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ATTACH TO MINUTES

**Report to the Board of Trustees
of
Antioch University**

October 20, 2000

**James W. Hall
Chancellor**

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Because our scheduled time will be very tight at the October Board meeting, this written report provides information regarding academics, development, and finances. During the opening Plenary Session, I will respond to questions and suggestions regarding these and other matters.

Academics

On-line Collaboration: In the last fiscal year the University took the important step of making monies available to support proposals for innovation and experimentation on the campuses. Among the first efforts to receive support funds was a two-campus collaboration between Southern California and Seattle that has resulted in three on-line course offerings. All three courses will be listed in the class schedules at Antioch Seattle, and for Southern California at both Santa Barbara and Los Angeles. Students from any campus may enroll in the courses offered from any of the three locations. Laurien Alexandre, Dean of University-wide Programs, coordinated the efforts of three BA chairs and two faculty involved in the effort. The group obtained instruction in effective on-line delivery and worked together in planning and design to put Antioch's distinctive mark on the course offerings. In the coming winter and spring, Antioch students will, for the first time, have opportunities to enroll in on-line versions of courses in short story writing, American utopian communities, and human relationships. The class sizes will be kept small and faculty will carefully monitor the experience. In addition to expanding our course offerings and delivering them in a new format, the experience represents a University coordinated effort resulting in a cross-campus collaboration. This is a model of course development and delivery that could potentially open up many new possibilities for faculty at all of our campuses and be appealing to a wider student audience.

University Innovation Fund: For the coming academic and fiscal year, small awards from the "Innovation Fund" have been made to strengthen co-op at the College through job fairs, assist with the academic structural reorganization in Seattle, and contribute to program exploration and development efforts for an on-line masters programs at McGregor, technology enhanced low residency BA and MA models in Santa Barbara, and an MA in Leadership and Educational Reform to operate regionally in both Los Angeles and Santa Barbara. These program development awards provide some seed monies to explore feasibility and markets. As development progresses, the ULC intends to make larger awards for start-up of promising programs.

Ph.D. in Leadership and Change: The Ph.D. Program in Leadership and Change finally reached the top of the list for the Ohio Board of Regents. Due to an overcrowded schedule this year at the Regents we experienced considerable delay in scheduling the review for necessary state authorization. It is now set for October 29th through November 1st. From the time the authorization request was submitted in January to the present, Laurien Alexandre, as Program Director, and the staff and faculty for this program, have

continued to refine the curriculum, recruit faculty, develop the residencies and professional seminars, arrange student academic and support services, and fine tune the program in preparation for admission of the first cohort. We now move into this review by the Regents with great confidence and a comprehensive program proposal that we are rightfully proud of. We anticipate the favorable decision on authorization shortly after the review is completed and will begin the formal process of soliciting and screening applications from the over 600 inquiries that we have received. The first class, consisting of a cohort of 20, will begin in summer 2001. Once the program is up and running, an NCA consultation review will be scheduled.

NCA Accreditation: Antioch's decennial comprehensive regional accreditation review by the North Central Association Commission on Institution of Higher Education is scheduled for late fall 2002. Preparation for this review has begun and entails self-studies at each of the campuses as well as a comprehensive University-wide self-study. The self-studies involve several components including a presentation of evidence demonstrating that we meet or exceed each of the five general criteria for accreditation, responses to concerns from the 1993 review, and several self-study goals identified by the university and the campuses.

A university coordinating committee was formed in August. Paul Ewald, from the Chancellor's Office, is coordinating the overall process and working with President Jim Craiglow, University-wide Dean Laurien Alexandre, and Steve Schwerner, senior faculty from the College. These four will work and consult with self-study coordinators from each campus, draft the University self-study, and keep the ULC, Deans, Board, and other constituents informed and involved in the process. Much of the work for the campus self-studies will be conducted over the next year and the University-wide self-study will build on, consolidate, supplement, and complement the campus reports. Board campus committees and the Educational Affairs Committee can expect to get regular reports and updates on the process as it unfolds.

