

# **ANTIOCH - CONFIDENTIAL**

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# ANTIOCH CONFIDENTIAL

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## *Antioch Confidential* - Introduction

*Antioch Confidential* examines several documents that were until now Antioch University attorney-client privileged communications. What role has this confidentiality played in the health of a College that has functioned through a decades-old shared governance system, a governance system that has been integrated as a major component of its educational curriculum and that has historically brought students to the College (1)?

While many of the events reported below are indicative of recent trends in the business of higher education, this article is directed most immediately to a specialized audience—Antiochians: the Antioch College community—to share research into aspects of the College's financial management in recent years. As such, it assumes the reader is familiar with some of the history and background of Antioch College and Antioch University. For further information on those histories please refer to the Wikipedia entries for these institutions and the links to other resources at [www.antiochians.org](http://www.antiochians.org) (2).

This article is a companion piece to the video *Antioch Confidential* that features documentation of a June, 2007 Homeland Security drill held at Antioch College. The video comments on aspects of the current working environment at the College.

This article, the accompanying video, and the Antioch Papers website ([theantiochpapers.org](http://theantiochpapers.org)) should be seen as vehicles for sustaining what cultural critic Nick Couldry calls "practices of public connection... through which people's fragmented, uncertain, incomplete narratives of agency are valued, preserved, and made available for exchange, while being related, analytically, to wider contexts of power" (3). *Antioch Confidential* does not presume to tell the complete story of Antioch College and Antioch University, but rather stakes out a particular vantage point for considering events that have occurred over the last decade. Two modes of higher education management have been and continue to be in conflict at Antioch College, an institution historically based on shared governance and currently micromanaged by Antioch University. One presumes a private space of *command, control and communications* and the other supports a public realm of *courage, responsibility, and shame* ("Be ashamed to die until you have won some victory for humanity").

## *Antioch Confidential* - AHCRRBAS

*"RESOLVED, that all deliberations of the Board at this meeting regarding the report and recommendations of the Ad Hoc Committee... are hereby regarded as confidential attorney-client communications."* (4)  
*AHCRRBAS, Antioch University, 2001*

So begins the Antioch University's Board of Trustees' 2001 *Ad Hoc Committee Report and Related Board Action Summary*, or *AHCRRBAS* for short. The document was created in October, 2002 in order to communicate to the Board what the Board itself had passed in a resolution some 16 months earlier in June, 2001. The June, 2001 resolution states, "after full deliberation, the Board believes that the Ad Hoc Trustee Committee's Report should be accepted and fully implemented at the earliest possible time" (5). This report, which the Board agreed to fully implement, had been developed in part through rather secret and "confidential, small group and individual interviews with the Trustees and the ULC" (6). Based on these confidential meetings, and other reviews and reports, the Ad Hoc Committee sparked the University to "redefine the job descriptions of the Board, the Board Chair, officers, and the Chancellor" (7).

Before voting on the report's recommendations some Trustees asked to read the full report on paper rather than learning about its summary of recommendations and plans for implementation based solely on a "PowerPoint presentation" (8). A group of Trustees were allowed to read the full 19-page report on paper, but only under the watchful eye of a monitor. At the conclusion of the meeting all copies of the report were taken away from the Trustees and kept in the office of the University's legal counsel. It remains locked away to this day.

This 2001 Board meeting was so secretive and so heavily cloaked with the caveats of confidential attorney-client privilege that by October, 2002 the Board was not able to communicate to itself or its newly refined administrative body (the University Leadership Council) the exact meanings of its previous actions. *AHCRRBAS* states that "as time has passed...it has become clear that certain portions of the Committee report and recommendations need to be known and made accessible to members of the Board and ULC in order to implement the Committee's recommendations" (9). The Board's own actions had become alien and esoteric to itself as a body. *AHCRRBAS* is a stellar example of the institutional amnesia that occurs when control is mistakenly identified as leadership.

The Ad Hoc Committee Report was created in June, 2001 in order to address problems of leadership, finances, and strategy at Antioch University. Regarding leadership issues, at that time both University Chancellor Jim Hall and College President Bob Devine were in the process of leaving their respective positions. Financially speaking, the University would soon be in technical default on bonds for its Seattle and New England campuses due to declining investment returns on the University's Endowment (the Endowment is almost completely restricted for use of Antioch College alone). The Ad Hoc Committee responded to these challenges to leadership and finance with a control strategy designed to "to align the University, its campuses, and its leadership model with strategy and with the realities of the external environment. Antioch's operating realities and the transitions occurring in higher education are profoundly different than they were even a decade ago" (10).

The person whom the Board chose to lead their strategy for aligning "the realities of the external environment" with "Antioch's operating realities" was a leader of the Ad Hoc Committee reform effort, Trustee Bruce Bedford. Bedford should have been extremely comfortable with the notion of leadership as control, a notion that was commonly used in military C3 (command, control, and communication) information systems. A few years after 9/11, Bedford joined "an esteemed group of senior advisors" at the private equity and private military organization GlobeSecNine (11). The Senior Managing Director of Bear Stearns Merchant Banking identified GlobeSecNine as having "a unique set of experiences in special forces, classified operations, transportation security and military operations" (12). The Center for Public Integrity reports that GlobeSecNine is attempting to "follow in (the) Carlyle Group's footsteps" (13). Walking in the Carlyle Group's shoes involves using private equity investment techniques in order to become "one of the U.S. military's top vendors" (14).

### *Antioch Confidential - Command*

In 2001 the Board performed a dizzying set of maneuvers based on the Ad Hoc Committee's Report that made Bedford the de facto Chancellor of Antioch University from June, 2001 to March, 2002. During Bedford's brief tenure as de facto Chancellor the Board approved 15 changes to the By-Laws of Antioch University (15). The Board created "the temporary position of Executive Vice Chair of the Board" and elected Bedford to that position (16). Then the Board delegated the "powers and duties of the Chancellor to the Executive Vice Chair of the Board" (17). The Board also increased the Chancellor's powers (now delegated to Bedford) by giving the Chancellor "the responsibility for operational and fiscal performance of the University with the requisite authority to fulfill this responsibility" (18).

After the June, 2001 Board meeting the University released a public briefing memo that described Bedford's new role simply as a "liaison... to assist the University in strengthening itself"; it mentions nothing of his new Chancellor-like status (19). The memo goes on to state, "the Trustees and the ULC will continue to communicate regularly as this exciting future unfolds" (20). Sixteen months later the University would create *AHCRRBAS* to communicate this future on "a need to know" basis (21).

That Bedford was the de facto Chancellor of Antioch University was not particularly good news for Antioch College. Less than 48 hours before Bedford stepped into the new position, he attended a meeting of the Antioch University Finance Committee. The minutes of that meeting state, "A resolution was moved by Bruce Bedford, seconded by Pegene McPhaden to allow the one time use of \$600,000 of unrestricted Endowment gains by the campuses for capital and program development items as described in the budget. All approve" (22). Before the motion was approved the minutes state, "A discussion ensued concerning the budgeted \$600,000 of Endowment gains to be used for adult campus capital and program development projects" (23).

This motion was particularly significant for the College for two reasons. Just one day earlier the College had closed out its 2000-01 fiscal year with a deficit. The funds in the motion would have cut that deficit in half and would have given the College's Revenue Over Expense Budget a surplus (24). Perhaps more importantly, this motion established a precedent that gains on the Endowment could be spent at the adult campuses. At the time well over 95% of the Endowment was legally bound for use at the College alone, but the motion used the term "campuses," not "campus," nor "College campus," indicating a legally questionable shift in the University's application of the College's Endowment gains. The details of this transaction can be found in the proposed budget for 2001-02 and other documents that merit further review (25). This motion might explain a statement made by Antioch University Vice Chancellor & CFO Tom Faecke in June, 2007. At that time Faecke stated, "management feels that past practice of approving capital expenditures without identifying the funding source contributed to the drain on cash that was deposited for restricted purposes" (26).

#### *Antioch Confidential - Control*

In 2001, Antioch College was in the midst of its own Board-approved Strategic Plan that had been implemented in 1997. Unlike the University's C3 type plan the College's plan had been created through scores of public meetings that solicited "input from virtually every sector of the college community" in an attempt to improve the College (27). By 2001 Antioch College would rate number one in the nation (out of 470 institutions) in the category of "Enriching Educational Experiences" based on the National Survey of Student Engagement (NSSE) (28).

From 1998 to 2002 the number of Degree-Seeking students based on Headcount grew at an average rate of 4% per year (29). Likewise, student growth rates based on FPE (Full Pay Equivalent) students grew at an average rate of 4% per year from 1997 to 2002 (30). The College was experiencing one of the longest and steadiest periods of growth since the collapse of the College in the early 70s. The College had not achieved, however, the Strategic Plan's goal of 800 FTE (Full-Time Equivalent) students by the year 2000.

Below is a chart of the College's FTE students based on registration credits. This information was produced by personnel in charge of the University's IR (Institutional Research) (31). It is worth noting that 1997 was a problematic year for IR and therefore this year has been excluded from enrollment calculations for this article (32). The 3% yearly growth rate in FTE students from 1998 to 2002 is somewhat lower than the 4% growth rates of Full Pay Equivalent students and Degree-Seeking students based on Headcount mentioned above. Because Degree-Seeking Headcount is based on the actual number of student on campus it is

probably a more accurate measurement of student body growth during this time.

