Board of Trustees

ANTIOCH UNIVERSITY

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ANTIOCH UNIVERSITY
BOARD OF TRUSTEES MEETING
MINUTES
FEBRUARY 2-4, 2006
SEATTLE, WASHINGTON

Note: These are the minutes of the meetings conducted ***closed and open sessions****.*

Tuesday, January 31, 2006
The Investment Committee met today to interview investment advisors.

Wednesday, February 1, 2006
ULC met all day today. The Investment Committee met this morning and the Trusteeship Committee met in the afternoon.

Thursday, February 2, 2006

Today's plenary session took place at the Seattle Campus.

Trustees present: Art Zucker/Chair, Michael Alexander, Bruce Bedford/Treasurer, Amy Chappell, Dan Fallon/Vice Chair, John Feinberg, Dianne Brou Fraser, Everette Freeman, Sherwood Guernsey, Reuben Harris, Hal Joseph, Dan Kaplan, Jeff Kasch, Niels Lyster, Tom McNicol, Jack Merselis, Larry Stone, and Barbara Winslow/Secretary.

Absent: David Crippens, Paula Treichler

Others present: Laurien Alexandre, University-wide Dean; Barbara Danley, President of Antioch University McGregor; LucyAnn Geiselman, President Antioch University Southern California; Rick Jurasek, Chief Operating Officer of Antioch College; Neal King, Interim President Antioch New England Graduate School; Steve Lawry, President Antioch College; Toni Murdock, Acting Chancellor and President of Antioch Seattle; Don Tecklenburg, Vice Chancellor and Chief Financial Officer; David Weaver, University Legal Counsel; Karen Ely and Leslie Johnson, Assistant Secretaries of the Board. Also present were Jessica Geiben Lynn of the Center For Applied Research (CFAR) and Bob Ness, consultant for Trustee/ULC morning session. Seattle

Community members included Ormond Smythe, Academic Dean; Pat Linn, Chair, Psy.D. Clinical Psychology Program/Core Faculty, Center for Programs in Psychology; Mary Lou LaPierre, Mark Hauer, and Richard Norris; College Community members included Margo Tucker, Director of the Office of Institutional Advancement; Dennie Eagleson, Assoc Prof of Photography (College); and Shelby Chestnut, College Community Manager.

7:30 – 8:00AM
The Board met in **Executive Session**.

8:00 – 9:10AM
Acting Chancellor Toni Murdock joined the Executive Session.

Plenary Session Call to order.
Art Zucker called the meeting to order at 9:15AM. He began by asking all the guests in the room to introduce themselves. Art announced that, for reasons everyone should understand, the Trusteeship Committee has requested that laptops be turned off and that cell phones be put on etiquette mode.

Art asked Steve Lawry to talk about Coretta Scott King who passed away on January 30. Steve described Mrs. King's place in American history and her legacy, especially as it related to Antioch College and what she learned as a result of attending the institution. The national magazine of the Urban League, *Opportunity: the Journal of Negro Life*, published in 1948 the article she wrote as a third-year Antioch student, called "Why I Came to College."

Art thanked Steve then asked for a moment of silent reflection on and contemplation of the memory of Coretta Scott King.

Chair's Report (A copy of the entire report is on file with these minutes.)

Art briefly reviewed the leadership transition events following the October meeting and his involvement with the University Leadership Council (ULC), including being invited to attend a portion of their Winter Retreat in St. Louis.

Among his various travels on behalf of Antioch was the trip Seattle for the AUS graduation where he spoke on behalf of the Board of Trustees and was part of the receiving line to congratulate the graduates. As was the case at previous Antioch graduations he has attended recently, he was deeply moved by the excitement and the unmistakable Antiochian values in evidence in the students there. "The highlight of the day," he said, "was when I shook the hand of Edna Travis, congratulating her for achieving the degree of Master of Arts in Education. Edna is 77 years old!" Toni had said to him then: "This is why we're here" and he said the same to the Trustees now. "This is our compensation for our work. If you haven't attended a graduation, you've missed your payday."

In his meeting with a large donor in December, Art reported that this donor, who cares very much for Antioch, commented that Antioch doesn't seem to keep its Chancellors very long, and then asked Art's comments. He had responded that in his opinion there were two main reasons for this in recent history: the first is a lack of agreed upon expectations and the second is inadequate staff support.

