

ANTIOCH COLLEGE 2.0

An Intergenerational Liberal Arts
Learning Environment

Why Antioch needs reinvention

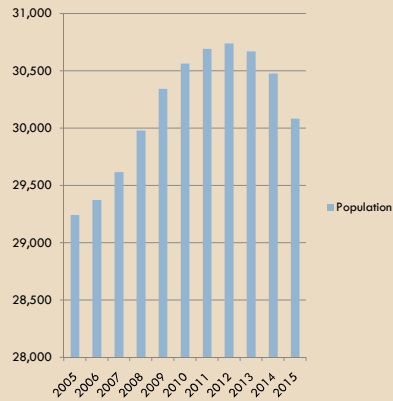
The nation needs an Antioch College. Prospective students deserve an Antioch education. The Antioch alumni are committed to keeping the flame alive. And it's an Antioch tradition to start over periodically.

Despite the heartfelt desire of some to keep the College limping along as is, there are several undeniable forces that make that financially and educationally unsustainable.

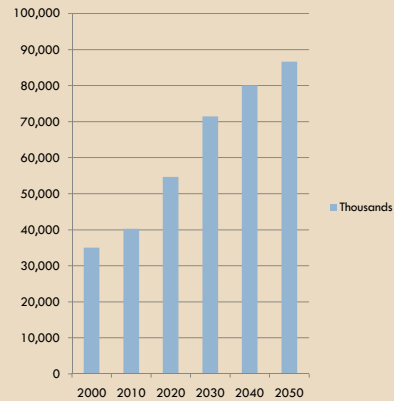
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Demographic trends

**U. S. Population Aged 18-24
(actual and projected)**



**U.S. Population Aged 65+
(actual and projected)**



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Small endowment

Antioch ranks 565th of 765 colleges and universities surveyed by the National Association of College and University Business Officers.

- Antioch's total endowment at the end of FY2006 was about \$36 million
- If the endowment earns—on average—7.5% at this level, only \$2.7 million is available for annual operating expenses.
- Proceeds from Antioch's endowment plus tuition income simply will not sustain its educational enterprise.

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Deferred maintenance

Source: *Final Report of the Renewal Commission to the Board of Trustees, June 2004*

- Substandard facilities make it difficult to recruit new students, particularly because many of Antioch's competitors undertook significant building programs during the capital markets boom of the 1990's.
- Students and their parents take quality of facilities as a proxy for the educational quality and financial health of the institution.
- Surveys and interviews of departing students have consistently cited poorly maintained buildings as a primary factor in the student's decision to withdraw.

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Declining enrollment

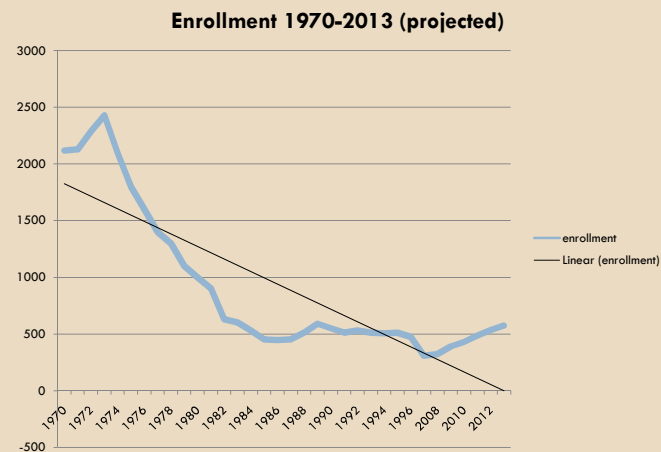
Source: *Antioch University Board of Trustees Declaration of Financial Exigency*

No data from 1996-2007

Dismal trendline even with optimistic projections.

Projected enrollments exclude AEA students.

25% of students are on co-op during any given semester.



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Less Selectivity in Admissions

- Midwest Colleges with under 3,000 students as of 2002:
- **Combined S.A.T. 1200+**
Carleton*, Oberlin*, University of Chicago*
- **Combined S.A.T. 1100-1199**
Albion, Case Western Reserve*, Denison, Earlham*, Grinnell*, Kalamazoo*, Kenyon*, Lawrence University, Macalester, St. Olaf, Wheaton* (Illinois).
- **Combined S.A.T. 1000-1099**
Alma, **Antioch***, Beloit, Butler, Calvin, Depauw, Gustavus Adolphus, Hamline, Hope*, Illinois College, John Carroll, Knox*, Lake Forest, Luther, Ohio Wesleyan, Ripon, St. Benedict, St. John's University (Minnesota), St. Mary's (Indiana), Wabash*, Westminster (Missouri), Wittenberg, Wooster*.