<b>Antioch College - Degree and Non-Degree Seeking FTE - Based on Reg. Credits</b>	<b>Fall 97</b>	<b>Fall 98</b>	<b>Fall 99</b>	<b>Fall 00</b>	<b>Fall 01</b>	<b>Fall 02</b>	<b>Fall 03</b>	<b>Fall 04</b>	<b>Fall 05</b>	<b>Fall 06</b>	<b>Fall 07</b>	<b>Total</b>
1997-07 - Actual FTE	484	628	645	675	685	707	733	613	507	481	376	

In 2002 Antioch University told its accrediting agency, the NCA (North Central Association), that "in its 1997 Strategic Plan, Antioch College set an enrollment goal of 800 FTE students by Fall 2000...FTE enrollment at Antioch College stands at 685 [Fall 01 FTE]...but remains 115 students short of the target" (33). This 115-student shortfall was indicated as a major reason for the University's abandonment of the College's Strategic Plan.

If the College had been able to grow its 2002 FTE figure (707) at the "incremental" rate of 5% per year, it would have nearly reached "the target" of 800 FTE in 2004. This may not have been an impossible task given that the College's Degree-Seeking Headcount and Full Pay Equivalent students had both grown by 4% in previous years as mentioned earlier. At a 5% growth rate the College would have almost reached 900 FTE by 2007.

<b>Antioch College - Degree and Non-Degree Seeking FTE - Based on Reg. Credits</b>	<b>Fall 97</b>	<b>Fall 98</b>	<b>Fall 99</b>	<b>Fall 00</b>	<b>Fall 01</b>	<b>Fall 02</b>	<b>Fall 03</b>	<b>Fall 04</b>	<b>Fall 05</b>	<b>Fall 06</b>	<b>Fall 07</b>	<b>Total</b>
1997-07 - Actual FTE	484	628	645	675	685	707	733	613	507	481	376	
<b>2003-07 - Projected FTE - 5% yearly growth</b>	-	-	-	-	-	-	<b>742</b>	<b>777</b>	<b>812</b>	<b>847</b>	<b>883</b>	

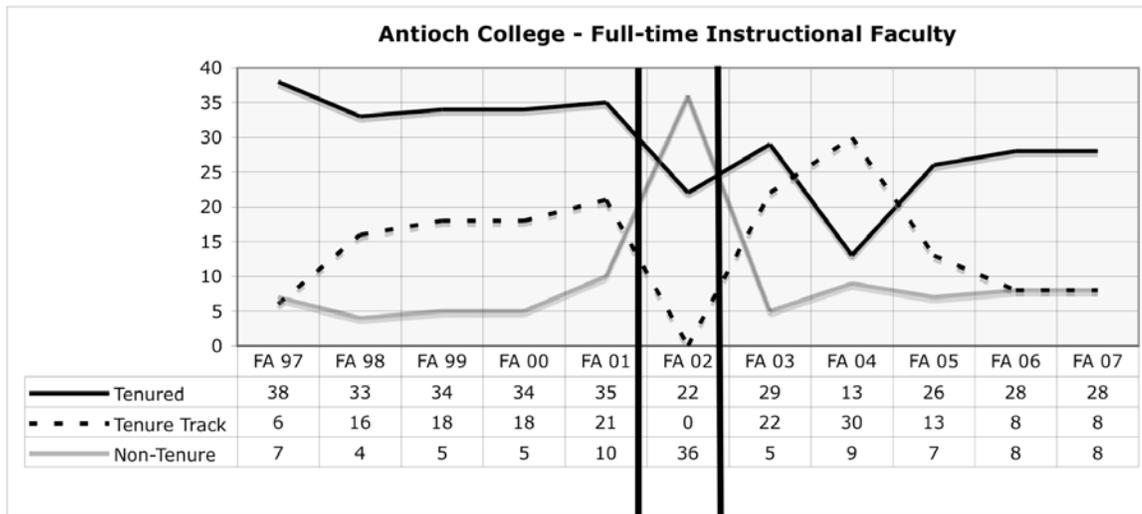
Steady, incremental enrollment growth was not enough for the Ad Hoc Committee. They wanted more and they wanted it fast, especially after 9/11 when the stock market fell. The Seattle and New England bonds were nearing a state of technical default. Bedford, who had no experience with a private residential liberal arts campus, had insulated himself with an inner circle of confidential advisors who also lacked such experience. Their institutional view was immediate and short-term, like that of a private equity investment firm with a top-down management style. They jettisoned the College's Strategic Plan in order to temporarily preserve the University's assets and secure the bonds at Seattle and New England campuses.

Six months into Bedford's tenure as de facto Chancellor, the College would be forced to revise its current operating budget based on "a shift in the Board's support of expenditures at a level that anticipated a presumed enrollment of 800 FTE students (the Strategic Plan). The effect of this cannot be minimized" (34). Acting College President Jim Hall wrote the above statement in December, 2001 as part of the College's revised budget. Hall was the former Chancellor whose powers Bedford now held.

In coordination with the Ad Hoc Committee's recommendations, University Vice Chancellor and CFO Glenn Watts ordered a 15% across-the-board cut in the College's expense budget as part of a "short-term" financial stabilization plan. The order called for the elimination of at least 20 positions across the College (35). Like Bedford, Watts had no experience working at a private residential liberal arts campus and, like Bedford, Watts' power in the institution had been increased due to the Ad Hoc Committee Report. Watts was now "a Vice President of the University (equal in rank to the campus presidents)" (36).

In the revised budget document, Hall goes on to state:

"Sadly, we concluded that it is impossible to sustain the current hiring freeze and the elimination of faculty positions without negatively impacting the entire institution. The loss of faculty positions inevitably translates into fewer students. Some fear the 'downward spiral,' which the College experienced in the 1970s, would be repeated resulting in the end of Antioch College" (37).



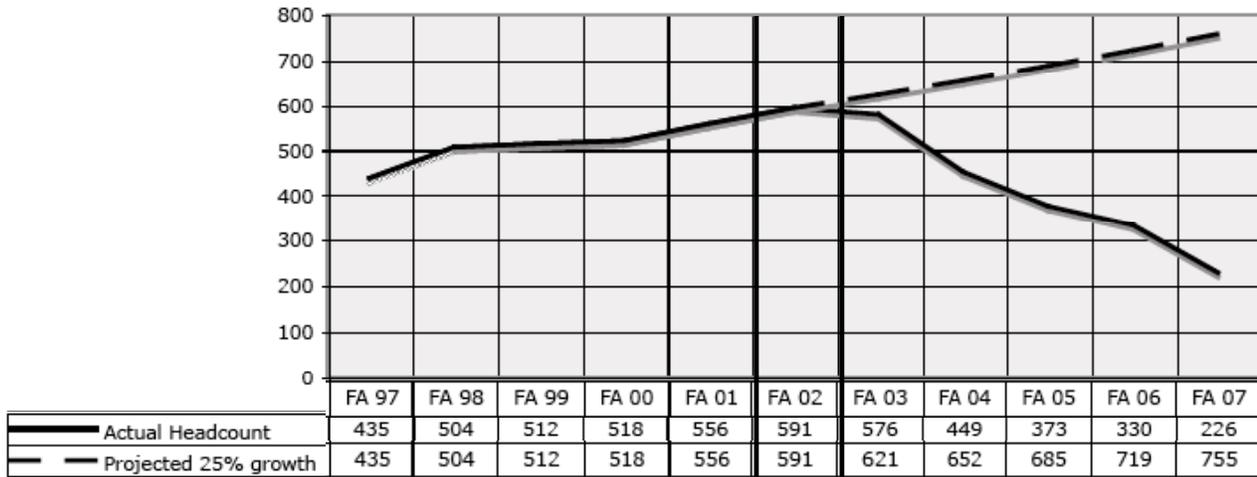
The above chart shows the effect of the Ad Hoc Committee Report on the full-time instructional classroom faculty at Antioch College based on IPEDS (Integrated Postsecondary Education Data System) information reported to the U.S. Department of Education by Antioch College/University (38). It should be noted that no tenure-track faculty received notice that their tenure-track status had been revoked in 2002. The zero number of tenure-track faculty in 2002 could be the result of a mistake due to confusion concerning the downsizing and hiring freeze at the College or it could be due to some other event that has not been made public. It should be noted that the figures for "FA 00" and "FA 07" were not available so the previous year's numbers have been repeated.

By Spring 2002, dozens of tents popped up on the main lawn of the Antioch College campus. Students would live in the tents from spring break until graduation in protest of the effects of the University's abandonment of the College's Strategic Plan and the direct impact this had on the environment, staff and faculty of the College. When the Dayton Daily News came to cover the protest, Antioch College President Joan Straumanis said, "These layoffs had a very negative effect on the community and on the diversity of the community" (39).

The College's own CFO of nearly 10 years, Barbara Stewart, resigned shortly after receiving Watts' order for the 15% across-the-board cuts. Stewart's resignation typified the effect of the downsizing in terms of gender. The direct layoffs occurred mostly among the College's staff and administration and they disproportionately affected women and people of color. Indirect layoffs were based on leaving vacant positions unfilled, resignations due to perceived institutional instability, the consolidation of campus services, and early tenure relinquishment offers to older faculty. These indirect layoffs were also disproportional. The "short-term" financial stabilization plan was quickly draining the campus of diversity and obstructing student access to mentors and educators, both key elements to the college's enrollment growth and Strategic Plan, a plan that all the stakeholders in the College community (students, staff, faculty, and administration) had helped develop a few years earlier.

