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January 17, 2002

TO: Antioch University Board of Trustees -- Executive Committee and Management
Transition Committee

FR: Jim Craiglow *Jim Craiglow*

RE: Enclosed

Enclosed please find a memo that I hope will help to focus and facilitate part of the discussion related to the Chancellor's position and role which will take place in New York on February 1, 2002. The question of my interest in filling the Chancellor's role on an interim basis has been on the table for some time now, and during a meeting here in Keene in December with Jack Merselis and Dan Kaplan, it was suggested that I participate in the February 1 meeting. At that time, I said that I would prepare a memo that raised key process issues, timing scenarios, and identified some task/authority issues. The enclosed is my response, one which I have attempted to keep brief and focused on the most salient items.

With Jack's support and encouragement, I am forwarding this in an effort to give people ample time to consider its contents, develop questions/responses and bring as much focus to the work (and agenda) as I presently understand it. In advance, I express my appreciation for your consideration. I look forward to seeing many of you in New York.

**TO: ANTIOCH UNIVERSITY BOARD OF TRUSTEES -- MANAGEMENT
TRANSITION TEAM and EXECUTIVE COMMITTEE**

FR: JIM CRAIGLOW, PRESIDENT, ANTIOCH NEW ENGLAND

**RE: NOTES/QUESTIONS, ETC. FOR FEBRUARY 1, 2002 MEETING IN
NEW YORK CITY RE: INTERIM CHANCELLOR CONSIDERATIONS**

There are several main categories which I believe require extensive thought and consideration as part of any process to determine whether I am an appropriate "fit" for the role of Interim Chancellor of Antioch University and/or whether timing and personal and organizational needs of the moment "work." Without basic alignment and congruence, it is probably not wise to pursue the idea, regardless of how attractive it might be from certain perspectives. Hopefully, this outline will provide a framework for determining whether or not it makes sense.

As a preface, it is not clear to me at this time whether Antioch University in the long view needs a Chancellor. [I gather that this question has not been fully debated, nor have the questions of role and authority been completely answered if the prevailing view is that the University needs a Chancellor.] However, in the short term view, I believe that the present instability of the University argues strongly for the need for a Chancellor who carries a portfolio and who has specifically defined powers and authority. The ultimate answers to these questions about a Chancellor and his/her role should be a key outcome to the Future of Antioch study. Despite the "hornet's nest" qualities of the moment, there is something both attractive and seductive for me about serving in an Interim Chancellor's role, namely that applications of a long, historical perspective and tenure might make a positive contribution or two to the University's future. There are at least three key categories which need to be explored -- process issues, timing scenarios, and task/authority considerations.

PROCESS ISSUES: It is important that any consideration of this kind of transition has the following answered and addressed, for an arbitrary "placement" does not fit well with Antiochian values and the person "placed" immediately has little or no legitimacy. People have been "inserted" into positions in the past; it has always been awkward and usually the act has contributed to some level of dysfunctionality. The following represent key process questions for me, but are not limited to the list offered below. I can not ask the questions and explore the issues and concerns with the constituent groups identified. I believe each must be explored, however, and that the work must be carried out by Trustees interacting with each key constituent group with integrity and honesty; the pulse reading must be accurate and I need to know the reading outcomes (reactions, concerns, issues, etc.).

1. Is the majority of the Board of Trustees on board and supportive?
2. Are members of the ULC in agreement with the "interim" designation, and would they be comfortable with me and my appointment, and willing to commit to collaboration? (I don't sense that my perspectives and "wisdom" are always appreciated by some on the ULC.)
3. Will Glenn, Lois, Rosalie, Paul and Leslie stay and will they accept a

long distance Chancellor who comes into Yellow Springs on a limited basis?

(These are key pieces of the infrastructure which I feel are vital, and it would be problematic in my opinion for the Chancellor to be consumed heading up several searches.)

4. Do I have enough credibility and acceptance among the College faculty to have their support and willingness to pursue the changes that need to be made in order to reach fiscal stabilization and viability?
5. Several Board members have resigned since the October 2001 meeting. Is anybody else planning to jump ship and do we have a group waiting in the wings to step up and serve?
6. I know that there will be a process to select a new Chair of the Board of Trustees. Is there any sense at this time when that process will be completed and is there any speculation at this point regarding possible candidates for the Chair role?
7. How will the Board organize itself in the short-term; will it stay fundamentally the same (as it emerged from the meeting in Keene, June 2000) or are there changes contemplated?

TIMING SCENARIOS: It must be noted that timing scenarios are tied directly to the length of term that is envisioned for an Interim Chancellor. [Assuming that the Board ultimately decides that there should be a permanent Chancellor, at this point I want to be clear that I have no interest long-term in the position. The scenarios presented below go out no more than 21 months.]