To the first point, he noted that since he's been in the role of board chair, agreed upon goals for the chancellor have been established. To the second point, Art pointed out that there is no senior support in place for the chancellor to offload key projects and tasks – identified executive tasks – that have University-wide substance. After Toni's analysis of the situation, he said "it's become clear to her and to the ULC that infrastructure and processes are missing and need to be put in place to operate effectively." He noted that this is a long-term process, and that Toni has agreed to act on the need for senior University staff support as well as additional secretarial staff, what Art referred to as an investment in needed personnel. He pointed out the obvious need for financial resources in order to accomplish this which will "will require some creativity and a change in attitude....In any organization there are costs of operation for needed functions – some can be, and should be, effectively centralized....The ULC [has] some control over this [and] collaboratively can determine what activities should be centralized." Art added that the ULC is "entitled to demonstrated assurance that the shared functions are being properly managed." Art entreated his trustee colleagues that the Board "must be prepared to provide adequate resources. If it's determined by our management team that additional funds are required, then we must be willing to find ways to get them,

Art addressed the necessity of a sound, positive relationship between the Board Chair and the Chancellor/CEO. He recounted the details of his new and evolving relationship with Toni as she took the reins as acting chancellor beginning the end of October, noting among other firsts that a board chair had never been invited to attend a ULC retreat. "This was a giant step in dismantling the wall that had been in place separating the Board of Trustees from the ULC," he said, adding that "the relationship has been growing since then."

When ULC asked him during their conference call what he'd like to accomplish over the next 6 months, he responded that he wanted to build transparency and trust between the Board and ULC. "I was pleasantly surprised," he said, "when our management team responded with an enthusiastic desire to pursue such an effort, and recommended that we do so with the aid of a professional consultant in the process." As a result of this, Toni and Art had identified a facilitator to lead a session that afternoon with the goal of tearing down "what's left of the wall that separates us, and clear away the rubble so we can go forward together."

In reporting on what it was like to be a participant in the ULC's retreat, he said "This is a powerful group of senior, experienced managers applying their keen insight, intellect and energy to the myriad matters of this complex entity – and doing so in a collaborative manner." He came away with a substantially increased respect for each member of the management team, and for the group as a whole. "One thought keeps coming forward in my mind – that is: As a Trustee and an Antiochian – I am very <u>proud</u> of our ULC."

In spite of the geographic distance between them, Art emphasized that he and Toni communicate daily and have established clarity in each of their roles and responsibilities, and that "she goes out of her way to share her ideas, activities and concerns, that she openly seeks advice, and is not hesitant to disagree. In these first 100 days together I have found her to be energetic, enthusiastic, fair, sensitive, firm, consistent, trustworthy, <u>not</u> risk-aversive; and she can handle the multi-tasks before her - promptly and with care....[and doing so] while holding the title of Acting Chancellor."

Art noted that among best practices for higher education boards is that the agenda is driven by the CEO and the management. Although as chair he is responsible for the meeting, and that trustee concerns will be recognized, he emphasized that the main thrust of the meeting will be driven by Toni and the ULC. In conclusion, Art said that in this meeting "you will hear from the Chancellor and the campus Presidents about their vision of their world; we will work together to enable transparency and trust between trustees and the management team; and you will see an involved Chancellor." Art expressed that, in his view "We have a Chancellor."

Applause.

Art then gave the floor to Toni Murdock for her report to the board.

Toni began by telling the Board that it is often confusing for people to know which role she is playing – which hat she is wearing – in her dual role as the president of the Seattle campus and acting chancellor of the university. So the solution, she said, was to wear hats that conveyed her role. She donned a black cowboy hat (to wear as president of the campus) and then changed to a hard hat (to wear as chancellor). Then, while donning a Mao Tse Tung-style cap with a single red star in front, she joked "this is the one I wear on the other campuses because this seems to be how people see me." Finally, she donned a Viking hat to signify that "it ain't over 'til the fat lady sings!"

Chancellor's Report (Toni's remarks are included here almost in their entirety; a copy of the full report is on file with these minutes).

Toni quoted from Thomas Friedman's book *The World is Flat* which explains that there is a measure of an institution that is difficult but revolving and involves asking the question: Does your institution have more memories than dreams or more dreams than memories?

Friedman knows when an organization is in trouble because its management tells him how good they were in the past, that when memories exceed dreams, the end is near. The hallmark of a truly successful organization is the willingness to abandon what made it successful and start fresh.

Arthur Morgan dreamed of a college such as never existed and felt that Antioch should be a lever to move the world. Here's what he said: "My hope for Antioch is that through great desire disciplined by knowledge, and through great commitment to fine purposes, its students may be a powerful force for remaking human life."

Morgan's dream is a transportable dream from generation to generation, down through the decades. The dream is sustainable, but only if Antioch is effective in adapting to the learning environment of each succeeding generation. In reality, this is what the The Plan for Antioch College accomplished. Although we originally called it a *renewal* plan, in actuality, the plan was not built on the old Antioch, but rather creates a new Antioch that realigns its curriculum to meet the needs of the world of tomorrow.

What are the hallmarks of that world of tomorrow? It is a world that requires replacing the notion of "lifetime employment" with the notion of "lifetime employability" because no one can be guaranteed lifetime employment anymore. It is a world where the "individual worker is going to be more and more responsible for managing his or her own career…and economic security." A world that requires leadership skills and an educational foundation that encourages risk-taking and adaptation. A world in which an individual no longer has the option to not engage in lifelong learning in order to survive and succeed. The world of today and tomorrow is not the world of Arthur Morgan 80 years ago, but Morgan's dream still remains and the College Plan is built around that dream.