The downward spiral that Hall had warned of in the revised budget began to twist its way through the student body. Five years of enrollment growth would peak in 2002 and be followed by 5 years of continuous decline, dropping enrollment levels to their lowest since the 1920s.

**Actual (1997-07) and Projected (2003-07) Degree-Seeking Headcounts  
Antioch College**



The chart above shows the number of Degree-Seeking students based on Headcount (rather than FTE) at Antioch College during the fall of each year (40). These numbers are from the College/University's Office of Institutional Research. The "Projected 25% growth" line shows what the College's enrollment level would have become if it had sustained a 5% per year growth rate from 2003 to 2007 (based on the 2002 figure of 591).

The College's growth from 1997 to 2002 would be jettisoned along with the Strategic Plan. Based on the differences between the Projected Headcount and Actual Headcount figures in the chart above, the College lost 1450 Degree-Seeking students from 2003 to 2007. Former College Controller Tim Gilliland estimated that 48 full-time enrolled students translated to approximately \$1 million dollars of revenue for the College. Based on Gilliland's formula, this loss of 1450 students (if they all had been full-time) cost the College about \$30 million in enrollment revenues from 2003 to 2007.

The College was not in good health in 2001. It had balanced its budget in two previous years, in part through deferred maintenance of its campus buildings. In 2001 College President Devine responded to an email from University Finance Committee Chairman Jim McDonald. In that email Devine states, "clearly the College's financial indicators are perilous at best and depend upon some combination of (a) enrollment, (b) donative resources, and (c) human capital" (41). The Ad Hoc Committee's flat-lining of the College ended enrollment gains and drained human capital from the Campus. The last leg of the college's precarious tripod was donative resources.

In the 2001 email mentioned above McDonald asked Devine to "assume that the future revenues of the College will be constrained the following ways:

- 1) The endowment will never exceed \$50 million...
- 2) The lead gifts disappear into the \$50 million endowment.
- 3) The Annual Fund will never exceed last year's amount...
- 4) The Board will contribute no more than last year.
- 5) Transfers from other campuses will either remain the same as last year or decline slowly as a result of failure to invest in them. Naturally, all of these are assumed for the sake of analysis only and do not represent pessimistic predictions" (42).

Most of McDonald's prescriptive assumptions came true, except for the Endowment, which never grew much larger than \$35 million. McDonald, who along with Bedford and Watts had ordered the 15% cut in expenses, also had no experience with a private liberal arts residential campus (like Bedford and Watts). A \$10 million gift from Leo Drey to the College in 2001 was the last major advancement in the College's Endowment before the University announced the closing of the College in 2007.

In 2001 Devine wrote that "twenty percent of the College's revenue comes from alumni and donors, and compromising their confidence in the forward progress of the College may have a negative impact on their willingness to invest" (43). The clearest example of how the Ad Hoc Committee's C3 management model had compromised the alumni's willingness to invest in the University-controlled College occurred in late 2007 when the first whiff of a proposed independent Antioch College brought forward \$18 million in alumni pledges in a few short months following the University-announced intention to close the College.

In 2001 Bedford was at the center of all discussions about how increases in the College's Endowment should be spent. As an Investment Committee member, Bedford was present when the committee decided that none of the \$10 million Drey gift (mentioned above) could be used in the 2001-02 fiscal year, the year of the 15% across-the-board cuts (44). In another 2001 Investment Committee meeting, it was reported that the Endowment had showed "quite an improvement," due mostly to a \$1.6 million increase in the value of Yellow Springs Instrument (YSI) stock held in the Endowment (45). The minutes from that meeting state:

"Bruce Bedford gave an update on YSI. YSI is having their best year ever (sales in excess of \$50 million) and have reported a substantial increase in their share valuation. However, in view of certain changes which seem to be on the offing with their management (retirements), the possible re-organization of their business plan - looking to more growth (an office in the PRC), and a cutback in environmental spending, YSI foresees an increased demand for cash. All of this means that essentially, Antioch will not be able to convert, in the near term, any large portions of our YSI holdings into cash" (46).

Because YSI is a privately held company, its stock could only be cashed in if the company would agree. Bedford was interviewed about the University/College's YSI stock holdings for this article. When Bedford was asked if the University/College had approached YSI about cashing in a portion of its stock to help alleviate the College's crisis in 2001, Bedford replied, "YSI has no interest in a major repurchase of its stock." It is not clear if Bedford or the College/University had informed YSI of the College's serious predicament in 2001. But it is clear that Bedford was wearing three hats during the Committee meeting: YSI Board member, YSI stockholder, and Antioch University Trustee.

The College's actual expense budget would be the same in 2003-04 as it had been in 2000-01, when adjusted for the non-cash expense of Depreciation, a paper expense that never figured into the bottom-line cash flow numbers of College/University budgets (for more information on Depreciation see footnote 47). This "flat lining" of the College was the central feature of a post-*AHCRRBAS* Antioch University.

By 2004, the "temporary" financial stabilization plan (introduced in 2001) had become a permanent feature at the College, due to declines in enrollment, human capital, and donations—declines that the model itself had inflicted. In 2004 Interim College President Rick Jurasek wrote in a budget narrative document "the so-called Budget Stabilization Group aggressively trimmed expenses and appropriately tried to maximize revenue streams. We at the College are thankful for Toni Murdock's strong and sensitive leadership of this activity. As a result of these efforts the College has 14 fewer employees in 2004-05 than it had in 2003-04" (48). Toni Murdock's sensitivity brought a 60% cut of the academic department support staff, as well as layoffs in Admissions and Finance, Co-op, Administration, and Campus Security. These cuts were on top of the missing Director of Multicultural Affairs, unfilled faculty positions, and other missing staff and

administrators (49). The diversity issues raised by the 2002 layoffs became inflamed with the 2004 layoffs and missing College personnel. In the budget document Jurasek notes, "The negative social affect generated by some of the phenomena (budget cuts) above... produce(d) an unstable campus climate...that peaked with the presence of the Klan here in Yellow Springs."(50)

By 2004, the College faculty was spending its human capital at a fast rate. The College had only 14 tenured faculty in the classroom on a full-time basis. Some faculty had been moved into administrative positions to cover for the vacancies created by freezes and layoffs. The 60% cut to the academic department support staff plus the implementation of a new University-designed curriculum (discussed below) severely taxed the human capital of the tenured faculty. These conditions, along with the still-missing Director of Multicultural Affairs, were further strained by an incident involving a claim of reverse discrimination by a student. The College community lacked the funded infrastructure found at many residential campuses to quickly engage in a sustained and meaningful dialogue about racial discrimination. Frustrated, and without a Director of Multicultural Affairs that might institutionally moderate such a dialogue, the student went to the press. KKK (Ku Klux Klan) members in the region seized on this incident for their publicity/recruitment needs. The Klan leafleted the campus and village, and a few weeks later staged a march through downtown Yellow Springs that was monitored by 125 law enforcement officials and about 50 firefighters and EMS personnel (51).

While reporting on budget cuts and the Klan's presence on campus, Jurasek went on to state "the Renewal Commission completed its Report... it is a grand and sensible scheme" (52). The University's Renewal Commission Report redesigned the College's curriculum through a confidential process that had solicited minimal input from the full-time instructional faculty at the College. Antioch College Faculty member, Ann Filemyr, stated the following:

"They (the Renewal Commission) then wrote the document and sent it to the faculty and student body... We were so shocked because we didn't have any idea what they were working on, we didn't even know they were working on the curriculum. I had the naïve assumption that they were working on the administrative structure" (53).

Due to persistent secrecy and the flat-line economic model, the University's Renewal Plan was dead on arrival at the College. By 2005, enrollment levels had plummeted so low that Jurasek now called Antioch a "micro-college," a term used to describe schools with 350 or fewer students. Most micro-colleges are small religious institutions. Jurasek adopted the micro-college model for the College's 2006 NCA (North Central Association) accreditation review. Jurasek selected an NCA review team consisting of members from Creighton University ("the pursuit of truth... is guided by the living tradition of the Catholic Church"), Cornerstone University ("the fear of the Lord is the beginning of wisdom"), and the Moody Bible Institute ("the primary focus of the curriculum is... worldwide evangelization"). Not one of the 12 institutions in the College's peer group, the College's Great Lakes Colleges Association, institutions that knew the history of the College, were involved in its review or accreditation process.

By 2004-05, the Ad Hoc Committee Report had totally destabilized the College's enrollment, human capital, and donative resources. In terms of leadership, six people (Devine, Hall, Straumanis, Jurasek, Lawry, and Bloch) would sit in the Antioch College President's office over the six years (2001 to 2007). Unlike the other Antioch University campuses, the College would be without its own CFO during most of this period. The University entity "responsible and accountable for effective... Campus administrative leadership" was the ULC (University Leadership Council) (54). The ULC is comprised of the Chancellor, the University CFO, and the Presidents of the six campuses.

In 2005 the ULC recommend Steve Lawry as the next president of Antioch College, a choice that the Board approved. Like Bedford, Watts, McDonald and Murdock, Lawry had no experience working at a private residential liberal arts campus. As a newcomer to Antioch College, Lawry was unaware of the fiscal

narrative that had left the College with depleted resources to deal with the controversial incidents that erupt from time to time at a typical residential campus. But Lawry also purposefully chose to ignore the community governance systems that were in place to deal with such incidents, representative bodies that were fully intact and functioning quite well (Community Standards Board, Comcil, Adcil).

