



ANTIOCH COLLEGE

CONFIDENTIAL MEMORANDUM

September 17, 2010

To: Trustees

Fr: Matthew Derr, Interim President

Re: Draft Update on Academic Appointment Process

The attached materials are presented in preparation for a scheduled meeting with the former tenured faculty of Antioch College when it was a campus of Antioch University. The meeting will be held this Saturday (9/18) and Lee Morgan and Tendaji Ganges will join me here in Yellow Springs. It is our intention to convey our continued gratitude to the former faculty for their loyalty to the College and advise them on the process we will follow on hiring.

They detail the plans and process for the appointment of the first faculty at the independent Antioch College and the consultative support we will have to achieve our aims in advance of the appointment of a permanent president.

Also attached is an UNSENT DRAFT letter to the AAUP that outlines our thoughts on the recommendations they made in reference to the College in their censure of Antioch University.

I. INTERIM ACADEMIC ADMINISTRATOR APPOINTMENT

The arrangements with our consultants Tom Kirk and Len Clark are dependent on the plan that recommends searching for 6 tenure-eligible faculty, 4 visiting faculty, and 2 adjunct faculty to begin teaching fall 2011. The searches would be launched during September and October 2010.

An on-campus administrative assistant will be assigned to work with the Interim Academic Administrator (IAA). This assistant will be full-time and willing to work some irregular hours or at least be available by phone when

interviews and other meetings require his/her co-ordination or support at unusual times.

The IAA will have the following responsibilities:

1. Beginning during September 2010, lead the searches for the first tenure-eligible, visiting, and adjunct faculty.

This will include:

- a. Preparing and getting approval from the Interim President for an appropriate search manual that establishes policies to guide searches.
 - b. Creating appropriate position descriptions with support from search committee members where feasible.
 - c. Establishing and getting approval for an appropriate recruitment budget.
 - d. Formulating and leading an appropriate search strategy with support from search committee members where feasible.
 - e. Consulting with and involving groups of qualified alumni and/or other qualified academics who are not alumni of the College to serve as search committees, with clear prior expectations for their level and type of involvement.
 - f. Planning and supervising appropriate management of files and communications with applicants.
 - g. Planning and supervising on-campus and other interviews with candidates (some of which might be off-site preliminary interviews at conferences or other convenient sites).
 - h. Making recommendations to the Interim President and the President-elect, when selected, for the appointment of candidates to the positions.
 - i. Supervising the appropriate record keeping.
2. Lead the searches for administrative support personnel such as the Director of Community, administrative assistants, tutors, document writers, and others, as required.
 3. Lead the process of developing the first self-study team that will prepare for accreditation and certification site visits and the planning and document preparation associated with the self-studies.
 4. Work with the Consultant for Accreditation (CfA) in supervising final document preparation for the HLC, AALE, and OBR applications.
 5. Continue to provide leadership for the library and media aspects of AC planning.

In all these responsibilities, the IAA will work closely with and seek the advice of and work closely with the CfA on the conduct of searches and appointments, and on the other matters listed above. The IAA and CfA would expect to forward consensus recommendations to the Interim President.

The IAA position is estimated to require no more than the equivalent of one day per week. To adjust to this expectation, the IAA will delegate work to the administrative assistant and other college employees as necessary, and will seek the workload help of the CfA when necessary as well. The IAA and CfA will keep the Interim President or the President-Elect, when selected, informed week by week of progress on the above tasks and will seek the Interim President's or the President Elect's counsel if the time expectations are not allowing for the timely accomplishment of the above tasks.

II. FACULTY STAFFING PLAN AND TIMETABLE

Assumptions:

1. We will cover foundation courses with full-time, long-term faculty to the extent we can, consistent with budget constraints.
2. We should appoint distinguished visiting alumni faculty to teach foundation courses not covered by long-term faculty appointments.
3. We should use adjunct faculty when there is a good pool of talented potential appointments for specialized courses. Examples might include mathematics, some art, business and management courses.
4. When possible, we should encourage faculty to develop personal expertise in teaching a particular foundation course, repeating it over time in order to refine it to a high level of effectiveness. (Limits to this strategy are the needs to cover a foundation course when the usual instructor is away.)
5. The current budget provides funds for appointing faculty as follows:

	2011-12	2012-13	2013-14	2014-15	2015-16
Resident Faculty	7	10	11	12	16
Visiting Faculty	6	5	4	3	3