How now do we build the dream around the University? How do we abandon the memories of its original birth, painful as it was, and move toward a vision of our role and purpose as a University in the 21st century? It has been over 30 years since the seeds were planted for Antioch to become a multi-campus system and eventually a university. Granted, its creation was chaotic and somewhat unintentional, but not without purpose—economical and educational. Economically it was to provide resources for an un-endowed College by taking advantage of the growing adult market and educationally it was to spread the gospel of Antioch.

"It was created in a time when many multi-campus systems were being birthed across the nation," she said, giving many examples. "Each of these systems has developed and changed over the decades. Their structures differ in governance, number of boards, centralization, and decentralization, some like University of Troy have separately accredited campuses within the system, some such as National Louis have one faculty senate that governs the academic sector of all campuses within the system. Their different development patterns validate that it is not necessary for all of the constituent campuses to be part of every cooperative activity or consolidation of functions. Nor is it necessary for consolidated services to be centralized; frequently member campuses can serve as the lead campus, or service provider, for different system operations."

Rule of thumb is that "the presumption should always be in favor of decentralization to the individual campuses or units" (*The Multicampus System: Perspectives on Practice and Prospects*). Why? Because we know that when the stakeholders, which includes the community, feel ownership they become more deeply invested. And, we know that particularly in an academic setting, the faculty stakeholders are the primary source of curriculum innovation, student recruitment and student retention.

So, given that we have a similar history to many public systems and even the non-profit system of the National Louis University, can we be viable as a system in the world of tomorrow?

Interestingly, approximately 80% of the students currently enrolled in 2- and 4-year public colleges and universities (and that comprises 80% of the total national enrollments) attend institutions that are part of multi-campus systems. The relevant question here is not whether we should exist as a system – we do – but rather how do we design and structure the system to "stimulate, support and sustain an outstanding, highly diverse and responsible higher education enterprise." Clark Kerr, president emeritus of University of California, reflected, "the freestanding campus with its own board, its own and only president, its identifiable alumni, its faculty and student body, all in a single location with no coordinating council above it, is now the exception whereas in 1945 it was the rule." And I would add that now, hardly a year passes that the closing or merger of a single college campus doesn't occur in American higher education.

There is a supposition by many educational leaders that the multi-campus system is the model that will survive and thrive in the 21st century. Systems are unique in both their intellectual resources and their capacity to be more than the sum of their parts. However, for multi-campus systems, public or private, to survive and thrive in the 21st century, they will need to be leaner and more agile, supported by information technology and a willingness to form partnerships. This will require a commitment to collaboration, to inter-connectiveness—among campuses, and even sometimes, competitors—and will require the system to change its shape and structure over and over again. It is a necessity because higher education institutions no longer hold the monopoly on education or knowledge nor the distribution of it. Knowledge is as accessible as the closest computer connected to the Internet. The learning industry of the 21st century is global, pre-K through 99, and rapidly growing.

I believe that Antioch is positioned to be a player in this new world. We have the framework to be sustainable. Because Antioch is a system, we have more leadership brain power which can lead to higher levels of creativity and success than can be produced by one single college. We address the need for life-long learning and the trend that students 25 years and older have been increasing at a rate nearly four times as fast as the 18-24 year range. We have the ability to establish graduate programs desired by our Antioch College students and streamline their transition from undergraduate to graduate status through 3 + 2 programs operating at all our graduate campuses. We as an academic institution embody values that will contribute to Friedman's dream of a Great Society that operates on *compassionate flatism,* an approach he recommends to maximize the benefits and opportunity of tomorrow's world while providing a safety net for those who have difficulty with the transition. *Compassionate flatism* is based on leadership, education, social activism and parenting—all characteristics embedded in Antioch curriculum.

We are positioned, but we will be successful only if we are deliberate in how we continue to build and plan our system. First, we must create a system that promotes the sustainability of each independent campus, including the College. We as distinct campuses and as a system become sustainable when we are seen as a vital member in the communities in which we reside and a player in the state and regional higher education systems where we are located. Leaders on our campuses must serve on community boards and state and national professional boards. Our students must embrace their responsibility for civic engagement and community service locally as well as internationally.

This means designing a system that is seen as not only contributing to the educational needs of the region, but also contributing economically through local banking, purchasing, and community-based research. The success of the individual campuses is in responding to the local and regional needs; the success of the university is a system designed to encourage each campus to greatness by providing economical efficiencies, support systems, and safety nets unable to be achieved by a single campus.

To achieve that kind of system, we must turn to the second challenge, the plan for the system itself. System planning is different from institutional planning because our system has different priorities than the individual institutions. System planning is focused on the optimal *collective* performance of its institutions. A recent survey of multicampus CEOs confirmed that the "full potential of the multicampus system is far from being realized. The goal of achieving 'creative tension' between the whole and its parts remains a continuing challenge. Higher education systems are loosely coupled organizations, which means that there is high autonomy for individual campuses and what happens in one part of the system does not necessarily have an effect on any other, let alone all other, parts of the system. At the same time, it may have great impact on the other parts—intended or unintended. The loosely coupled character of educational institutions requires a different approach to leading and planning."