During his tenure as president, the *Washington Post* (George Will), the *Weekly Standard*, and the *Chronicle of Higher Education* each produced separate articles recounting a Steve Lawry story about the "toxic culture" of Antioch College and its supposed intolerance to multiple points of view. As an example, Lawry stated that a male Antioch College student was verbally assaulted for wearing Nike shoes; the shoes were stolen and shredded; the student left the College due to this incident and the intolerant toxic campus culture. However, the faculty advisor for the student reported that Lawry failed to mention that the student was female; that the faculty advisor bought the student a new pair of shoes; and that the faculty advisor confronted the person that had destroyed the shoes and conducted an in-depth conversation about property destruction, tolerance, and productive forms of political dialogue. The faculty advisor also stated that Lawry failed to mention that the student did not leave the College because of its supposed "toxic culture." The student left because of financial difficulties and because the curriculum was not meeting her specialized academic needs. Lawry has never challenged the faculty advisor's recounting of the story. He never offered a retraction to the publications, nor apologies to the faculty advisor or student.

The toxicity of the Renewal Commission's curriculum and the flat-line economic model's embrace of failure were the deep-seated systems driving the collapse of Antioch College. To cloud these issues, some members of the ULC and their appointees created a surface narrative of failed students and faculty at the College. In 2002 Joan Straumanis became the first Antioch College President to encounter the official changes to the University system based on the *AHCRRBAS* plan. In a recent phone interview, Straumanis described Bedford as "not very knowledgeable about the College or a Liberal Arts education in general, but he was enabled by everyone else on the Board." But Straumanis was quick to point out that "the situation could not be attributed to a single person. The problems are structural in nature and due in large part to a governance system that placed the College in a financial hole—that made it easy to cut things." The University had created a "social distance" between the College and the rest of the system. Campus presidents, for the most part, could no longer speak directly to the Board but only to the Chancellor who, in turn, would relay their conversation to the Board. This social distance, combined with an unstable College President's Office and absent College CFO, made the College all but invisible as a living entity to the ULC and consequently the Board.

In 2007 University personnel, a University consultant, a new University campus, and a special White House visitor at Antioch College all had one thing in common—a deep concern about pandemics, as we will see in the next section. Homeland Security guidelines state that a main defense against the toxic effects of a pandemic is social distance, achieved through reduced face-to-face contact, telecommuting, and teleconferencing.

#### *Antioch Confidential* - Communications

The *Chronicle of Higher Education* article carrying Lawry's toxic story opens with the following paragraph:

"On a recent Friday morning, the grounds of Antioch College were littered with white body bags. The campus was ghostly quiet. Men with guns, in full SWAT gear, crept around the college's crumbling buildings, looking for imaginary terrorists. Actors, covered in fake blood, writhed on the ground and wailed for help" (55).

Three days after the University Board announced the closing of Antioch College in June, 2007 a phalanx of paramilitary forces gathered at the Antioch College's Coretta Scott King Center for Cultural and Intellectual Freedom. Every officer, agent, and commander handed over the ammunition clips from their weapons. A yellow plastic ribbon was tied to these real weapons to indicate they were now safe to wield at the College.

Earlier in the year, Colin Altman, an Antioch alum and Chief of the MTRF (Miami Township Fire and Rescue Team) had attended a meeting of the Greene County EMA (Emergency Management Agency). The EMA needed to find a host site for a mandatory Homeland Security mass casualty drill. Altman offered up Antioch College because the campus was usually not very active during the summer. The head of the Fairborn SWAT team added he would like to train his forces at the campus as part of the drill. Antioch College President Steve Lawry agreed to host the event, and Lynda Sirk, College/University Director of Communications/Public Relations and Campus Security Taskforce member, was put in charge of the event.

After the Spring, 2007 Virginia Tech shootings, Ohio's Governor mandated that each campus in Ohio have an emergency response plan. In sync with Lawry's "toxic" narratives, Sirk stated at a 2007 meeting of the Ohio Board of Regents Task Force on Campus Security that, "Antioch is working with local first responders to stage (a) mock disaster response drill. The school needs help in tracking the progress of students after initial mental health concerns are identified" (56). Over the last 30 years the only news report of homicidal behavior committed by a person associated with Antioch University, occurred not at the College, but at one of the adult campuses (57). This information is not meant to cast a negative light on the adult campuses; these schools are filled with many talented faculty and students. Rather, it points out the potential impact of toxic narratives on the University's ability to accurately assess institutional risk.

The OBR (Ohio Board of Regents) said, "the development of each campus' emergency response plan should: meet appropriate, existing standards such as those established by organizations like the Federal Emergency Management Agency (FEMA)" (58). Sirk must have been somewhat aware of the FEMA standards since she was a member of one of the OBR workgroups that helped write the Regents' guidelines (59). The FEMA template adopted by the OBR states "... administration, faculty, and students. All of these groups should be involved from the very beginning of the disaster-resistant university initiative" (60). Although the College's Security Taskforce had been meeting since 2005, the College's faculty, staff, and students were never presented with a public opportunity to contribute to the plan's design, implementation, or review. In a phone interview Sirk described the June, 2007 event as "just an overview," and ultimately the entire College community could expect to be involved in the plan at some point in the future. When that future might be was not clear.

For the most part the College community received no meaningful communications about their role in the June, 2007 drill, in which fake bloody bodies, a fake terrorist and real SWAT team members swarmed the campus grounds. This alien event occurred just three days after the shocking and awful announcement by the Board of Trustees that Antioch College was closing— shocking because the Board never sought less drastic measures, and awful because the Board had never asked the Antioch College alumni for support under this dire scenario.

Two days before the drill, Chief Altman offered to move the exercise to the Yellow Springs High School out of respect for the College community. Sirk's Campus Taskforce turned down the offer (61). Earlier, Antioch College's Olive Kettering Library staff had complained about the proposed hostage crisis and SWAT team drill that was to be held at the Library. Some Library staff had been, or were about to be, laid off and a long-time co-worker had very recently died. When Library staff questioned Sirk about the need for the drill at the Library (rather than the Science building) Sirk reportedly told them that it was necessary to do the drill because there was going to be pandemic at some point in the future and the campus must be prepared.

Conscious or not, Sirk's concern about a pandemic is rooted in the "social distance" created by the Board and ULC to defend itself against an "uncontrollable" Antioch College. The largest outbreak of this pandemic management model occurred when the Board/ULC exerted the ultimate in distance and control—they closed the College without any public warning, without announcing a state of crisis that would affect over 150 workers at the College as well as students and the village of Yellow Springs, without asking alumni for help, and without working with the decades-old College community's shared governance system.

During the June, 2007 exercise, a right wing terrorist took six Antioch College students hostage and held them in the Library. Chief Altman said the scenario was collaboratively created between himself, the Greene County Emergency Management Agency, and personnel in charge of the Fairborn SWAT team. The SWAT team wanted to use the Library because the twists and turns of the book stacks provided them with a challenging terrain for a forceful hostage rescue operation. In order to signal that the event was play and to minimize potential trauma to the child-actor-hostage, the terrorist held a water gun to the faux Antioch College student's head; the SWAT team carried real weapons that had been disarmed. The hostage crisis was a surreal mix of work, play, and terror all conducted in the name of security, but for whom?

In the middle of the hostage crisis, a visitor from the White House appeared: Kevin Geiss, a Senior Policy Analyst in the Homeland and National Security Division of the Office of Science and Technology Policy (OSTP) at the Executive Office of the President (62). In 2004 the OSTP was the front-line defender of President Bush when 60 scientists (including 20 Nobel laureates) criticized the White House for distorting scientific facts about the environment and the search for unconventional weapons in Iraq (63). A Greene County EMA official stated that Geiss was visiting nearby Wright-Patterson Air Force Base and that he had extended his stay an extra day so that he could observe the exercise at the College. Geiss is an expert in biotoxicology. The Homeland and National Security Division of OSTP is one of the main advisory agencies to President Bush on the issue of pandemic.

The issue of pandemic would emerge again at the new Antioch University McGregor Campus. At the height of the drain on human capital at the College in 2004, the Board/ULC announced that McGregor would leave its home on the grounds of Antioch College and build a new campus on the edge of town. The Antioch College community was largely dismayed that the College campus, that was built for 1500 people and had been operating with half that number, would be ignored in this decision. It seemed logical for both institutions to share any new facilities since McGregor students are mostly adult learners who use the facilities during the night and the College's residential students mostly use classrooms during the day.

In 2007 Antioch University and McGregor achieved their social distance from the College and moved into their new 90,000 square foot facility on the edge of Yellow Springs and away from Antioch College. The list of McGregor donors with classroom naming rights reads like an *AHCRRBAS* hall of fame. These donors include David Weaver (the University attorney who arranged the attorney-client privileged documents and Board meetings), Glenn Watts (the University CFO who ordered the 15% cut of the College in 2001), and Bruce Bedford (the de facto University Chancellor who controlled College Endowment gains and who created the infrastructure for *AHCRRBAS*).

Antioch University McGregor 's new campus building is climate controlled and none of its 130 windows open. When a senior staff person was asked about the sealed nature of the building, the staff person stated that the building was designed with the intention of being a shelter during a pandemic. Glenn Watts, who retired from his job as University Vice-Chancellor and CFO and became the Construction/Building Manager of the new facility, stated in a phone interview that the facility does have many features that would benefit its use as a pandemic shelter and that McGregor has run through a continuity of operations plan in the event of a pandemic. However, according to Watts, the school has no agreements with any governmental agencies for that purpose.