6. This plan attempts to be consistent with the current budget but varies the allocation somewhat.
7. The college will appoint an interim academic administrator (hereafter IAA) by the early fall 2010 to oversee the recruiting and appointment process (as well as provide leadership for assessment, self-study, and other activities). The plan for 2011-12 below allows one of the resident faculty slots to be used for this position. Alternatively, the number of visiting slots could be reduced to provide funding. The choice might depend in part on whatever disciplinary expertise the IAA might bring.
8. The IAA will appoint and lead search committees for each tenure-track, visiting, and adjunct search. The tenure-track search committees will, when possible, include qualified academic alumni and qualified academics who are not alumni as appropriate, who can help make professional judgments about the teaching and scholarly accomplishments and promise of candidates. Smaller committees will be used for visiting faculty searches and adjunct searches.
9. Search plans will include careful attention to the placement of appropriate advertisements, the timetable for receiving applications, arrangements for interviews, and the framework for making offers of employment. Insuring the development of a diverse pool of candidates will be required.
10. Searches to be conducted in 2010-11 for appointments beginning late summer 2010

Tenure-track

1. Language (Spanish)
2. Chemistry (Organic)
3. Anthropology (Cultural)
4. Philosophy
5. Art (Studio)
6. Literature

Visiting

1. History
2. Psychology
3. Mathematics
4. Biology

Adjunct

1. Second Mathematics
2. Second Art

Relation of these three categories

- One or more of the visiting positions may be associated with or used for the IAA slot.
- The opportunity for a particular visiting appointment may replace the need for one or more tenure-track appointments, creating the opportunity to make another field the target for a T-T search.
- The need for some visiting and some adjunct positions may be influenced by the range of skills and interests of tenure-track faculty. In general, opportunities to make early appointments of exceptional quality and unanticipated ranges of subject-matter background may influence later searches.

Timetable

- The IAA should be appointed as soon as possible, in August 2010 if that can be accomplished. Early September would still be satisfactory.
- The first searches should begin in September, with others beginning appropriately thereafter.

Possible Plan for Searches in 2011-12

Tenure-track

Biology (cell/molecular)

Chemistry (environmental)

History

Visiting (3) or Adjunct

- Political Economy
- Social Psychology
- Art (2)

III. DRAFT TALKING POINTS FOR AAUP – UNSENT, BUT PREPARED.

September 17, 2010

Dr. Gregory Scholtz

Director

Department of Academic Freedom, Tenure & Governance

American Association of University Professors

1133 Nineteenth Street, NW, Suite 200

Washington, DC 20036

Dear Dr. Scholtz:

We appreciate the time you took in July to meet with me and with my board colleagues regarding the work being done to open Antioch College to students

in the autumn of 2011. On behalf of all those who care deeply about the challenges presently facing higher education and who, within this context, have supported Antioch College, I wish to express my personal gratitude to the American Association of University Professors (AAUP) for its sustained and focused effort to shine light on the facts related to the tragic closure of Antioch College.

Recognizing that you and your colleagues at AAUP are intimately aware of the events of the last year, I will only briefly remind all concerned that on September 4, 2009 the historic campus and some, but not all, of the historic assets associated with Antioch College were purchased from Antioch University with the support of alumni and friends by the Antioch College Corporation, a not-for-profit 501(c)(3) entity. Today, there is no affiliation between the multi-state five-campus Antioch University recently sanctioned by the AAUP and Antioch College Corporation.

The alumni, faculty, staff, students and friends of Antioch College worked vigorously and collaboratively to avoid closure. We believe our circumstances are unique and without an approximate precedent in higher educational history, but much to our regret we were unsuccessful in securing an agreement with Antioch University that avoided closure. In the perception of the public and in legal description Antioch College was closed, not suspended, by the Antioch University Board of Governors on June 30, 2008. The evidence of this closure of the College is sadly overwhelming and irrefutable.

Accreditation through the Higher Learning Commission of the North Central Association of Colleges and Schools first attained by Antioch College in 1927, well before the name of the institution was changed to Antioch University, remained with the University and was not and could not be “transferred” to our new incorporation. From the perspective of accrediting bodies, state degree granting authorities in the State of Ohio and federal governmental bodies, Antioch College Corporation is a new educational incorporation and must face review, assessment, and evaluation as a new institution.

As another element of the agreement accepted by our board with Antioch University, we were required to ask each of our known alumni within a window of time if they wished to continue to be in contact with the new incorporation of Antioch College. Each alumnus received a postcard and while the vast majority of alumni did not object, some did and they have been removed from our alumni rolls.