More than anything, a loosely coupled organization needs inter-connectiveness. And the only way to achieve inter-connectiveness and collective performance across a national institution is through technological development. This is why Antioch must invest in creating a sophisticated technology plan. It is so crucial that the ULC has committed itself to a thorough technology audit to be performed by Bill Graves and his team of SunGard Collegis. Dr. Graves has a national reputation in the role of technology in systemically and measurably improving institutional performance—based on mission-- in higher education. He is one of the best. The audit is to be completed by March of this year. It will allow us to identify collective needs, address them more effectively and efficiently through prioritization, and establish a plan of implementation of funding resources.

Later this morning, Laurien and I will share with you our new dream – a Virtual Commons concept that we feel will provide the technological structure to sustain the connectivity and collective performance we require and will also establish Antioch once again in the innovative realm of education. The purpose of the virtual commons will be to provide learning services and resources in a high quality, cost-efficient, scaled fashion to students, faculty and staff of the entire university regardless of geographic location —one shared library, virtual; one shared student writing and math lab, virtual; one shared foreign language lab, virtual; one shared faculty training lab, virtual--to mention only a few. Add to this the concept of a collective graduate study abroad program for both students and alumni, a university-wide WYSO and a university wide Antioch Review.

Can we dream? Can we dream of Antioch University becoming the preeminent national non-profit private university system of the 21st century? To that end, ULC has engaged Tom Gilmore and two of his associates from the Center of Applied Research out of Cambridge, Massachusetts to guide us through a University vision and planning exercise. Some of you have already had the opportunity to work with Tom in the Structure Working Group. The planning will be focused on five areas (1) the university organizational structure, (2) university financial modeling, (3) university management procedures, (4) university technology, and (5) university personnel policies.

The place we stand today in our historical development, reminds me of Rainer Rilke's observation, "The future enters into us, in order to transform itself in us, long before it happens." Though we acknowledge that this Antioch system was initiated with little intentional planning, we have evolved into a University that will serve us in the 21st Century. And, over the last three years, the Board has been intentional in its actions to maintain a university system. Whatever we do over the next few months will determine what future we adopt to transform ourselves in order to serve the generation of students to come. That generation will include students who are entering a different world than we experienced. Undergraduate and graduate students who need a system to provide them an education for life-time employability. Minority students who need a compassionate system that provides the safety nets and quality education that allows them to succeed in this newly constructed flat world.

The American higher education system needs the Antiochs in multiple forms and campuses to preserve and promote the values of an educated citizenry and to encourage for social reform. To continue Arthur Morgan's work to enflame the passion and commitment of our students with the knowledge to make our world a better place to live – that is Antioch's mission. The recent NCA report confirms that Antioch has the capacity to perform that mission in a far broader context as a university system than as independent campuses operating alone.

I do not believe that we want to watch Arthur Morgan's dream become a memory. And, I do not believe that—when we speak of Antioch's greatness, its strength, its promise—we want to be speaking in the past tense. We have the opportunity to grow that dream in the 21st Century in ways that make everyone associated with Antioch proud—including many of those disgruntled Antioch alumni out there. I am asking that we all stand together—and work together—to do just that.

Applause and standing ovation.

At the end of Toni's report, Dan Kaplan remarked that no one had ever made a better case for "the university" than what he had just heard.

Meeting Overview. Art reviewed highlights on and changes to the agenda, then asked for the presidents to give their reports; they had been asked to convey their visions for their campuses. (Their written reports, divided into three categories – Achievements, Opportunities, and Challenges – were sent to Board members in advance of this meeting. Those reports are on file with these minutes.)

Reports from the Campus Presidents

AU SEATTLE.

Ormond Smythe, Seattle's Academic Dean, had been asked to present the report for Antioch Seattle. Ormond referenced Arthur Morgan's vision of "Community," which Antioch takes seriously everywhere it's been and that we continue to learn about it. He reflected on Antioch Seattle's brief history which has included growing pains. The campus is working on recasting/reconsidering its governance and its peer review system for faculty reappointment. He expressed excitement in anticipation of being connected virtually beyond the Seattle campus, and reported that the recently opened new psychology and counseling clinic is thriving. This campus is "reaching out to the community around us and inviting the community in," he said. "We are on the way to becoming one university and that is great news," he said, "especially considering the centrifugal history Antioch has had. We are beginning to see the glimmer of a new kind of unified institution."

ANTIOCH NEW ENGLAND GRADUATE SCHOOL.

Neal announced the new Rosa Parks memorial scholarship. He handed out a small 4-color publication – part 1 of a 3-part mailer – which is a summary of the various programs at ANE, for marketing ANE without having to lug around the various program publications. The campus is working on a variety of ways to get the word out, reporting that they will have a new view-book available on July 1. He described it as having higher impact to draw more attention to the campus and its programs.

He next spoke about Community service and engagement and a new ground-breaking project ANEI is involved with that will impact the State's highway system and could have an impact on the US Department of Transportation. It involves a grant from the State Department of Transportation for working with communities around the state who are dealing with quality of life issues that emerge when highways are widened.