In 2007 the issue of pandemic in higher education surfaced again with Thomas Chema, a University consultant and the president of Hiram College, who had instituted a Pandemic and Catastrophic Event Plan for his school. Previously Chema had worked as a state lottery administrator, a developer of sports stadiums, and a Director of the Breeze-Eastern Corporation (formerly TransTechnology Corp.), a builder of rescue hoists and components for missile-weapon systems (64). In 2007 Chema was hired by Antioch University to provide his expert opinion on whether or not Antioch College should remain open or closed. Of Chema's four years in the Hiram College President's office, the last two years saw double-digit growth in Hiram's enrollment. Chema had insight in what makes a college successful in terms of enrollment, but so did the Antioch College administrators who created 14% growth in Degree-Seeking student Headcount from 2000-2002 (see previous chart). But Antioch University refused to consult with its own internal turn-around experts, who had increased Antioch College's Full Pay Equivalent students by 4% a year from 1997 to 2002. Nor were these College experts consulted when Chema recommended the plan "preferred...by the university management team" to close the College in order to "allow for a cleansing of the ghosts that have plagued Antioch's recruitment efforts since the 1970s" (65).

### *Antioch Confidential - C3: Command Control Communication*

Ghosts, plagues, and pandemics were University metaphors used to portray Antioch College to the outside world. Internally these metaphors informed management principles used to govern the College. Strategies of distance, control and threat may have been spawned in part by the highly militarized landscape of Greene County, where both the College and WPAFB (Wright-Patterson Air Force Base) are located. The county has a workforce of about 73,000 (66). About 22,000 employees work within the confines of WPAFB, one of the largest (if not the largest) Air Force bases in the world (67). Outside the base, "more than 600 aerospace-related defense contractors and R&D organizations thrive in the Dayton Region," which includes Greene County (68). To the east is the Columbus-based Battelle Memorial Institute, "one of the world's largest (if not the largest), private research and development organizations" (69). Battelle is the major public sector participant in a consortium that describes itself as "your one-stop shop for Chemical, Biological, Radiological and Nuclear (CBRN) Defense and Homeland Security support" (70).

The local entity that has taken charge of melding area "academic, business and government" resources into "a national model for Military Transformation" is the DDC (Dayton Development Coalition) (71). The DDC received this charge on behalf of Wright-Patterson when it became the public advocate for the base (72). As part of this "military transformation" of the region, DDC has the distinction of being the only vetting agency in the U.S. to earmark spending proposals for an entire federal Congressional district (73). Antioch University McGregor President Barbara Gellman-Danley sits of the Board of Directors of the DDC. In 2005 the DDC recommended \$1.5 million in Congressional earmark money for the new McGregor Campus (74).

The DDC's "ultimate goal" is to transform the Miami Valley and Greene County into "a shining example of Military Value which will impact the Department of Defense, our nation and ultimately the world" (75). Recently this "shining" has resulted in construction plans for 2.5 million square feet of new military workspace in Greene County (76). By comparison, the Dayton Mall, the largest indoor retail facility in the area, contains 1.3 million square feet. A director of civil engineering at WPAFB said, "in the compressed timeline that we're dealing with, it's construction the likes of which we have not seen" (77). Over the next few years the area's booming defense industry will add about 10,000 new jobs to the list of "21,000 vacant positions in the region" (78). The question remains how to mobilize and educate this new workforce.

In a prioritizing schema that is eerily familiar, Antioch College is the only local major institution of higher education left out of all the DDC materials promoting local education resources in the area (Antioch University and McGregor are mentioned) (79). A few days after Antioch University announced its closing of the College with the intention of possibly reopening it at some point in the future, DDC President/CEO J.P.

Nauseef was one of the first area leaders to respond to Antioch's crisis and potential rebirth. The Dayton Business Journal reported, "(J.P.) Nauseef said he views Antioch McGregor as the way to carry on Antioch's legacy in the region" (80).

Nauseef's implied support for the permanent closure of Antioch College evoked another virus that could have a direct impact on whether or not Antioch College lives or dies. In the 1930s the March of Dimes was formed with the sole purpose of defeating the polio virus. By the 1950s, the March of Dimes had raised over \$500 million dollars in charitable contributions that were explicitly restricted towards finding a cure for polio. In 1955, a cure for polio was found and the question became: what do with the March of Dimes' sizable assets? In a court ruling that helped shape the field of American philanthropy, the March of Dimes was allowed to use the charitable contributions it had received for one specific purpose (curing polio) for a new purpose (curing birth defects and lung disease) (81).

If the College closes permanently, the March of Dimes case could be the legal precedent the University would use to seize charitable contributions now earmarked solely for the College and apply them towards a new purpose. The College's campus and surrounding lands are significant assets as well. In June, 2007 an internal University document was leaked to the *Antioch Papers* that states, "If [a] land development company has not been engaged [in a partnership with the University], the College would move toward permanent closure" by June, 2008 (82). If the University can successfully partner with a developer then a new school called " Antioch University Yellow Springs...[would open] its new residential undergraduate program" in 2011 (83). Perhaps a likely developer for this plan is Miller-Valentine, "the largest commercial real estate firm in Dayton" (84). Antioch University McGregor is the anchor tenant of the land development complex that Miller-Valentine is currently marketing on the edge of Yellow Springs, a move that significantly weakened and isolated the College (85).

William Schneider is the former Chairman of Miller-Valentine and also the former Director of the Dayton Development Coalition. In 2007 Schneider resigned as Chairman of the DDC committee responsible for vetting congressional earmark spending proposals (86). Since 9/11 Miller-Valentine's workforce has doubled in size (87). Recently Miller-Valentine announced plans to build a 1 million square foot facility that will house 4,000 defense industry jobs in a private defense complex less than 10 miles from the Antioch College campus (88).

Schneider was also a business associate of Bruce Bedford when they were (respectively) Trustee and Executive Vice-President at Nuveen Investments (89). Nuveen currently has "more than \$165 billion in assets under management" (90). Nuveen's investment statement on Ohio reports, " Ohio's economy is growing slowly and is one of the weakest in the nation...Wright Patterson Air Force base is a huge economic engine for Dayton and southern Ohio Population" (91) This local engine would likely drive the University to repurpose the assets of Antioch College with defense related industries and developers in the event of the College's closure, a potential outcome made possible in large part due to Bedford's leadership during his tenure as de facto Chancellor in 2001. Bruce Bedford's tenure as Chairman of McGregor's Board of Visitors (1993-97) and as University Trustee (1998-present) gives Bedford the longest record of service on the current Antioch University Board. During much of this time Bedford served as the University Finance Committee Chairman, a position he held when the College's closure was announced.

The *ABRACHAS* management style (confidential), its time frame of impact (5 years, 2002-07), and its potential impact (University profits from College's assets) perfectly fits the model of private equity investment. Fortune magazine describes the differences between private equity firms and traditional publicly traded companies, or most private companies under traditional ownership. Fortune states:

"The differences begin at the most fundamental level, with new objectives. Private-equity firms want to buy companies for their portfolio, fix them, grow them and sell them in three to five years..."

always the goal from day one is to sell the company at a profit" (92).

The effects of the Bedford/ULC management scheme did not "fix" or "grow" the College but destabilized it. But this inverted private equity plan had the same result as a normal plan—the selling and formal seizure of College assets for a profit. Whether or not these actions were part of a conscious act carried out by the entire University Board of Trustees or whether it was naïvely carried out through the unconscious application of a private equity mindset to a residential liberal arts campus remains to be seen. The actions by the Trustees during the first two months of 2008 will answer this question.

In December, 2007 a group of deep-pocketed Antioch College alums incorporated the non-profit ACCC (Antioch College Continuation Corporation)(93). The ACCC has secured cash pledges worth tens of millions of dollars in order to save Antioch College and its current purpose (a private residential liberal arts campus based on shared governance). The ACCC has placed one condition on their cash pledges—the money will only be given if the College is allowed to completely separate from the University and become an independent, freestanding organization (94). The University Board of Trustees approved a resolution that instructs University Chancellor Toni Murdock to create "a work group... to identify the major issues affecting the University's interest in such a transaction (95)." Bruce Bedford is the only Antioch University Trustee serving on the Chancellor's "work group"(96).

The University will formally respond to the alumni donors' proposal by February 23, 2008 (at the latest).

#### *Antioch Confidential - Invisible Archives*

Cornelius Castoriadis, the great philosopher of democracy, argues that if public space is to be experienced not as a private affair, but as a vibrant sphere in which people learn how to participate in and shape public life, then it must be shaped through an education that provides the decisive traits of courage, responsibility, and shame, all of which connect the fate of each individual to the fate of others, the planet, and global democracy (97).

In the above quote, Henry Giroux summarizes Castoriadis' notions of speech, democracy, and education. Perhaps Antioch College's founding president Horace Mann had this notion in mind when he uttered a phrase that has become the motto of Antioch College, "Be ashamed to die until you have won some victory for humanity." The counterpoint to the Command/Control/Communication paradigm is Courage/Responsibility/Shame, a formulation that could open private equity to the public wealth of ideas, insights, and disagreements found in shared governance.