Those colleges and universities with asterisks alongside their names have had more than 7 percent of their graduates go on to receive Ph.D.'s, over a 30-year period.

Source: *Choosing a College*, Thomas Sowell, 1989 updated 2002

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Mismanagement

Trustees, alumni, faculty students, and historians will chronicle the events and decisions that have led from a student body of 2,470 in FY73 to about 370 in FY06, but the current undeniable financial situation demanded the declaration of financial exigency and the College's cessation of operations pending its reinvention.

- For at least the past two decades, Antioch College has suffered from mismanagement of its affairs.
- Placing blame is unimportant. The Board of Trustees, the revolving administrations, and even the alumni allowed the College to coast on its earlier reputation.

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Situational awareness in times of stress

As we know,
There are known knowns.
There are things we know we know.
We also know
There are known unknowns.
That is to say
We know there are some things
We do not know.
But there are also unknown unknowns,
The ones we don't know
We don't know.

A poem by Secretary Donald Rumsfeld
Department of Defense news briefing
Feb. 12, 2002

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A re-invented Antioch College

Antioch College 2.0 will offer a distinctive liberal arts undergraduate education, a unique intergenerational learning environment, co-op education, international education, ecological education, community government, and modern green facilities and infrastructure.

"Make no little plans. They have no magic to stir men's blood and probably will not themselves be realized."

- Daniel Burnham, Preeminent American architect at the dawn of the 20th Century.

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Basic goals for a re-invented Antioch

- Distinctive undergraduate liberal arts education
- intergenerational learning environment
- Co-operative education opportunities
- International education opportunities
- Ecological education opportunities
- Community government
- State of the art green facilities and infrastructure.

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Undergraduate liberal arts education

- General education requirements—including the physical sciences, the social sciences, political science, history, writing, literature, mathematics, and the fine arts—form the core of Antioch's liberal arts education.
- The core, general education curriculum will be enhanced by opportunities for intergenerational learning through close and frequent contact with Antioch's new residential and non-residential offerings for adults sixty years of age and older.
- Academic freedom for both students and faculty will be strictly observed, the faculty will be central to the development of academic programs, and the faculty will promote
 - Academic excellence
 - Intellectual development
 - Critical thinking and creativity
 - Respect for other points of view
 - Diversity, integrity, and civility
- Faculty research and artistic production are extensions of the classroom and will enrich the learning experience.

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Intergenerational learning environment

- As part of the reinvention process, Antioch will co-locate a 200- to 250-bed assisted living center with a new apartment-style dormitory for 1st year students.
- Common food service and dining facilities
- Accredited adult day care, independent living, assisted living, Alzheimer's care, nursing home, and hospice. Perhaps a clinic. Residents encouraged to take certain classes, attend cultural events, and be active in Community Government.
- Enriched experiential education will benefit both students and the seasoned citizens.
- The required core curriculum will include an extended seminar to help students process their experiences with mature, aging persons.
- The assisted living center will include retired former students and faculty, Yellow Springs residents, and others who love the Glen and the Village. They will provide continuity with Antioch's heritage and traditions.

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Co-operative education opportunities

- Reestablish an academic calendar so that co-op jobs paying a living wage can be filled throughout the year where possible.
- Capitalize on Antioch's intergenerational learning environment to find jobs in public and private agencies dealing with aging; don't confine the search only to healthcare opportunities (which will abound).
- Allow student-initiated co-op jobs that meet certain criteria to be developed by a fully-funded co-op faculty.

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International education opportunities

- Globalization is a reality and Antioch's international education opportunities will be wide and varied.
- The Admission Office will seek out exceptionally qualified applicants from foreign countries. They will enrich the learning environment on campus.
- Students will be encouraged to learn and work abroad for academic or co-op credit. The Office of International Education (OIE) shall coordinate students while abroad and will establish fulltime offices in London and Shanghai.
- OIE may also offer short-term faculty-led learning excursions to foreign countries to the public.
- OIE, in collaboration with the Language Department, will offer intensive language courses abroad.

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Ecological education opportunities

- After completing the core curriculum, students can choose to focus on ecology, environmental protection and restoration, and urban planning using Antioch's extensive land-holdings for field studies and work projects.
- Co-op jobs with accredited ecological and environmental agencies will be available nationwide.
- Assisted living center residents will be encouraged to volunteer along with students for conservation and restoration projects in the Yellow Springs area.

