioch College's tradition of excellence. This plan is made possible by donors investing in Antioch College's programs, bucolic campus, and community of past, present and future learners.





The Business Plan provides resources and a sound financial footing for the future leaders, administrators, faculty, students and alumni of Antioch College. Many of the details of the business and academic plan will be vetted by the experts and stakeholders on campus. This plan provides the resources for them to do that. It halts College's the financial tailspin, changes the business case and restores the College to its tradition of excellence.