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Introduction

On May 29, 2008 Antioch University spokesperson Lynda Sirk told the Yellow Springs News that “it’s premature to talk of any plans at this point” in regards to the shut down of the Antioch College campus. But within the confidential confines of Antioch University these plans have been discussed at length beginning in October 2007, with no public meetings to engage the Antioch community or Village residents.

On April 3, 2008, the Yellow Springs Village Council and the State of Ohio received an official notification from Antioch University stating "the University is moving forward with its plan to suspend operations of the entire college indefinitely...." With just 28 days before the start of the College's indefinite suspension, Antioch University officials have still not publicly discussed its campus shut down plan. In order to further the conversation the Antioch Papers presents Antioch University's Antioch College Suspension of Operations, Implementation Plan, Confidential Draft, Internal Document to be reviewed by Counsel, Revised January 2008.

Some Key Points

Point A

What it says:

"1. b) Infrastructure Study - Prior to suspension the College will commission a study by Stanley Consultants... This study will address condition and a recommendation to repair, demolish or replace the individual buildings."

Why it matters:

A campus in which 17,000 living alums spent 4 years of their lives should not be treated as confidential. Without a full public review of the Stanley Study by Antioch stakeholders, no one should have trust or confidence in the University's plans for the Antioch College campus.

Point B

What it says:

"1. e) Roofs - Minimal patching will take place to protect the buildings from possible water damage prior to the suspension of operations."

Why it matters:

The Yellow Springs News recently interviewed an architect familiar with the campus, and he stated that, "if buildings have adequate roofs and gutters, they can survive both cold winters and hot summers as long as they remain dry." How safe will the College's building be with "minimal patching?" It is estimated that the Antioch College Theater needs \$300,000 in roof repairs. What will happen to the theater under this minimal scenario?

Point C

What it says:

"2. a) If a building in need of extensive repair does not have a historical register designation and the cost of repairing/remodeling exceeds 85% of the cost of total replacement, it should be demolished."

Why it matters:

The Implementation Plan does not directly address the survival of historical buildings, only non-historical ones. Most of the historical buildings on campus have plaster walls attached directly to the brick exterior. This brick exterior is

the structural support for the building. With the College's heating shut down the brick and plaster walls in the historical buildings will absorb moisture like a sponge. In this scenario it is possible that within a year some of the historical buildings will be damaged beyond reasonable economic repair. Also it should be noted the above quote uses the figure of "85% of the cost of the total replacement." When the Stanley Group was recently on campus a local person overheard a Stanley Group consultant use the figure of "60% " replacement cost.

Point D

What it says:

"5 a) Library, Structural Problems of the Building - Due to structural problems and the inability to heat and cool during suspension the library will be closed."

Why it matters:

There has been no public discussion of the "Structural Problems of the Building" and the local impact of closing the Library. Also, if none of the campus buildings are cooled during the summer mold will take hold. Mold remediation will be a significant cost and health concern if the campus is reopened.

Point E

What it says:

"6 a) Heating system options - The gymnasium and the pool will be closed and taken off line during the period of suspension."

Why it matters:

All area residents, including the high school swim team and senior citizens, will lose an important exercise and health resource. The College's swimming pool has already been drained, a month ahead of indefinite suspension.

Point F

What it says:

"8 b) Unrestricted Endowment Income Uses - Gains from the unrestricted portion of the endowment can be used for the security of College assets."

Why it matters:

Donors contributed to a living College, not one in an indefinite state of suspension. If Endowment gains become unavailable due to donor objections or if Endowment gains are reduced due to a faltering economy, will there be enough funds available "for the security of College assets?"

Point G

What it says:

"9 a) Development Office - A professional staff of one position with one support level position would be funded for the fundraising efforts to reopen the College."

Why it matters:

Antioch University's April 3, 2008 statement to the Yellow Springs Village Council and the State of Ohio states "the University is moving forward with its plan to suspend operations of the entire college indefinitely with the hope that plans can be developed and resources can be found to re-open the College in 2012." With a development staff of one, the University's "hope" for re-opening Antioch College is minimal at best.