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Community Government

- Community Government (CG) is a critical aspect of Antioch's distinctive educational enterprise and it will be reorganized to include services to the residents of the intergenerational living center and the Village of Yellow Springs while maintaining an emphasis on student-centered services.
- It will not run a "Boot Camp for the Revolution." It is, and will continue to be, a representative democracy. Its duties will include
 - caring for a community that values honor, truthfulness, self-respect, respect for others, diversity, the rule of law and civil behavior,
 - sponsoring social and cultural events, and
 - representing the Community to external governments.
- CG will be funded from student fees and annual memberships from non-students who use Antioch's facilities on a regular basis. Membership should have some perks like reduced price admission to CG-sponsored concerts, movies, and theatrical events.
- CG support staff will generally be residents of the intergenerational living center.

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State of the art green facilities and infrastructure.

- New construction and the reconstruction or rehabilitation of buildings protected by National Landmark Status (Antioch, North and South Halls) will comply with the Leadership in Energy & Environmental Design (LEED) version 2 standards by the U.S. Green Building Council.
- The urban village to be constructed around the campus core will follow these principles:
 - Minimize land footprints (go up, not out)
 - Maximize green space and water amenities
 - Maintain architectural coherence
 - Employ solar energy for common area utilities
 - Use constructed wastewater wetlands for gray water and drainage as allowed by Ohio law and Yellow Springs ordinance.

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Antioch Village Strategy

Crucial to the success of this concept is the establishment of an “urban village” on Antioch College property with the landmarked and new academic and student services buildings plus a new intergenerational living center at its core.

To add to the revenue stream required to sustain the College’s principle academic mission, Antioch Village will include residential units, retail space, and—possibly—light industry.

The entire enterprise will be managed by an executive vice president of Antioch College who will be appointed by the President. Antioch College will not in any way cede its properties or inherent powers to any other entity.

In what follows, time is of the essence in order to commence operations of Antioch College 2.0 in 2012 or shortly thereafter.

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Partner with a village developer

- The Antioch College President and Executive Vice President, with the express consent of the Board of Trustees, will conduct a brief, national search for a highly-respected and qualified developer in a process that includes Community Government (which, remember, now includes students, faculty, staff, Seniors, and residents of Yellow Springs and surrounding areas).
- The developer will be responsible for the planning design, and execution of all construction, rehabilitation, and landscaping for Antioch Village, including the core Antioch College facilities. The master plan will be approved by the Board of Trustees and the Village of Yellow Springs.
- The developer must have the patience and forbearance to accommodate the Antioch “process” while still making forward progress. Experience with dreamers is an advantage.

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Partner with an Assisted Living Center Manager.

- In collaboration with the developer, the Executive VP will seek out and contract with a respected, accredited assisted living center management company to
 - Perform a marketing and feasibility study for a 200-250-bed full-service residential assisted living center
 - Collaborate with the village developer to plan, design, build, and furnish the assisted living center and, optionally, the entire intergenerational living center complex
 - Optionally, manage the intergenerational living center:
 - Assisted living center
 - Residential apartment-style units for 1st year students
 - Combined kitchen and bakery, table service dining for Seniors and cafeteria/food court service for students and others (no franchised fast food.)
 - Amenities required for Seniors and students both separate and shared.

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Construction and Rehabilitation Principles

- The developer will make every effort to
 - Comply with USGBC LEED v2 standards
 - Minimize maintenance costs for the College
 - Maximize recurring income to help sustain the College's undergraduate liberal arts program
 - Maintain a coherent architectural design that complements the landmark status buildings
 - Create distinctive living and learning spaces with a minimum lifetime expectancy of 50 years
 - Include state-of-the-art communications systems in all facilities with a robust supporting infrastructure

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Rehabilitate Antioch Hall

- Reconfigured spaces for Antioch College administration offices, general staff services, admissions, public information, CG, and development offices.
- Modernized Kelly Hall with handicapped access
- Faculty mailroom and lounge

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Rehabilitate North Hall

- Co-operative Education offices
- International Education offices
- Conference Center reception and offices
- Conference Center meeting rooms
- Catering facilities and lounges (for beverages and organic snacks)
- Classrooms

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Rehabilitate South Hall

- Conference Center reception
- Conference Center meeting rooms
- Catering facilities and lounges (for beverages and organic snacks)
- Faculty Offices
- Classrooms

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Construct Intergenerational Living Center