University Faculty Conference: In two weeks, Antioch College will host the 7th University-wide Antioch Faculty Conference. These conferences, scheduled approximately every 18 months, bring together faculty from all campuses for the purposes of deepening their understanding of common mission and purpose, the sharing of scholarship and professional practice ideas, and provide opportunities to better get to know one another and establish working relationships. For the upcoming conference a planning and design team has selected the theme Academic Leadership, and have built the conference around this timely theme.

Development

For University development, the highlight of the year was the Board session on fund development with Bill Dietel at which Bill helped focus trustees on their role in planning for a campaign.

As a result of the session and at Bill's suggestion, the Board passed a resolution with specific plans and time line to move planning forward. Subsequently, campus strategic plans were reviewed at the June meeting; a facilitator has been engaged to coordinate a Board self-assessment at the October meeting; the Development Committee will meet with two consultants in October, one of whom will be hired to conduct the Feasibility Study. Securing funding to build institutional capacity remains a top priority.

Excluding gifts from Leo Drey and ongoing grants from the P-L Foundation, trustee giving for 1999-2000 totaled \$1,257,471, a 13% increase over last year. By adding Leo and P-L, giving soars to \$3,146,468. Unfortunately, this does not represent 100% Board participation, something we will work hard to reverse this year.

A seminar on planned giving, conducted by Frank Ellsworth of the Capital Group Companies, was held at the Segal Company in New York City on June 26. Members of the Development Committee and Investment Sub-Committee attended. Frank discussed 1) the stages of planned giving, including how to begin a program, basic concepts and administrative options; 2) profile of donors; 3) planning and marketing to stakeholders and financial advisors and 4) investment issues. Attention to this important aspect of fund-raising will commence this year, including comprising a list of 100 top prospects.

Other activities include the on-going cultivation of trustee prospects and, while only two new trustees were recruited last year, there are at least five prospects being monitored for the current year; trustee solicitations resulted in over \$1 million in support for the College's admissions and development programs, as well as funding for three inaugurations; counsel and expertise continue to campus development officers and Boards of Visitors with staff liaison responsibility at Antioch University Southern California.

The University/College research function continues to provide profiles for trustee prospects and a cache of "suspects" as well as research on individuals and foundations for campuses. In addition, we have begun a central "flow-chart" in order to track foundation inquiries and to develop foundation files which match needs to university projects. Increased foundation activity is a high priority for this year.

We have begun to explore a partnership with the Porrath Foundation (Beverly Hills, CA) to develop a patient advocacy certification program. The Foundation has awarded us a grant to study the internal and external viability of successfully mounting the program. ANE, The McGregor School and AUSC, along with Barbara Danley and myself, are involved in the initial planning stages.

Other priority projects for the current year include:

- 1) Presenting five-year campus development plans to Development Committee in February 2001;
- 2) Securing funding for university planning work.;
- 3) Completing Feasibility Study;

- 4) Initiating planned giving program;
- 5) Increasing trustee giving with 100% participation;
- 6) Coordinating Board retreats;
- 7) Working with Antioch University Southern California Board of Visitors to coordinate priorities and activity to campus strategic plan;
- 8) Recruiting at least four new trustees.

Finances

Your Board material contains a Report to the Board on the 1999-2000 Year-End Financial Statements and a copy of the audited Financial Statements prepared by Ernst & Young, LLP, our independent auditors. The audit shows that the University is in conformity with generally accepted accounting principles and the auditors gave us a "clean financial bill of health." I encourage you to spend some time with the Report to the Board. It will give you a good understanding of our financial picture as well as some of the challenges facing the Campuses.

The year 1999-2000 demonstrated the University's ability to generate revenue as total revenues increased by more than \$4.2 million (8.55%). Revenue growth of this magnitude is impressive and demonstrates that Antioch continues to offer programs and services that attract students, benefactors, and organizations interested in our teaching and other programs. The financial statements also show, however, that our total expenses grew by more than \$4.4 million (8.6%) over the prior year and this suggests that we need to be a bit more careful about controlling expenditures. Clearly, we have the capacity to grow and we will grow, but we will also keep a sharp eye on the bottom line.