The collapse of the social distance between private space and public knowledge can be seen in the video *Antioch Confidential*, a companion to this article (98). Among other things, the video demonstrates a surrealistic mix of control and openness as Antioch College Library staff keep the Library "open" during a Homeland Security training exercise run by a "private" military contractor in June, 2007 (99). This contractor, L3/Titan, supplied the translators at Iraq's Abu Ghraib prison (100). The L3/Titan company ranks second to the United States military (third is the British military) in the number of personnel killed in Iraq (101). In June, 2007 the Library staff responded to the militarized use of their facility by keeping it open to the public, by letting the Library be the Library and insisting that Antioch be Antioch during the exercise. The Library staff resisted the privatization of their workspace and bore witness to the events that transpired there.

As part of the exercise, University employee Lynda Sirk asked a Library staff member to videotape the events in the Library. The Olive Kettering Library is an open knowledge base nestled in a campus that had as

its first president one of the founders of public education in America, Horace Mann. In keeping with its historic roots, the Library has a policy of open access to all campus-related materials generated by Library personnel. The source video material for *Antioch Confidential* is footage of the Homeland Security exercise shot by Library personnel and accessed by the Antioch Papers under the Library's longstanding open access guidelines.

Another expression of letting Antioch be Antioch during the private equity management takeover of the College can be seen in the faculty's investment to keep the College "open." In 2007 the AAUP reported that the average salary for a full-time instructional faculty member at a private 4-year college was \$69,000 (102). In 2007, the AAUP shows the average faculty salary at Antioch College to be about \$41,000—\$28,000 less than the national average (103). The IPEDS chart in this article shows that from 1997 to 2007 the College had a total of 585 full-time instructional faculty positions. By staying and working at Antioch College and promoting the aims espoused by Mann, the College faculty, as an investor class, has contributed over \$16 million towards keeping the College open over the past 10 years ( $585 \times \$28,000 = \$16,380,000$ ).

To date, none of the alumni groups fighting to save the College have offered the current faculty a formal seat at the table in their negotiations with the University to keep the College open. Their social distance from this investor class could be the systemic effect of the toxic narratives told to alumni unfamiliar with the recent history of the College, or possibly a tactical necessity due to an *AHCRRBAS*-based negotiation process imposed by the University on the alumni. In either case, at some point in the very near future a formal merger of alumni/faculty investors will be essential to sustaining the type of shared governance though public space that Mann's motto invokes.

One script for transforming private stages into public commons is suggested by University lawyer David Weaver in the *AHCRRBAS* closed session Board meeting. At that meeting Weaver reviewed "the ground rules for maintaining the confidentiality of the report" by stating that "the documents constituted attorney work product and could be maintained as confidential documents as long as they were not published or distributed to persons who were not board members, officers, employees or agents (104)."

The Antioch Papers is thankful for the person(s) (or events) that followed Mr. Weaver's "ground rules" for distributing documents from the University's invisible archive into the public space of shared knowledge.

Brian Springer  
Antioch Papers Researcher  
February 19, 2008

## ANTIOCH CONFIDENTIAL - FOOTNOTES

- 1) For a concise summary of the history of shared governance at Antioch College see page 87 of the College's 2002 NCA Self-Study at <http://theantiochpapers.org/document/4/antioch-college-self-assessment>
- 2) Links about Antioch College and Antioch University can be found here:  
<http://alexandrakesman.blogspot.com/>  
[http://en.wikipedia.org/wiki/Antioch\\_College](http://en.wikipedia.org/wiki/Antioch_College)  
[http://en.wikipedia.org/wiki/Antioch\\_University](http://en.wikipedia.org/wiki/Antioch_University)  
<http://recordonline.org/>
- 3) Nick Couldry, "In the Place of a Common Culture, What?" *Review of Education, Pedagogy, and Cultural Studies*, p.12, 2004, [www.lse.ac.uk/collections/media@lse/pdf/nc\\_culture1003.pdf](http://www.lse.ac.uk/collections/media@lse/pdf/nc_culture1003.pdf), source website: <http://www.lse.ac.uk/collections/media@lse/>
- 4) "Ad Hoc Committee Report and Related Board Action Summary," *Antioch University*, p.1, 2002, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/142/2001AdHoc.pdf](http://theantiochpapers.org/file_download/142/2001AdHoc.pdf)
- 5) "June 2001 Closed Session Minutes," *Antioch University*, p. 5, 2001, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/141/June01ClosedBotMin.pdf](http://theantiochpapers.org/file_download/141/June01ClosedBotMin.pdf)
- 6) "Ad Hoc Committee Report and Related Board Action Summary," *Antioch University*, p.2.
- 7) Ibid, p. 4.
- 8) "June 2001 Closed Session Minutes," *Antioch University*, p. 1 & 2.
- 9) "Ad Hoc Committee Report and Related Board Action Summary," *Antioch University*, p.1.
- 10) Ibid, p. 3.
- 11) Bedford's place in GlobeSecNine's Board of Advisors can be seen in this archived version of their website: <http://web.archive.org/web/20050316161345/www.globesecnine.com/who/advisors.html>
- 12) "Bear Stearns Merchant Banking and GlobeSecNine, Inc. Announce Strategic Alliance; \$1.5 Billion Private Equity Fund to Pursue Opportunities in Homeland Defense and Security Sectors," *Business Wire*, Sept 13, 2004, [http://findarticles.com/p/articles/mi\\_m0EIN/is\\_2004\\_Sept\\_13/ai\\_n6190750](http://findarticles.com/p/articles/mi_m0EIN/is_2004_Sept_13/ai_n6190750)
- 13) M. Asif Ismail, "The Sincerest Form of Flattery -Private equity firms follow in Carlyle Group's footsteps," *The Center for Public Integrity*, November 18, 2004, <http://www.publicintegrity.org/pns/report.aspx?aid=425>
- 14) M. Asif Ismail, "Investing in War - The Carlyle Group Profits from Government and Conflict," *The Center for Public Integrity*, November 18, 2004, <http://www.publicintegrity.org/pns/report.aspx?aid=424&sid=200>, source website: <http://www.publicintegrity.org/pns/>  
Also it is worth noting that by 2007 the Carlyle Group had sold its major holdings in the defense industry - [http://www.businessweek.com/magazine/content/07\\_10/b4024082.htm?campaign\\_id=rss\\_magzn](http://www.businessweek.com/magazine/content/07_10/b4024082.htm?campaign_id=rss_magzn)
- 15), "By-Laws of Antioch University - 19th Amendment," *Antioch University*, p. 17, 2006, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/137/Bylaws\\_AU\\_06.pdf](http://theantiochpapers.org/file_download/137/Bylaws_AU_06.pdf)
- 16) "June 2001 Closed Session Minutes," *Antioch University*, p. 5.

- 17) Ibid, p. 7.
- 18) "Ad Hoc Committee Report and Related Board Action Summary," *Antioch University*, p.3.
- 19) "Untitled Briefing Memo," *Antioch University*, p.2, 2001, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/140/June01\\_Briefing.pdf](http://theantiochpapers.org/file_download/140/June01_Briefing.pdf)
- 20) Ibid, p. 2.
- 21) "Ad Hoc Committee Report and Related Board Action Summary," *Antioch University*, p.1.
- 22) "Finance Committee Minutes May 31-June 1", *Antioch University*, p. 2, 2001, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/139/Fin\\_Cmte\\_MayJune\\_01.pdf](http://theantiochpapers.org/file_download/139/Fin_Cmte_MayJune_01.pdf)
- 23) Ibid, p. 1.
- 24) "Antioch Budgets for Dummies," *TheAntiochPapers*, p. 4, 2008, [http://theantiochpapers.org/file\\_download/143/ABD.pdf](http://theantiochpapers.org/file_download/143/ABD.pdf)  
[http://theantiochpapers.org/file\\_download/144/ABD.xls](http://theantiochpapers.org/file_download/144/ABD.xls)
- 25) For example Antioch University's "2001/02 Proposed Budget, (May 31-June 2, 2001)," page 13, states, "Grants are budgeted to increase 6% over the prior year's budget while Endowment Income will increase 170% with the addition of \$600,000 as the College begins repaying a portion of the funds it borrowed from the adult campuses in order to partially finance the last Capital Campaign. The accounting standards used by colleges and universities classify accumulated gains in the endowment as unrestricted funds. In order to meet the 2001-02 budget needs of the campuses, \$400,000 will be released from the accumulated gains and an additional \$200,000 will be allocated to the College to help finance the new capital campaign."
- 26) "Report to the Board of Trustees June 7-9 2007," *Antioch University*, p. 4, 2007, at *TheAntiochPapers*, <http://theantiochpapers.org/document/12/budget-report-to-the-board-of-trustees>
- 27) " Antioch College NCA Self-Study," *Antioch College*, p. 18, p. 101, 2002, at *TheAntiochPapers* - <http://theantiochpapers.org/document/4/antioch-college-self-assessment>
- 28) Ibid, p. 17, p. 98, p. 104.
- 29) "Antioch College Faculty Count and Student Enrollment - 1997-2007," *TheAntiochPapers*, p. 3, row B, 2008, [http://theantiochpapers.org/file\\_download/145/AC\\_Faculty\\_Students.pdf](http://theantiochpapers.org/file_download/145/AC_Faculty_Students.pdf)  
1998 to 2002 Degree-Seeking Headcount: 17.3% total growth (over 4 years) = 4.3% per year.
- 30) Ibid, p. 6.  
1997 to 2002 Total Gross Tuition/Fees divided by Tuition/Fee per student: 24% total growth (over 6 years) = 4% per year.
- 31) Ibid, p. 3, row J.  
The University's Integrated Technology Administrator, the position responsible for compiling and reporting the University's Institutional Research data to state and federal agencies, provided this data for this article in 2007. This article refers to this data as the University's IR (Institutional Research).
- 32) Ibid, p. 3, rows H and I.  
Early in 1997 the University began using a new software system for managing its IR, a system that is still in use today. This switch over took place 6 months before the start of the Fall, 1997 semester and may have created some problems for how the IR tabulated FTE. For example the enrollment jumps 30% from 1997 to 1998, a jump not supported by the actual number of students on campus at that time. A large portion of this jump was due to a surge in Non-Degree

seeking registration credits. The jump in registration credits can be seen in this reference.

