



## ANTIOCH COLLEGE

### STATE OF THE COLLEGE

January 5, 2010

Dear Trustee:

On this, the 123<sup>rd</sup> day since you first became a trustee of an independent college, I am delighted to inform you that the plans and the processes set forth by the board for the revival of Antioch College are well-underway and on schedule.

The list of tasks that have been successfully completed in this brief time is extraordinary. In the coming pages, I briefly describe our accomplishments and the challenges we face in a wide-variety of areas. Following my "*State of the College*" you will find reports from many of the individuals who make up the community here in Yellow Springs. I am honored to work with this dedicated and talented group and to serve you and your trustee colleagues.

#### Advancement

Not surprisingly, my report begins with fundraising. As of January 1, the "Campaign for Antioch College" launched in June 2007 has raised \$15.7 million. The month of December has been one of the most active and productive, and to-date, the annual fund has raised \$1.4 million in unrestricted gifts and pledges or exactly          of its goal for the year. This result stands in stark contrast to recent years in which the Antioch College annual fund failed to raise even \$1 million. Alumni participation has doubled in the last thirty days. At just 9.3%, it is building rapidly and the strategy put in place to engage alumni at the chapter level and to maintain regular communication with them is working.

Major gift work has been very active with nearly 60 appointments with potential major donors in the last 60 days. This is a rate of appointment *making* and appointment *taking* that is heartening as we head into the coming months during which we intend to convert appointments into "asks." There have also been encouraging signs for future major gift work buried in the responses to the annual fund appeals. A number of potential major donors with whom we have not yet met have made gifts, often for the first time in many years and some for the first time ever.

Careful cultivation of major donors takes time. Our needs are great, but our work must rise to a level of sophistication that encourages confidence that Antioch

College is a worthy philanthropic opportunity. It is my goal to spend more of my remaining time as Interim President on the road fundraising. The recent appointment of our Director of Finance and Operations has made that possible. One of the tasks on which I will spend my time is following up on my recent meetings with both the Kettering Foundation and the Mellon Foundation. Also, with the addition of a forth major gift officer and the completion of a more detailed version of the concept for the College, I am confident that we have the capacity and the tools we need to keep our campaign on track.

There have been significant challenges in preparing reliable and routine fundraising reports for the board. Since last reporting in October, the Advancement staff has committed themselves to the professional development training necessary to be able to learn to produce sophisticated reports for our new Director of Finance & Operations and to the board. I am pleased both with the quality of the report included in your board materials for our Chicago meeting and with the commitment the Advancement staff made to “getting it right.”

#### A New Design for Liberal Education

Within this binder, you will find a 12-page document entitled “*A New Design for Liberal Education.*” For those of you who may not know, this title references the title of Algo Henderson’s book about the Antioch of the 1920s through 40s. His writing inspired our work, but you will find few references to our history or even to Horace Mann or Arthur Morgan among the pages. This is a forward-looking and ambitious plan for a new model of liberal arts and sciences education based on tested concepts and historic values.

The details of the proposed new design are outlined in the report. It is more important here that I use a few lines to describe the process we will follow in continued development of the concept and curriculum. We have already reviewed the materials with the Great Lakes Colleges Association and at their recommendation, and the board’s direction, we have retained Arts & Sciences Group of Baltimore, Maryland to test our model with high school bound students. In addition, we have developed a diverse list of more than 100 prominent individuals with whom we would like to share the design and solicit advice and comments. The majority of the individuals on this list are not Antiochians. We will routinely share with the board the results of our research as it becomes available and to complete the process by the spring board meeting.

As the board moves forward with its plans to recruit a new president for the College, we anticipate this document will serve as a useful tool for the search committee in identifying a leader who shares our vision of an ambitious “new” college built upon a historic foundation and for which significant financial support can be raised.

#### Arthur E. Morgan Fellows Program

The Morgan Fellows have been establishing intellectual life on campus. The first symposium on campus was held in the Slaner Reading Room in the Coretta Scott

King Center. The symposium was entitled "The Daily Struggle of Immigrant Workers" and the house was packed. Upcoming symposia are posted on the College website. If you would like to view the symposia they are also available online at the College website under media.

Our Morgan Fellows have maintained active professional lives outside of their responsibilities at the College. Scott Warren's book *The Emergence of Dialectical Theory: Philosophy & Political Inquiry*, was recently republished by the University of Chicago Press and he has a new manuscript entitled *The Successful College Student: Finding Your Passion* with an agent and is hoping to have it published soon. Beverly Rodgers is currently consulting with the Glenn Black Laboratory of Archeology at Indiana University and will be attending tribal ceremonies in Oklahoma this month. Fellow board member and Director of Work, Susan Eklund-Leen, co-authored a chapter, "Will it Work Both Here and There? The AISP Model in Various Institutional Contexts" in a recently published Jossey-Bass New Directions for Student Services monograph *Dealing with the Behavioral Problems of Students: A Contemporary Update*. Anne Bohlen is continuing her work on her latest documentary "Toxic Tours: Nuclear Ohio." This work focuses on the state's atomic sites beginning with the Manhattan Project and the numerous radioactive superfund sites and will examine the role that citizen activists have played in the ongoing billion dollar clean-up processes. Jean Gregorek continues her consulting work at The Ohio State University Institute for Collaborative Research and Public Humanities. She also recently had an article published in the American Association of University Professors' publication *Academe* entitled: "Liberal Education After Antioch: The Story of the Nonstop Liberal Arts Institute."