- | | |
|---|--|
| □ Assisted Living Center <ul style="list-style-type: none">□ 200- to 250-beds apartment style units | □ Student Residences <ul style="list-style-type: none">□ 250- to 300-beds apartment style units |
| □ <i>Shared kitchens</i> | □ <i>Shared kitchens</i> |
| □ <i>Adjoining dining rooms</i> <ul style="list-style-type: none">□ Waitstaff service | □ <i>Adjoining dining rooms</i> <ul style="list-style-type: none">□ Cafeteria/food court seating |
| □ Full Service <ul style="list-style-type: none">□ Adult Day Care□ Independent Living□ Assisted Living□ Alzheimer's Care□ Hospice | □ Student amenities <ul style="list-style-type: none">□ Common rooms□ Meeting rooms□ Wi-Fi and campus network□ Telephones□ Cable TV including a campus channel |
| □ Offices for supervisory staff | |
| □ Administrative Offices | □ Counseling offices |

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Construct a new library

- A much larger Olive Kettering-like facility
- Academic Computer Lab
- Secure Academic Computer Center
 - ▣ Server farms and management
 - ▣ Campus Internet node and administration
 - ▣ Campus wide Wi-Fi administration
 - ▣ Help Desk 24/7
 - ▣ Offices and Lounge

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Construct a new student union

- Cafeteria/food court; dining room capacity of 500
- Coffee shop; Beverages / Healthy Snacks 18/7
- Student mailroom / ATM's
- Very large lounge with TV's / Quiet space
- Meeting rooms
- Women's Center, GLBT Center (if needed)
- Information Desk run by CG
- Visitor Residences; 20-25 apartments

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Construct Health and Wellness Center

- A modern facility to be open to non-students for a fee when not being used for classes:
 - Reception and towel desk
 - Lap Pool / Therapy Pool (92-degrees)
 - Running track
 - 2 Gymnasias (basketball, volley ball, folk dancing, etc.)
 - Weight Room
 - Machine Room (stationary bikes, stair-steppers, etc.)
 - Classrooms / Faculty Offices
 - Showers and Locker Rooms (male and female)

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Construct a performing arts center

- Box Office and administrative offices
- Main Stage to accommodate 750 – 1000 seats
- 3 Studio / Recital Halls to accommodate 100 – 200 seats
- Television Studio for campus cable TV and video production
- Rehearsal Rooms / 20 sound-proof piano practice
- Music and Sound Synthesizer Studio
- Dance Studio(s)
- Dressing, makeup, and shower facilities
- Scenery and costume shops and storage
- Art Galleries
- Classrooms / Faculty Offices

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Construct a new Science Building

- Classrooms / Faculty Offices
 - ▣ Mathematics / Statistics / Computer Science
 - ▣ Biology
 - ▣ Chemistry
 - ▣ Geology
 - ▣ Physics
 - ▣ Etc.
- Laboratories
- Ecological Field Studies Center

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Build a Greenhouse

- Grow flowers and plants to enliven the entire campus year around.
- Grow healthy vegetables hydroponically for the campus dining centers
- Start wildflowers and trees for transplanting outdoors by the Ecological Field Studies Center
- Classrooms and offices

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Notes for a new Century

There are many difficult challenges that will continue to confront the United States and the world throughout at least the first half of the 21st Century.

If Antioch's Board of Trustees accepts the challenge to rebuild Antioch for the 21st Century and does not just tinker around the edges, confronting these challenges with optimism and determination can help Antioch regain its now lost position as the pre-eminent American small liberal arts college that embraces and supports students and faculty who go on to tackle these problems — and who make a world of difference.

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Globalization

- Globalization has become something of a bugaboo to the progressive left in the U.S. But it's a fact; it's not going away. It colors everything else that is of special concern to Antioch. We'll deal with:
 - ▣ An aging work force and geriatric care
 - ▣ Climate change and environmental degradation
 - ▣ The perils and advantages of immigrant assimilation: an ideal topic for international studies in Europe as well
 - ▣ Conflict resolution

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Outsourcing

- Outsourcing is another fact of modern corporate life and even Antioch College *is* a corporation.
- Antioch's President and other administrators should be supremely competent academic leaders and terrific fund raisers. They need not be particularly knowledgeable or adept about food services, residential care, maintenance, security, or telecommunications. Much of that can be contracted for—and should be.
- Antioch's business managers need to be mindful of the College's responsibility to the greater Yellow Springs communities by outsourcing to local business when feasible and by encouraging entrepreneurs to start local businesses specifically to serve Antioch.

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A Sustaining Revenue Stream

- By partnering with a developer to develop an urban village around the college core on Antioch property and by building only the most essential academic and residential facilities for students (such as a single dormitory-like residence hall only for 1st year students and co-located with the assisted living center), the College should be able to shed lots of overhead and maximize its revenue stream from leases and rentals.
- This income, plus tuition, and a greatly increased endowment can make the College in Yellow Springs sustainable until it's time to re-invent once again.

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Just the beginning ...



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