Neal reported that the campus is keen to change its name to "Antioch University New England." He believes that "after some years of drift, with no active management," it's time to get involved aggressively with strategic enrollment management and building a strong board of visitors. Although he feels the future is bright, he wonders about the sustainability of a single location campus, that with the direction the population is moving it may be necessary to establish another center east of Keene.

Art asked if the basis of his strategic planning process has a timetable? Neal responded that the themes and directions will be based on resources; the 2007/08 budget will address this.

Dan Kaplan made comparisons between the new marketing piece and having the information on the ANE web-site, especially as it relates to the older student, and the importance of balancing printed and web material.

Neal responded that there is a strategic integration of web, print, and marketing/PR/ community relations. We got a million hits in one month and there's been an increase in inquiries over a 4-month period through the Web. The campus is collecting data now that didn't exist before, including tracking web traffic. ANE has an in-house web staff.

With regard to the transportation department project, Sherwood asked about the idea of reaching out to other Antioch campuses that may have expertise to enhance the program, in addition to the regional input he's getting. Neal had not considered this but was interested in the idea. Likewise, Neal said he and LucyAnn had discussed AUSC's Green MBA program and were going to talk to Laurien about a shared curriculum. If the pilot program (department of transportation) becomes a model for the federal department of transportation then it would be shared with the other campuses.

AU SOUTHERN CALIFORNIA.

LucyAnn spoke to the increase of students entering higher education, especially Hispanics, and the impact on AUSC. There are 7.3 million Latinos in the USA; 20.8% live in eight counties in southern California between San Diego and Santa Barbara. That percentage went up to 35% in 2005. Antioch's LA campus has only 44 Latino students; 45 in SB. "That's going to change, LucyAnn stated. "We've gathered these students for focus groups and intensive conversation, to learn better ways of attracting Latinos to our programs to meet their educational needs. She met with the National Hispanic Scholarship Fund president and learned that they don't give money to the campus, they give money to individuals. They were intrigued and interested when LucyAnn told them what is happening at AUSC. Coincidentally, the new director of Development at AUSC is a graduate of the National Hispanic Scholarship Fund.

LucyAnn reported that, in anticipation of the MFA in public art, they're having an exhibit comprised primarily of a mural by one of the BA completion students from Mexico. She's making a mural for the first floor of the LA campus building, following the principles of community cultural development. Mural begins work in March and LucyAnn, along with other faculty and students in the BA program, have been invited to put a few strokes of paint on the canvas.

She reported serious leadership problems in Santa Barbara, but is starting to see progress, thanks to Dean Richard Whitney. Her marketing manager has recommended spending more money on advertising/marketing, so LucyAnn is determined to find $400K to do this. Pepperdine, one of AUSC's competitors, spends $500K on just one of their programs, but LucyAnn believes that 400K will get her campus in the ballgame. "By June 2008 you'll see a new AU SB," she promised.

AU MCGREGOR.

Barbara gave examples of her campus' community engagement, then listed her "Rules of Engagement" which included listening and being patient, considering what you can offer the communities you serve, and including your family and friends in extending your reach (equipping them with t-shirts, mugs, and appropriate information). She distributed her complete list, "*A Primer and history for Creating Partnerships with Our Communities*."

She noted that McGregor wants to be the training place for management. Our future is not about tuition, she emphasized, "When we look at FTEs, that's a myopic view."

ANTIOCH COLLEGE.

(A copy of Steve Lawry's full report is on file with these minutes.)

This was Steve's first opportunity to address the Board as the president of the College. He spoke highly of Rick Jurasek and his contributions as interim President these past eighteen months. "The College is much stronger for his leadership. The College is much stronger for his leadership on several fronts, including the curriculum, physical facilities, and faculty and staff morale. We often associate interim presidencies as times for maintaining the status quo. Rick was hardly the caretaker. In a time of great challenge and change, he was a decisive and determined leader," Steve said.

Steve declared that there were three things he wanted to mark his presidency. The first is to build strong foundations for the College's financial health. The second, to ensure that Antioch College provides a rigorous liberal arts education that prepares its graduates for lives of meaning and purpose. And third, to cultivate on campus a climate that embraces intellectual freedom and tolerance for diverse ideas.

He stated his goal is "to see the College move from a position of chronic financial weakness to self-sustainability and strength." Feedback from students in the first-term learning community has been very good, he said. "We have invested heavily in communicating the Plan and the curriculum to prospective students, and those efforts appear to be yielding results." While strong enrollments are vital to long-term financial health, he said that "the prospects for the College's financial viability can be improved through investment in a variety of other initiatives."

He continued, "Most important among these is a sustained, permanent and well-financed investment in our fund-raising capacity. Clearly, this starts with the president, and how he spends his time and how effectively he makes the case for Antioch to a variety of constituencies." He spoke with confidence about the strong development staff under Margo Tucker's leadership, that she and her team are "strengthening the College's fund-raising capacity across a variety of fronts." When the College faces financial difficulties, the tendency is to cut staff in development and admissions. He said that these are vital to maintaining the College's viability and would "not allow this to happen while I am president."