Point H

What it says:

"10 f) Final Budget - The final budget proposal will be generated prior to the February 2008 Board of Trustees meeting; however, the goal is to keep annual costs below \$1.5 million in year one and \$700,000 in subsequent years."

Why it matters:

In the first year, will \$1.5 million cover consultant reports, building repairs/demolition, utilities, video surveillance, security officers, lock changes, fire protection charges, furniture/equipment storage, records retention, chemical disposal, future mold abatement, snow removal, possible new campus roads, grounds maintenance, telephone switch/trunk/service, data network switch/service, administrative applications, archive/library storage, and higher property insurance premiums? What is missing from this list?



Antioch College

Suspension of Operations

Implementation Plan

CONFIDENTIAL DRAFT

Internal Document to be reviewed by Counsel



Antioch College Suspension of Operations Implementation Plan

Revised January, 2008

1) Facilities (Buildings)

- a) **Determination of use** – All will be shut down and preserved during the suspension of operations.
- b) **Infrastructure Study** – Prior to suspension the College will commission a study by Stanley Consultants that will address the needs of all buildings including, electrical, plumbing, mechanical, heating, cooling, roofs and structural integrity of all campus buildings. This study will address condition and a recommendation to repair, demolish or replace the individual buildings.
- c) **Campus Facilities Master Plan** – An integral part of reopening Antioch College will be performing a campus master plan. This plan will blend the facilities needs with academic plan to proper size and equip Antioch College.
- d) **Electrical** – Electrical usage during the suspension period will be reduced to the greatest extent possible.
- e) **Roofs** – A roofing condition assessment has been conducted on all roofs that make up the College campus. Most are rated either poor or fair, with many needing immediate replacement. Minimal patching will take place to protect the buildings from possible water damage prior to the suspension of operations.
- f) **Security** – During the time of suspension, the College campus assets will be secured. Discussions have taken place regarding the placement of video surveillance cameras on certain campus buildings. Although this has been discussed with the Yellow Springs Village Manager, it is yet to be determined whether Yellow Springs Police will have a monitor placed in the dispatch office for monitoring. Outsourcing a security force for actual on-the-ground protection of assets may be the most cost-effective option; however, this is still being explored. Consideration should be given to sharing security services with McGregor.
- g) **Keys** – After a building has been prepared for closure with all equipment and records removed or stored the cores will be pulled for the locks of interior rooms unless they are designated a secured storage area. At that point the cores will be replaced on all exterior entrances with the new campus master core system that will be maintained by security. Access to core master keys will be limited and approved by a yet to be determined authority before they could be issued.

- h) **Fire Protection** – Fire protection will remain the responsibility of the Village of Yellow Springs. A study will be commissioned regarding an alarm system tied to a central monitoring station for problem detection.
- i) **Demolition of Buildings** – Many of the College's buildings have not been properly maintained and some have outlived their useful life. The campus facility master plan will identify what buildings (existing or replaced) will be needed at the re-opened Campus. If a building is deemed unnecessary and does not have historical register designation, it should be demolished. If a building in need of extensive repair does not have a historical register designation and the cost of repairing/remodeling exceeds 85% of the cost of total replacement, it should be demolished.

2) Equipment & Supplies

- a) **To Be Stored** – College equipment such as desks, chairs, file cabinets and other furnishings in good condition will be stored in the building where they were in use. A determination on the storage or disposal of science equipment will be made by the College science faculty prior to closing.
- b) **To Be Sold** – Equipment including IT and other equipment that will be outdated within three years will be sold and those funds deposited in an account for the purchase of equipment when the College re-opens. Campus vehicles will either be sold or transferred to Glen Helen for their use.
- c) **Transferred** – The cost of transferring equipment to another Antioch campus should be borne by that campus. A fair value amount should be paid for this equipment and deposited in the 'equipment replacement account' of the College.
- d) **Vehicles** – Some vehicles and maintenance equipment may be transferred to Glen Helen. The remainder of the vehicles will be sold and the funds deposited in the fund for equipment replacement when the College re-opens.
- e) **Copiers** – Copiers will be sold to other Antioch campuses and the funds deposited in the 'equipment replacement account.'
- f) **Service Contracts** – Service contracts will be reviewed during the course of the fiscal year and only renewed if applicable until June 30, 2008, or other appropriate date.