### Finance & Operations

The College has maintained good fiscal discipline and expenses have been within our projected operational budget for the first two quarters. There has been significant savings in part because the hiring of multiple positions has taken longer than anticipated. Conversely, legal bills and consulting fees have been higher. The later, is largely due to the slow hiring process with consultants filling in the missing slots. Cash flow has also been as projected with anticipated pledges paid on a timely basis. As of January 6, 2010 the cash balance in US Bank was \$2,832,129.85. There is also approximately \$600,000 due to be transferred to the College from the College Revival Fund, Inc. account. There is also an additional pledge payment of \$700, 000 anticipated by wire transfer in the coming days.

There has been significant progress made on protecting the physical assets of the College. In our review of the operational budget, a list of recent projects will be provided at our meeting in Chicago. At the reopening ceremony for South Hall, our consultant John Feinberg, '70 and College Archivist, Scott Sanders presented a historic view of the campus that you will be able to watch on the College's website.

We have begun to review the campus and its facilities from the perspective of a master plan that correlates to the developing concept and curriculum. Over the coming months, it will be important to engage the board's Building & Grounds

Committee in this work. With John's assistance we are looking at the number and types of classrooms that will be needed, residence halls, and co-curricular facilities as enrollment grows over the first 3 years. Importantly, we are also strategizing carefully about the grounds and the "curb appeal" of the campus to perspective students and families.

### Accreditation & Enrollment Strategy

In early December, I met with Len Clark, retired Provost at Earlham College and our consultant on accreditation and degree granting authority. He expressed concern over the preparedness of the College for recruiting students to campus for September of 2011. He believes that we will not be far enough along in an independent process through which the first group of students would eventually receive an accredited degree.

As we continued our conversation at the GLCA meeting with Len in attendance the idea of "sanctuary" became a hopeful solution to our challenge. In short, Antioch could continue its process toward independent accreditation by working with a partner college through which students would receive credit until such time as the College could offer its own accredited program. The most obvious institutional partner would be another member of the Great Lakes Colleges Association. We will discuss this approach to accreditation in Chicago and I will have further information from the GLCA on strategy.

In engaging Arts & Sciences group we have taken the first significant step toward defining and then recruiting our first cohort of students. As you will recall, the business plan the board approved last winter includes a very small, but growing population of students. The plan calls for the College to increase enrollment to approximately 600 students over five enrollment cycles. Protecting the capacity to be and remain highly selective is one of the most important elements of the revival of Antioch College. Overly ambitious enrollment targets based on budgetary needs are a recipe for disaster. The 5-year plan calls for very conservative growth. Should Antioch encounter greater early success than anticipated, growing faster is a decision the new president and the board can make at that time.

### Olive Kettering Library

At the close of this fiscal year, the staffing of the library will become the responsibility of the College. As part of our agreement with the University we must maintain the interlibrary loan responsibility with the local state agencies.

At present, the library is one of our most important and valuable assets. Strategic planning around the library and its staffing needs will be one of the topics addressed by our new board appointed Program Committee. Our immediate goal is to establish independent membership in all appropriate interlibrary loan associations, OhioLINK being among the most important. We must also put in place a plan to secure and sustain the library and the development of its collections until such time as the president and the faculty can ascertain the information resource needs of the new curriculum.

One challenge we face is that the Olive Kettering Library has significant limitations and structural issues. Our consultants do not feel that the library itself is in any imminent danger with regard to the sagging back wall of the building. However, I was gravely concerned to learn that the building has no fire suppression system, smoke detection system, and only local fire alarms. While there are costs associated with this work, these are issues that I believe it would be prudent to address immediately.

### Hiring

We are presently running a search for a Director of College Communication. The position description for this new post is included in the back of your binder under additional materials. The plan calls for us to begin a search for a Director of Admission and Librarian this spring. We will revisit the timing of these hires based on the direction the board gives at our Chicago meeting.

Where appropriate to the role, our recruitment efforts for future positions will be national. We have written an internal protocol for all managers to follow to assist in the development of diverse pools of candidates. We need further direction from the board with regard to approved policies relating to Affirmative Action and hiring. Those policies are under development by our attorneys and will be brought forward by the board chair at a future board meeting.

### Glen Helen & The Antioch Review

The staff of the Review and Glen Helen have been remarkably tolerant of our effort to get the College back up and running. I am grateful for their resilience and their support of the College at this critical time. At various times they suffered, for example loss of e-mail when, despite our agreement, the University inexplicably shut down service. I believe we are now have the support in place that they need.

I am confident that the integration of services and business models between the College and its auxiliary enterprises will continue now that the Director of Finance & Operation is in place. The work on the easement study for the Glen is proceeding and the Review is working closely with the Advancement Office to initiate some new fundraising efforts. In short, it was a bit bumpy to start, but we are now on a progressively stronger footing.

### Conclusion

I hope that this report gives you a better sense of what the College has accomplished and a sense of the challenges with which we are contending. I think the current conditions here in Yellow Springs are cause for optimism and also continued focus as we make important decisions about next-steps. I look forward to talking with you in Chicago and answering your questions.

**Respectfully submitted by Matthew Allen Derr, '89, Interim President**