Steve recounted that he's been traveling around the country speaking to alumni and that sometimes when he leaves an event he's left "with the impression that a well balanced Antiochian is someone with a chip on each shoulder. We must listen carefully to what alumni have to say, and give their views and ideas the weight and respect they deserve. We will continue to pay a great price for failing to do so."

With regard to his second goal, he recognized the talented and committed faculty and stated that, "if properly supported, they will return the College to the kind of intellectual leadership among peer institutions that has marked Antioch throughout its history." With a new and compelling curriculum, "we must do all that we can to evaluate on a continuing basis the effectiveness of our teaching and learning systems....[our] student body must be seriously dedicated to learning and scholarship in the classroom and to community and professional engagement through co-op. I believe in the peer effect. One of the benefits of attending a residential, liberal arts college is that students are living within an intensive learning environment, 24 hours a day, 7 days a week. They are likely to learn as much from their peers as they are from their teachers. Academically serious and prepared peers are essential to the vitality of the learning experience. We are very purposefully recruiting students of diverse backgrounds who are deeply serious about their studies....We have a new, fresh and compelling curriculum in the Learning Community model. We must do all that we can to evaluate on a continuing basis the effectiveness of our teaching and learning systems."

And with regard to his third goal of cultivating a climate of tolerance for diverse ideas, he views this as a complicated subject, bound up in part "with the very deep divisions that have characterized American society for the last forty years." He believes that "the experience of today's Antioch education, which should offer so much by virtue of its orientation to the world, does not adequately encourage students to engage with challenging ideas and with others in a spirit of intellectual openness and rigorous inquiry. This is a matter for faculty, students and College leadership to wrestle with in a thoughtful and deliberate way, and I intend to lend leadership to what I expect to be a constructive and rewarding process."

In closing, Steve emphasized that he will "take time to speak with and listen to faculty, staff and students on campus and our friends around the country who care about the future of Antioch College. I will be reporting back to you on what I have learned, and what I am proposing in greater detail, at future board meetings."

Dan Kaplan raised the question of the application numbers Steve reported, believing that there are more applications by virtue of the fact that there is no fee if a student applies on-line. Art asked what the next indicator is and what it might tell us.

Steve responded that the next indicator will be when deposits start to come in. Other indicators are visits from prospective students and their parents. On March 12 there will be 80 students visiting with their parents, which is more than last year. Steve emphasized how much work is going into this event including the renovation of dorm space.

Don added that when financial aid awards start to go out that will also be an indicator.

Steve said that once an application is received, it's a matter of developing the relationship, getting in touch on the telephone, providing financial aid information. "I'm convinced that we have a professionally managed admissions process, we're doing all the right things. It's now [up to us] to convince these prospects."

Getting back to Dan's comment, Margo stated that one of the goals is to provide for students who aren't able to pay, so waiving the application fee provides access to those students.

There was a brief discussion about retention and how the College might use the power of Coretta Scott King's words to encourage applicants to become students. Steve distributed the obituary for Mrs. King and a copy of the article she wrote in 1948 when a student at Antioch. Barbara Winslow suggested that this article be included on the College's web-site and that there be a commemoration of her by the University.

At 11:55AM, Art announced a 5-minutes break.

Antioch University Virtual Learning Commons Report and Discussion
Laurien Alexandre reported on the progress since she first described the idea of the virtual learning commons to the Board at the June 2005 meeting. Ahead of this meeting, she had provided trustees with a written report, a concept paper, on the vision. The purpose of the Antioch University Virtual Learning Commons would be "to provide learning services and resources in a high quality, cost-efficient, scaled fashion to students, faculty and staff of the entire university, regardless of geographic location, and to do this in a manner that supports our mission and purpose of high quality education, experiential learning and socially engaged citizenry." In her report, she described that these services would be provided "as part of a shared 'commonspace,' offering resources that individual campuses have been unable or unwilling to mount, in ways that model the collaborative networked structure of today's organizational models. It's helpful to imagine this as a virtual networked space that complements the 'campuspace.'"

She stated that "Through efficient and effective technologically enabled collaboration that will allow us to redesign academic support and resources for teaching and learning across the university, we will not only be unifying the institution but also setting the foundation for a sustainable future. If we believe that our future holds promise with distinctive mission-driven and competitive campus-based programming as well as innovative, nationally available university-wide degree and non-degree offerings, then we will need to find ways to create high quality learning/teaching resources and flexible, accessible services that are cost-effective and contain expenses. We are uniquely positioned to do this although doing so challenges how we operate as a university system."

There was a break for Lunch at 12:30PM

12:45PM – ULC & Board Session (closed) – led by Bob Ness (Jessica Geiben-Lynn, CFAR, also present).