Despite our challenges we are inspired by the continued and vigorous support we have received and the prospect of building a college worthy of the legacy of Antioch College. We continue to develop plans for the campus and are scheduled to welcome a small inaugural class in September 2011. At that time

we will begin to build upon the historic foundation of Antioch College based faithfully in its educational values connected to rigorous liberal arts study, cooperative education and community governance. To that end, the College is also in the process of searching for a president and is preparing to recruit faculty.

In writing you today, I want to acknowledge as we did in our recent conversation the statements made on page 19 of your report, *College and University Government: Antioch University and the Closing of Antioch College*. The new board of Antioch College and its administrative leadership appreciate the fundamental value of academic tenure and, consistent with the AAUP *1940 Statement of Principles on Academic Freedom and Tenure*, Antioch College will work to establish a scholarly culture in which academic freedom is protected. Further, we agree that the economic security typically provided by tenure will prove essential to attracting appropriate candidates to teach at Antioch College now and in the future. We fully concur with the AAUP that the protection of academic freedom is among the most critical ways in which a college or university fulfills its obligation to society.

With the gravity of this element of the process of opening the College in mind, it is our position that the hiring process for tenure eligible positions must be handled with expert care for both the needs of the College to identify inspired and talented faculty and with regard to the central responsibility of the faculty in governance of academic matters as called for in the AAUP *Statement on Government of Colleges and Universities*.

As you will recognize, Antioch College Corporation must also hold to state and federal requirements associated with recruitment and hiring. The College has adopted an Affirmative Action Policy with regard to hiring, and in recognition of the generations of Antiochians who fought to support fair hiring practices, we will vigilantly adhere to these values. We believe we share these values with the AAUP and its longstanding commitment to increasing diversity in higher education and its 1976 declaration that: “the Association is committed to use its procedures and to take measures, including censure, against colleges and universities practicing illegal or unconstitutional discrimination, or discrimination on a basis not demonstrably related to the job function involved, including, but not limited to, age, sex, disability, race, religion, national origin, marital status, or sexual orientation.”

We appreciate the concern the AAUP has expressed for the tenured faculty whose employment was terminated when Antioch University ceased operations at the College. The impact of the decisions of Antioch University from 2007 and 2008 and its impact on the professional and personal lives of the faculty is among the most painful wounds associated with the closing of the College. Without their commitment to the cause of Antioch College in the last three

years and, indeed, across the generations and numerous financial crisis, Antioch College would not have been the inspirational and transformational place it was. The Antioch College Corporation appreciates the fundamental importance of academic tenure, but even within its present curricular needs, it cannot categorically or automatically offer “reinstatement” or “restoration” to those whose appointments were both granted by and then later terminated by the Antioch University Board of Trustees. To do so would be a violation of transparent hiring process and legal hiring practices AAUP champions and would represent an abandonment of our important and long-held values around fair and non-discriminatory hiring practice.

Further, it is our position that the College not act capriciously or disrespectfully to faculty based on hearsay in its assessment of potential candidates for hiring or tenure. The new leadership of the College does not possess or have access to any of the personnel or tenure process records that may exist for those who were awarded tenure and then released by Antioch University. Similarly, we feel that, as AAUP would expect, any process for reviewing candidates for new faculty vacancies for our curricular offering in 2011 should require a peer scholarly review. It is, however, our continued view that an appreciation for the historic educational values of Antioch College, as well as experience teaching in a curriculum that values cooperative education and community governance in the context of a liberal arts college, will be among the important critical criteria for any faculty positions we fill today or in the future.

The bittersweet circumstances of the last twelve months leave us both optimistic about the bright prospects for Antioch College and concerned about the impact of the recent past on the future development of our community and our capacity to attract and retain faculty. No other college has faced as admittedly a contradictory a set of circumstances as does Antioch College today. We, the board and present College, feel a deep sense of gratitude to the former faculty of Antioch College and we know them to be our comrades in the effort to save the College and to gain its independence.

We hope to continue to discuss how the AAUP can assist the College as it moves forward in its planning and how it can publically support our early effort to emerge as a College that supports the role of faculty in academic governance and the importance of tenure to the integrity of the scholarship and civil society.

Sincerely,

Matthew Allen Derr
Interim President

Cc: Cary Nelson, '69, President

Anita Levy, Associate Secretary