1. Originally, I had planned to step down at the end of June 2002, and take a full year sabbatical, returning to ANE to teach in the summer 2003. Funds for the sabbatical year have already been set aside and are covered. One basic fact has not changed -- I have never had more than a two-week vacation in 25 years at Antioch and I do need some kind of extended break. I also believe that it is important that I adhere to commitments made to the ANE campus community -- I want to make sure that we are fully ready here for the NCA reaccreditation review; I want to make sure we are ready for the Vermont reapproval review; I want to do what I can to ensure a successful search for my successor; I want to make sure that I can help launch a modest ANE capital campaign; I want to make sure that we are ready to handle the transitions here; there are events planned for me here; It is not easy to radically alter structures and assignments in mid-semester etc.

SCENARIO ONE: 3 MONTH SABBATICAL (JUNE-JULY-AUGUST 2002) AND ASSUME INTERIM CHANCELLOR'S ROLE on SEPTEMBER 1. HOLD UNTIL DEC. 31, 2003. DURATION: 16 MONTHS WITH 1/2 total sabbatical paid June, July and August. RETURN TO TEACH AT ANE in JULY 2004/or waive proviso.

2. **SCENARIO TWO: SABBATICAL JULY 1 -- DECEMBER 31, ASSUMING INTERIM CHANCELLOR'S ROLE ON JAN. 1, 2003. HOLD UNTIL DEC. 31, 2003. DURATION: 12 MONTHS. SECOND HALF OF SABBATICAL JANUARY 1, 2004 -- JUNE 30, 2004. RETURN TO TEACH AT ANE in July 2004/or waive proviso.**

3. **SCENARIO THREE: ONE MONTH PAID LEAVE, MARCH 2002. ASSUMING INTERIM CHANCELLOR'S ROLE APRIL 2002 with 1/2 total sabbatical + salary paid April-September 2002. HOLD UNTIL DECEMBER 31, 2003. DURATION: 21 MONTHS. SECOND HALF OF SABBATICAL JANUARY 2004 THROUGH JUNE 2004. RETURN TO TEACH AT ANE in July 2004/or waive proviso.**
4. **SCENARIO FOUR: "THREE" ABOVE, BUT HOLD UNTIL JUNE 30, 2003. DURATION: 15 MONTHS. SABBATICAL JULY 2003 THROUGH DECEMBER 2003. RETURN TO TEACH AT ANE in January 2004.**
5. **SCENARIO FIVE: MID-FEBRUARY 2002, HOLDING PRESIDENT OF ANE ROLE AND INTERIM CHANCELLOR ROLE UNTIL JUNE 30, 2002 with 1/3 total sabbatical + salary funded until June 30, 2002. ONE MONTH VACATION IN SUMMER 2002. HOLD UNTIL AUGUST 30, 2003. DURATION: 19 1/2 MONTHS. REMAINDER OF SABBATICAL, SEPTEMBER 2003 to MAY 2004. RETURN TO TEACH AT ANE IN JUNE 2004/or waive proviso.**
6. **SCENARIO SIX: SOME OTHER ACCEPTABLE PERMUTATION OF THE ABOVE WITH PERHAPS/MAYBE SOME CONSIDERATION GIVEN TO A 10 1/2 MONTH HOLD, UNTIL THE END OF DECEMBER 2003.**

[These scenarios are based upon perspectives that imply that I would: (a) assume satisfactory answers to process questions above and reasonable sense that the current state of the University is not a tapestry of impossibility; (b) not want to command a holding action so that I consider that it takes a year at a minimum to get something accomplished, though one scenario suggests 10 1/2 months; (c) want some financial compensation for a full sabbatical frontloaded if I reduced the sabbatical time in any way or postponed the original plan -- while I recognize concerns related to compensation could be addressed in a revised agreement so that my heirs could get compensation if something happened to me, I'm also aware that the sabbatical did not preclude consulting work, etc. and I feel that it would be an appropriate incentive that would not cost the University any money; and (d) want to leave the door open to decide not to return to ANE to teach.]

TASKS AND AUTHORITY:

1. **Refine and Develop Final Fiscal Stabilization Template, including careful redesign work with Antioch College so that a solid liberal arts program is maintained, yet is fiscally viable. Phase I needs to be followed by Phase II.**
2. **"Circuit Riding" to each campus for purposes of: budget planning, strategic planning, organization development consultation, and trouble shooting. Stable, local campuses with realistic University relationships.**
3. **Leadership and space issues in L.A. (a sub-set of #2. above)**
4. **Assume some role in the NCA Review/Visitation**
5. **Assess and monitor Ph.D. Leadership and Change Program**

6. Future of Antioch Task Force -- determine, with Board, priorities which need to be addressed and a realistic timeline for completion of pieces.

7. ULC Meetings and Board Meetings

8. Unknown: Trustee Recruitment/Capital Campaign Visitations/?

9. Other Key Activities/Expectations