33) " Antioch University NCA Self-Study," *Antioch University*, p. 59, 2002, at *TheAntiochPapers* - <http://theantiochpapers.org/document/13/antioch-university-self-assessment>

34) "Revisions to the Financial Plan," *Antioch College*, p. 2, 2001, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/133/Revise\\_2002.pdf](http://theantiochpapers.org/file_download/133/Revise_2002.pdf)

35) Glenn Watts, "Stabilizing the College Budget," *Antioch University*, p. 1, October 26, 2001, at *TheAntiochPapers* - <http://theantiochpapers.org/document/24/from-glenn-watts-to-barbara-stewart-subject-stabilizing-the-college-budget>

36) "Ad Hoc Committee Report and Related Board Action Summary," *Antioch University*, p.7.

37) "Revisions to the Financial Plan," *Antioch College*, p. 14.

38) "Antioch College Faculty Count and Student Enrollment - 1997-2007," *TheAntiochPapers*, p. 2.  
The IPEDS data was gathered from a combination of IPEDS reporting forms on file in the Antioch College Dean of Faculty's Office (1997-2001) and the official IPEDS reports on file at the College (2002-07). Because the Antioch Papers researchers do not have access to the on-line IPEDS database for this complete time period, we would welcome any updates of this data from researchers who do have such access.

39) Marcus Franklin, "Antioch Chief Shares Vision with Alumni," *Dayton Daily News*, p. B3, July 28, 2002, [http://nl.newsbank.com/nl-search/we/Archives?p\\_action=doc&p\\_docid=0F5AE6995EF8298E&p\\_docnum=1](http://nl.newsbank.com/nl-search/we/Archives?p_action=doc&p_docid=0F5AE6995EF8298E&p_docnum=1)

40) "Antioch College Faculty Count and Student Enrollment - 1997-2007," *TheAntiochPapers*, p. 3 and 5.  
The problems with IR's enrollment data from 1997 are explained in footnote 34.

41) Bob Devine and Jim McDonald, "Email Re: Question," *Antioch College*, p. 2, September 25, 2001, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/54/McDonald\\_25Sept2001.pdf](http://theantiochpapers.org/file_download/54/McDonald_25Sept2001.pdf)

42) Ibid, p. 1.

43) "2001-02 Proposed Budget May31-June 2, 2001," *Antioch University*, p. 27, 2001.

44), "Investment Committee Minutes," *Antioch University*, p. 2, 2001, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/136/Invest\\_Cmte\\_01.pdf](http://theantiochpapers.org/file_download/136/Invest_Cmte_01.pdf)

45), Ibid, p. 1.

- Note, the \$1.6 million of YSI stock Gains is inferred based on the increased individual share value of \$63 to \$85 per share and the total value of all shares, \$4.8 million.

46) Ibid, p. 1.

47) "Antioch Budgets for Dummies," *TheAntiochPapers*, p. 4.

- Note - College budgets have two sections, *Revenues Over Expenses* and *Cash Basis*. Starting with the *AHCRRBAS* realignment of the College in 2001/02, Depreciation was added to the *Revenues Over Expenses* section of the College's Budget. This new addition inflated the College's expense budget by 8%. Beneath the *Revenues Over Expenses* section is the *Cash Basis* section of the budget. The *Cash Basis* section contains the literal bottom line figure for College finances. In the *Cash Basis* section Depreciation is subtracted from the budget since it was not a real cash expense. When the College's *Revenues Over Expense* section is bracketed off from the *Cash Basis* section, the College's expenses appear to be 8% higher than they actually are. This type of bracketing was used as an ideological tool to portray the College as an institution that was not able to control its expenses .

Ultimately, the proper way to balance out the paper expense of Depreciation is to increase income dedicated towards improving the physical condition of the facilities and equipment. It could be said that the majority of the College's

deficits occurred because the Capital Expenditure line of the *Cash Basis* section of the budget was not offset through income from donations and grants.

- 48) "2003-04 Year End Financial Statements - October 14-16, 2004," *Antioch University*, p. 17, 2004.
- 49) Note - In the College's "2004-05 Proposed Budget" written in June of 2004, College President Straumanis reported, "the Director's position was vacant this year due to a failed search last year. As a stop-gap measure, the office was staffed by a recent graduate with relevant skills, reporting to Jimmy Williams, the Dean of Student Life".
- 50) "2003-04 Year End Financial Statements - October 14-16, 2004," *Antioch University*, p. 18.
- 51) Robert Mihalek and Lauren Heaton, "KKK confronted by angry protesters," *Yellow Springs News*, p. 1, April 22, 2004, [http://www.ysnews.com/stories/2004/04/042204\\_KKKmarch.html](http://www.ysnews.com/stories/2004/04/042204_KKKmarch.html)
- 52) "2003-04 Year End Financial Statements - October 14-16, 2004," *Antioch University*, p. 17, 2004.
- 53) Josh Rodriguez, "Interview with Departing Dean of Faculty Ann Filemyr," *The Antioch Record*, p. 3, July 7, 2005, [http://www.antioch-college.edu/Community/Record/Current\\_Issue/Archives/Summer\\_2005/summer05\\_issue4.pdf](http://www.antioch-college.edu/Community/Record/Current_Issue/Archives/Summer_2005/summer05_issue4.pdf)
- 54) "Ad Hoc Committee Report and Related Board Action Summary," *Antioch University*, p.6.
- 55) Scott Carlson, "A House Divided," *The Chronicle of Higher Education*, Volume 53, Issue 43, Page A20, June 29, 2007, <http://chronicle.com>
- 56) "OBR Task Force on Campus Security - Meeting Minutes," *Ohio Board of Regents*, p. 4, April 30, 2007, <http://pilot.regents.ohio.gov/cstf/minutes/043007.pdf>,
- 57) Lou Grieco and Tom Beyerlein, "Slaying Suspect Once Taught at McGregor," *Dayton Daily News*, p. 1A, January 6, 2001, [http://nl.newsbank.com/nl-search/we/Archives?p\\_action=doc&p\\_docid=0F51F710E8E49760&p\\_docnum=1](http://nl.newsbank.com/nl-search/we/Archives?p_action=doc&p_docid=0F51F710E8E49760&p_docnum=1)
- 58) "Campus Security Task Force Toolkit," *Ohio Board of Regents*, August, 2007, November 11, 2007, <http://regents.ohio.gov/cstf/toolkit/section1/sec1.php>, source website: <http://pilot.regents.ohio.gov/cstf/toolkit/index.php>
- 59) Eric Fingerhut, "Task Force on Ohio College Campus Safety and Security Report to Governor Ted Strickland," *Ohio Board of Regents*, p. 16 (pdf), August 30, 2007, [http://regents.ohio.gov/cstf/CSTF-Final\\_Report.pdf](http://regents.ohio.gov/cstf/CSTF-Final_Report.pdf)
- 60) "Building A Disaster-Resistant University," *Federal Emergency Management Agency*, p. 5, August, 2003, [http://regents.ohio.gov/cstf/toolkit/section1/dru\\_report.pdf](http://regents.ohio.gov/cstf/toolkit/section1/dru_report.pdf)
- 61) In an interview for this article, Chief Altman stated he informed Sirk that the exercise could be moved to the Yellow Springs High School. Altman reported Sirk told him that the exercise would take place at the College as planned. College President Lawry stated he never recalled being told there was an option to move the drill to the High School. Shortly after the drill Chancellor Murdock instructed Lawry to give Sirk a pay raise.
- 62) Geiss's presence was confirmed in an interview with Greene County EMA staff. [http://www.ostp.gov/html/\\_whoware.html](http://www.ostp.gov/html/_whoware.html)
- 63) Dan Vergano, "Bush's changes to advisory process draw scientists' ire," *USA Today*, February 18, 2004, [http://www.usatoday.com/tech/news/2004-02-18-bush-scientists\\_x.htm](http://www.usatoday.com/tech/news/2004-02-18-bush-scientists_x.htm)
- 64) "Breeze-Eastern Corp - S-3, - SEC filing," *Fran Finnegan & Company*, p. 2, p. II-4, January 31, 2007, <http://www.secinfo.com/dsvr4.u135.htm>
- 65) "Antioch College Review and Evaluation," *Gateway Consultants Group Inc*, p. 6, 2007,

<http://www.antioch-college.edu/collegenews/docs/GatewayReport.pdf> , source website: <http://www.antioch-college.edu/collegenews/docs/>

66) "Workforce Analysis - Economic Development Region 4 -Southwest Central Ohio," *Ohio Department of Job and Family Services*, p. 24, October, 2007, <http://lmi.state.oh.us/wa/2007edr/edr4wa.pdf> , source website: <http://lmi.state.oh.us/>

67) "The Dayton Region at a Glance - Aerospace Industry Overview," *Dayton Development Coalition*, p. 1, undated, [http://www.daytonregion.com/pdf/aag/GENERIC/Aerospace\\_GEN.pdf](http://www.daytonregion.com/pdf/aag/GENERIC/Aerospace_GEN.pdf) , source website: <http://www.daytonregion.com/subpage.aspx?Page=aaglance>

68) Ibid, p. 1.