3) Grounds

- a) **Snow removal** – During the suspension period, snow removal will be necessary around various campus buildings depending upon that building's utilization. Closed roads and alternate routes through campus will be developed and kept clear of snow to allow Yellow Springs Police a clear path to increase the security of the buildings and grounds. This could include re-opening closed roads or developing a new route through campus to increase security. Consideration of sharing snow removal costs with McGregor will be explored.
- b) **Lawn and garden maintenance** – Every effort will be made to maintain the grounds of the College utilizing in-house staff or out-sourced contractors or a combination of both. Trees will be trimmed and the lawns mowed to maintain the

integrity of the grounds. Campus grounds will be mowed according to a predetermined schedule with the golf course area given minimal attention due to size and cost. Due to cost considerations, potted flowers and plants will not be used during the suspension of operations. Consideration of sharing grounds maintenance costs with McGregor will be explored.

4) Information Technology

IT Equipment (excluding equipment located in the network/wiring closets) –
What do we do with PCs, laptops, printers, digital projectors, telephones, FAX machines? Options include re-deployment, sale to faculty and staff, donation to schools, or disposal. As noted below, also need to decide what to do with computer-based records including data stored on individual laptops and PCs, Email history, data stored on servers (e.g. on-line courses).

a) **College Data and Records**

- We will preserve hardcopy and microfiche records. If funding can be identified this will include digitizing the most critical records required by audit or statute to retain for a set period of time and physical storage of other records deemed less critical.
- Records considered mission critical are academic records (narratives and transcripts) from closed campus transcripts and academic records not previously microfiched.
- Items containing faculty notes are not official records protected under FERPA and will not be retained. Other documents such as Senior Projects, etc., presented as examples of student engagement and learning will be retained (especially for the purposes of accreditation visits).
- Departmental record retention will be in Phase II of the records retention project and individual College departments will identify essential documents to be digitized.
- The Records Administration Department will assume the activity of issuing transcripts and/or narrative documents when requests are made. There will be further discussion regarding transcript pricing prior to engaging in this activity as we would like to manage the financial side of transcript requests on Datatel in the future.
- The Records Administration Department will be established with its first priority to handle College-related issues, but it would be an ongoing operation, organized to handle/assist with records retention in other areas (e.g. Personnel, Finance) in the future. A proposal for full or partial funding of the operation has been prepared for grant funding.
- At this time, the Kettering building is the most likely location for the records storage. To the largest extent possible, the records should be in a climate-controlled environment whether stored on-site or off.
- We are also evaluating the retention requirement of computer-based records including data stored on individual laptops and PCs, Email history, data stored on servers (e.g. on-line courses).

b) **Telephone System (Excluding the actual phones)**

- The current telephone switch in the basement of Old Main is obsolete. The preferred solution would be to set up telephone services that do not rely on this switch. This may be accomplished by purchasing a new switch or using the switch in the Antioch University McGregor west building as the primary telephone switch.
- The suspension period will allow us to review the number of trunks and services we have from the telephone company and analyze the cost.
- c) **Data Network Including Data Switches and Servers**
 - This section needs to be investigated by the Operations area and will be reported later.
- d) **Datatel and Other Administrative Applications**
 - There will be need to modify financial & other reports to remove or modify references to the College. This project will be accommodated with existing staff.
- e) **College Web-Site**
 - We are exploring options regarding College web-site. We expect some sections will be dropped completely, other parts will stay, and some parts may move to the University site or McGregor.
 - There will be an Antioch College website maintained during the suspension that will report on reopening plan and prepare for the recruitment of students.