Agenda

- Goals
- Group Commitment
- Touchstones (rules of participation)
- Personal Antioch Bonds
- What is it about Trust?
- Data from Interviews
- Straight Talk/Giving Feedback
- Open Space to Address Trustee
- Reports
- Closing Circle – Reflection and Learnings

Goals of the session (as outlined on a handout):

- Increase transparency
- Build trust and confidence
- Clarify roles of the board of trustees and ULC
- Get to know each other better
- Get inspired about the future
- Draw a line in the sand between past challenges and future opportunities

There was a discussion of the rules of participation. Breakout groups spent one hour discussing the question of why there is a lack of trust between the Board and the ULC. The group returned to the main meeting room to share findings then each person offered feedback on what they felt had transpired.

There was consensus that the Board and the ULC need to continue taking measures that build confidence; e.g., the ULC strategic planning initiative and this retreat, and future actions.

The session ended at 4:30PM and committee meetings commenced.

4:30 – 5:30PM Committee Meetings

- Physical Facilities
- Academic Affairs

Following today's meetings, there was a dinner for Trustees and ULC at the Columbia Tower Club. Some discussion from this afternoon's session was continued.

Friday, February 3, 2006

Today's plenary session took place at the Seattle Campus.

Trustees present: Art Zucker/Chair, Michael Alexander, Bruce Bedford/Treasurer, Amy Chappell, David Crippens, Dan Fallon/Vice Chair, John Feinberg, Dianne Brou Fraser, Everette Freeman, Sherwood Guernsey, Reuben Harris, Hal Joseph, Dan Kaplan, Jeff Kasch, Niels Lyster, Tom McNicol, Jack Merselis, Larry Stone, and Barbara Winslow/Secretary.

Absent: Paula Treichler

Others present: Laurien Alexandre, University-wide Dean; Barbara Danley, President of Antioch University McGregor; LucyAnn Geiselman, President Antioch University Southern California, Rick Jurasek, Chief Operating Officer of Antioch College; Neal King, Interim President Antioch New England Graduate School, Toni Murdock, Acting Chancellor and President of Antioch Seattle; Don Tecklenburg, Vice Chancellor and Chief Financial Officer; David Weaver, University Legal Counsel; Karen Ely and Leslie Johnson, Assistant Secretaries of the Board. Also present during open sessions were members of the Community including Margo Tucker, Director of the Office of Institutional Advancement; also the Vice President of the College Alumni Board; Shelby Chestnut, (College) Community Manager, and Bob Krinsky, Chair of the Campaign Cabinet.

7:30 – 8:45AM –Campaign Cabinet Meeting.

Call to order
The meeting was called to order at 9:05AM in **closed session.**

Art reviewed housekeeping items then gave the floor to Bob Krinsky for the Campaign Cabinet's report.

9:10 – 10:00AM **Campaign Cabinet Report**

Bob asked Barbara Winslow to talk about the Coretta Scott King Center. Barbara had committed $5,000 to the Center and asked for 100% participation by the ULC and the Board to signify "our commitment to her legacy."

Pledge sheets were distributed while Margo explained the process for pledges, asking that they be turned in by Noon.

In a related matter, Steve announced that the King family had requested that in lieu of flowers donations be sent to Antioch for the CSK Scholarship Fund.

Margo reported on the improved staffing situation in the Office for Institutional Advancement. She also reported on the travels with Steve Lawry to meet with alums/potential donors, and the very successful fund-raising dinner Bob Krinsky hosted. *The Antiochian* has been re-designed so that it's not only less expensive to print and mail, it's also visually more appealing. The next issue will be published in March, she thought. She also announced the hiring of the new director of publications, Jim Dexter, who brings with him 20 years' experience including bringing the liberal arts college into visibility.

Margo also reported on the Horace Mann Society. "We did a blitz mailing to 266 current/lapsed or potential members to encourage them to give/increase. 137 responded with a gift and of those, 23% increased their gift." She said her office would continue to follow up with those who had not yet responded.

She provided an update on the volunteer situation and the use of board volunteers to express thanks on behalf of the College to the donors, whether it's a phone call or a letter. "I'll provide an outline to help get you started. If you get the donor's answering machine, leave a nice thank you voice mail message. I would also like any feedback from you on those calls," she said.

Margo gave the floor to Steve Lawry. He emphasized that an important part of the strategy in going forward with capital campaign is supporting the renewal plan. He reminded everyone that the campaign began prior to the renewal plan, but that we want to have a sharp focus on using campaign dollars for the renewal. What should our campaign look like in going forward? There will be transition cash needs and, although there is some optimism with regard to enrollment, the numbers are down. With respect to enrollment growth, we predict a breakeven point in 2009/10 and will need $12M in core operating costs to keep the College going.

Steve announced that there was an error in the analysis he had presented at the October 2005 meeting. Some monies that were assumed to be already available were not included in the gap budget. Steve proposed three approaches for bridging the gap which included asking one of the major donors to re-designate an endowment gift so that the money is available to the College's cash needs. The second would be approaching another major donor for $5M. The third is directing the Annual Fund giving to cover the gap.

Bob Krinsky directed the idea to David Weaver – not for immediate response – that before he and Steve present their idea to these two donors it would be important for Steve's understanding that David review with him the history behind their giving.