69) "Battelle Celebrates 75 Years of Innovation with Event at Maryland Headquarters," *Battelle Memorial Institute*, p. 1, 2006, <http://www.battelle.org/news/05/05-25-05BEST-Ctr-75th.stm> , source website: <http://www.battelle.org/news/05/default.stm>

70) Untitled CBRNIAC brochure, *Chemical, Biological, Radiological and Nuclear Defense Information Analysis Center*, p. 2, undated, <http://www.cbrniac.apgea.army.mil/about/brochure.pdf> , source website: <http://www.cbrniac.apgea.army.mil/about/>

71) "The Dayton Region: A Vision for Integrated Global Defense," *Dayton Development Coalition*, p. 7, 2006, <http://www.daytonregion.com/subpage.aspx?Page=riwpdb>

72) Brian Womack and John Wilfong, "Economic Base," *Dayton Business Journal*, July 9, 2004, <http://www.bizjournals.com/dayton/stories/2004/07/12/story2.html>

73) James Cummings, "Turner: Dayton's way of soliciting funds works," *Dayton Dailey News*, July 3, 2007, <http://www.daytondailynews.com/n/content/oh/story/news/local/2007/07/02/ddn070307earmarks.html>

74) Community and Economic Development Project Summaries," *Dayton Development Coalition*, p. 5, May 3-4, 2005, [http://www.daytonregion.com/pdf/ri/PDAC\\_2006\\_recommentdations.pdf](http://www.daytonregion.com/pdf/ri/PDAC_2006_recommentdations.pdf) , source website: <http://www.daytonregion.com/subpage.aspx?Page=ripdacfpl>

75) "The Dayton Region: A Vision for Integrated Global Defense," *Dayton Development Coalition*, p. 3.

76) The following 3 Miami Valley projects listed below account for approximately 2.5 million square feet of defense related construction projects:

76A, Wright-Patterson base development (1,000,000 sq. ft.)

76B, Miller-Valentine planned development (1,000,000 sq. ft.);

76C, The Acropolis including Pentagon Park (400,000 sq. ft.)

76A) Joe Cogliano, "Base readies for BRAC projects, construction," *Dayton Business Journal*, May 11, 2007, <http://www.bizjournals.com/dayton/stories/2007/05/14/focus2.html>

76B) Yvonne Teems, "Development planned for 130 acres near base," *Dayton Business Journal*, p. 1, March 2, 2007, <http://www.bizjournals.com/dayton/stories/2007/03/05/story1.html>

76C) Caleb Stephens, "Base for growth," *Dayton Business Journal*, February 3, 2006, <http://www.bizjournals.com/dayton/stories/2006/02/06/story1.html>

77) Joe Cogliano, "Base readies for BRAC projects, construction," *Dayton Business Journal*, May 11, 2007.

78) Jacob Dirr, "Leaders aim to meet workforce demands," *Dayton Business Journal*, September 28, 2007, <http://dayton.bizjournals.com/dayton/stories/2007/10/01/story3.html>

- 79) None the DCC's promotional documents or web pages mentions Antioch College. For example the DDC webpage with "links to our area's higher education institutions" lists the following schools in Greene County - "Antioch McGregor University, Antioch University, Cedarville University, Central State University, Wilberforce University, Wright State University" (<http://www.daytonregion.com/subpage.aspx?Page=rqled>).
- 80) Tracy Kershaw "Loss of Antioch to impact region," *Dayton Business Journal*, June 22, 2007, <http://dayton.bizjournals.com/dayton/stories/2007/06/25/story4.html>
- 80A) Note - In reference 81 (above), Nauseef points out that Antioch College has no membership in the DDC. DDC's 2006 membership roster does not include Antioch University, Cedarville University, Central State University, or Wilberforce University; but these schools are listed in what the DDC calls "our area's higher education institutions" (in reference 81 above). DDC's 2006 membership roster can be found here: <http://www.daytonregion.com/pdf/Membership%20List.pdf> , source website: <http://www.daytonregion.com/subpage.aspx?Page=riddcbm>
- 81) Richard A. Posner, "Frontiers of Legal Theory," *Harvard University Press*, 2004, p. 159, [http://books.google.com/books?id=EofJ2voaW\\_0C&printsec=frontcover&dq=frontiers+of+legal+theory&sig=dNOLpKuOXSX5Y3vmIvHRwOMg0aE#PPA205,M1](http://books.google.com/books?id=EofJ2voaW_0C&printsec=frontcover&dq=frontiers+of+legal+theory&sig=dNOLpKuOXSX5Y3vmIvHRwOMg0aE#PPA205,M1)
- 82) "College Suspension Scenarios 1 and 2," (2002), *Antioch University*, p.5, 2007, at *TheAntiochPapers* - [http://theantiochpapers.org/file\\_download/41/close-college\\_scenario\\_1\\_2.pdf](http://theantiochpapers.org/file_download/41/close-college_scenario_1_2.pdf)
- 83) Ibid, p. 7.
- 84) Caleb Stephens, " Miller-Valentine buys residential developer," *Dayton Business Journal*, p. 1, February 6, 2004, <http://www.bizjournals.com/dayton/stories/2004/02/09/story4.html>
- 85) "Properties for Sale - Yellow Springs Business & Education Park," *Miller-Valentine Group*, September 1 2006, <http://www.loopnet.com/looplink/millervalentine/searchresultsdayton.aspx?SearchType=FS&name=/broker/millervalentine&ForSaleStateList=OH&ForSaleCounty=Greene> , source website: <http://www.mvg.com/loopnet/dayton/dayton.html>
- 86) "Priority Development and Advocacy Committee Members," *Dayton Development Coalition*, 2006, <http://www.daytonregion.com/subpage.aspx?Page=ripdacpm>
- 87) Caleb Stephens, " Miller-Valentine buys residential developer," *Dayton Business Journal*, p. 1.
- 88) Yvonne Teems, "Development planned for 130 acres near base," *Dayton Business Journal*, p. 1.
- 89) "Nuveen Taxable Funds Inc · 485BPOS - SEC Filing," *Fran Finnegan & Company*, p. 33, October 28, 1997, <http://www.secinfo.com/dsvRs.868f.htm>
- 90) The Associated Press, "Nuveen Investments agrees to buyout by Madison Dearborn for \$5.4 billion," *International Herald Tribune*, June 20, 2007, <http://www.iht.com/articles/ap/2007/06/20/business/NA-FIN-US-Nuveen-Madison-Dearborn.php>
- 91) "Nuveen Multistate Trust IV - Statement of Additional Information," *Nuveen Investments*, p. 41, September 28, 2007, <http://www.nuveen.com/viewDoc.aspx?id=23470> , source website: <http://www.nuveen.com/MF/products/Overview.aspx?fundcode=NFOH>
- 92) Geoffrey Colvin and Ram Charan, " Private equity, private lives," *Fortune Magazine*, November 27, 2006, [http://money.cnn.com/magazines/fortune/fortune\\_archive/2006/11/27/8394344/index.htm](http://money.cnn.com/magazines/fortune/fortune_archive/2006/11/27/8394344/index.htm)

- 93) Diane Chiddister, " ACCC independence effort gives new hope to college," *Yellow Springs News*, December 20, 2007, [http://www.ysnews.com/stories/2007/12/122007\\_acc.html](http://www.ysnews.com/stories/2007/12/122007_acc.html)
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- 95) "Resolution 12.6.07.1" *Antioch University*, December 7, 2007, <http://www.antioch-college.edu/collegenews/documents/RESOLUTION12-06-07Revised.doc> , source website: <http://www.antioch-college.edu/collegenews/documents/>
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- 98) Brian Springer, "Antioch Confidential," *The Antioch Papers*, February 2008, <http://theantiochpapers.org>
- 99) Note - The private military contractor who (in the words of a Greene County EMA official) "ran the show" during the Homeland Security exercise at Antioch College was L3/Titan. According to local rescue personnel, Titan agreed to produce separate evaluations for the College and Greene County after the exercise. Neither of these reports has been made public. One of the directors of the Titan Corporation (Michael Alexander) was on the Antioch University Board of Trustees when the decision to close the College was made. The Alexander family also gave about \$500,000 in Titan stock to Antioch College's faculty development fund.
- 100) Tara McKelvey, "Torture, Inc.," *Legal Affairs*, September/October, 2005, [http://legalaffairs.org/issues/September-October-2005/scene\\_mckelvey\\_sepoct05.msp](http://legalaffairs.org/issues/September-October-2005/scene_mckelvey_sepoct05.msp)
- 101) David Washburn, "L-3/Titan jobs: deadly duty," *San Diego Union-Tribune*, November 22, 2006, <http://www.signonsandiego.com/news/business/20061122-9999-1b22titan.html>
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- Note - The salary figure for Private-Independent Colleges and Universities, Category IIB (Baccalaureate), All (Academic Ranks) Combined is \$69,219.
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- Note - The average Antioch College faculty salary for all academic ranks combined is \$40,733.
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