5) Library

- a) **Library, Structural Problems of the Building** – Due to structural problems and the inability to heat and cool during suspension the library will be closed. **Archive Records Storage** – If the library must be taken off-line for structural or other reasons, archived records, equipment, paintings, etc., archive records and holdings will need to be stored in a climate-controlled environment or relocated during the suspension of operations.
- b) **Library holdings** – The option of transferring the holdings of the entire College library to another University should be discussed and explored as an option. There would need to be an understanding and signed agreement that the holdings would be returned to the Antioch College library when operations are resumed. If decentralizing the library is the necessary move, some of the holdings would need to be stored in a climate-controlled storage facility similar to or the same location as the stored archival records.

6) Gymnasium

- a) **Heating system options** – The gymnasium and the pool will be closed and taken off line during the period of suspension.
- b) **Lease Option** – We will explore the possibility of leasing the facility to an outside entity such as the Village of Yellow Springs, School District or a newly formed legal entity. The lease would be for a set period of time and would require the leasers to pay all costs and provide the University of proof of liability insurance to hold the University harmless.

7) Science Building

- a) **Removal of Chemicals** – At the close of the 2007-2008 academic year, all chemicals and sharps will be removed from the building. They will either be disposed of or donated to another institution.

8) Endowment

- a) **Investment** – During the period of suspension of operations, the endowment would remain invested and the value would continue to grow resulting in a larger endowment when instruction begins again. Investments will continue to follow the Antioch University investment policies.
- b) **Unrestricted Endowment Income Uses** – Gains from the unrestricted portion of the endowment can be used for the security of College assets.

9) Suspension Staffing

- a) **Development Office** – A professional staff of one position with one support level position would be funded for the fundraising efforts to reopen the College.
- b) **Coretta Scott King Center** – If it is determined that the CSK Center is remaining open under the University, a funding source will need to be identified. The long-term goal of the center is that it be self-sustaining, with support for its operations coming from donations, grants and contracts.
- c) **AEA Program** – It is anticipated that the AEA program will continue as a self-sustaining operation unit of the University. At the time the College reopens the intention is to transfer it back to Antioch College.
- d) **Antioch Review** – The Antioch Review is a unit of the University and will continue in that capacity for the immediate future. A plan will be developed to identify additional funding sources for its operation.
- e) **Glen Helen** – Glen Helen will become a self-sustaining unit of the University. At the time the College reopens the intention is to transfer it back to Antioch College.
- f) **WYSO** – WYSO is a unit of the University and will continue in that capacity for the immediate future. They are working on a plan that will ensure that they will be self-sustaining for the FY09 fiscal year.

10) Revenue and Cost Centers

- a) **Revenue Sources** – Revenue sources are limited but may include private grants, annual fund giving, adult campus subsidies and earnings from the unrestricted endowment.
- b) **Outsourced contracting** – These costs will be weighed against the option of outsourcing or retaining staff for the maintenance of the College subject to existing collective bargaining agreements.
- c) **Utilities** – This represents major costs that must be limited and reduced to the greatest extent possible. Current utility expenditures exceed \$1 million annually.

- d) **Records Storage** – This area represents a large but necessary cost for the institution. Storage must be in a climate-controlled environment to safeguard the records.
- e) **Insurance** – Property insurance premiums will be higher and difficult to purchase during the period of suspension as vacant property is more expensive to insure. Demolishing some buildings may help in reducing this expense. At the present time the only quote available to the University on the insuring of a vacant campus is a low cost total coverage of \$1 million.
- f) **Final Budget** – The final budget proposal will be generated prior to the February 2008 Board of Trustees meeting; however, the goal is to keep annual costs below \$1.5 million in year one and \$700,000 in subsequent years.

It must be noted that this report only deals with the physical facilities, equipment, support areas and records retention but does not address the needs of other student or faculty related issues.