Steve asked Rick Jurasek to speak to the facilities modeling. Rick reminded the Board of the mandate given at the October meeting to get on a fast track for the new union building that has a price tag of $20M. He reported that planning has already begun on a new student union, which will meet both village and campus needs.

Bob reported that the Ketchum contract had been put on hold at the end of December 2005 pending budget approval to renew the contract.

There was a discussion of the specific and various cash needs – facilities costs versus renewal costs.

Bob concluded that he sees the College president taking a much greater role in the campaign. The cabinet will revert to its advisory role, he said, adding that he hoped to continue to expand the cabinet and the work it does in terms of making connections with potential donors, going on calls, and helping in any way we can. In New York, I've made certain connections, but we need a similar person making connections in other big cities.

At the end of Bob's report, Toni brought the trustees' attention to a book which had been distributed. Written by Eric Liu, who serves on Seattle's Board of Visitors, the book is called Guiding Lights. Toni noted that the copies are personally inscribed to each Trustee.

At 9:55AM there was a break followed by committee meetings.

10:00AM **Development Committee** meeting.

11:00AM **Communications Committee** meeting.

At 12:00PM there was a break to get lunch and then a presentation by the **Center for Creative Change** ("C3") Program. (handouts)

Shana Hormann, core faculty member, introduced **Evelyn Allen** and **Kristen McIvor**, two students in the C3 program. Among the distinguished guests were panelists **Bob Willard**, a leading expert on the business value of corporate sustainability strategies, and **Hubert Locke**, Distinguished Visiting Fellow.

Hubert spoke to the element of creativity, "a capacity that all of us can aspire to, not just a privileged few." He noted that his fellow faculty might be "appalled by my notion of creative change: it's something in which all of us can engage [in the process of] changing the social landscape. The political situation is not something for the well-connected it's an obligation for us all." Second, he pointed out that creative change is capable of moving in two opposite directions and is not always a good thing. He used the Nazi movement as an example of creative change that brought about the most destructive period in our history. With regard to the efforts of the Center for Creative Change, he noted that is "a hallmark is that it has an unwavering commitment to the idea of social justice. If the ends are not clear or firm, all else is folly. There is no doubt in my mind that this commitment to social justice is at the very core of what my colleagues are engaged in. In one sense, the great tragedy is that we live in a period of immense change. It's highly questionable that the ends are socially just or directed at anything remotely in tune with social justice. I'm delighted to be associated with this effort, [to be part of the process of] preparing young leaders in social justice.

Evelyn Allen, a student in the C3 program, said her ultimate passion for social change is for the black population, a goal that includes the community's economic growth. Her change project gave her the opportunity to join a community effort for small business owners who are African-American. "My education here has given me a new perspective in viewing social justice/change, I look at things in a holistic way and have a new language for things I see. I have learned that I should always consider the environmental impact of all I do."

Kristin McIvor, another student in the program who had also served in the Peace Corps, reported on her "amazing experience" in the C3 program. Prior to entering the program, she saw the problems facing the world as being too complex to handle. She expected to receive a sort of "Go change the world" training that would give her the tools she needed. While there are techniques to be learned, she said the program went much deeper than that. "The faculty provides a safe place for us to take risks – not only here but in our communities." In her work, it's given her the freedom to try something new/different, even if some think it will fail. This is not only encouraged here, it's expected, she said, we need to take risks. The assignments were challenges, not just tasks, "and gave me a new way of seeing problems, seeing what's going on in a new way, a new way of thinking. It's a set of skills that allows me to work with people in a new way."

Bob Willard said he wished he'd known about this place sooner. "It brings content together that desperately needs to be brought together," he said, describing the approach as more holistic and "exciting." His interest in the C3 program is "the challenge of engaging corporations in the kind of work being described here [because it involves] a mind shift for many corporate executives. My personal efforts are to engage the business community, connecting with them in their language and with where they are. There are benefits to those companies if they're smarter about what they do as it concerns the environment and society." As far as what he is learning from this, he said that "the first thing you have to do is assume those you're working with are smart and good people. When engaged, it's amazing what creativity can be unleashed." He emphasized the importance in speaking their language in the way things are described. Lastly, he pointed out the necessity of reinforcements: "don't try to do it yourself, use networking, use the champions, help others enable the change you want to make, influence the influencers, equip them with the tools and turn them loose. We can move this ball faster together."

At 1:00PM the Trustees and ULC reconvened in **closed session** to discuss **Campus West**. Art read aloud Resolution 14 and copies were distributed to Trustees. He had explained that, while the Executive Committee had previously been delegated the authority to act for the Board to conclude the Campus West Project, some members of the Board requested a further review of the Project's fund-raising efforts before final action is taken by the Executive Committee.

Bruce Bedford asked Barbara Danley to update the Board on the Project's approvals and fund-raising efforts. Barbara reviewed each of the slides on the handout of PowerPoint slides.

Bruce described the timeline of the project's schedule.

There was discussion about the decision-making process as it involves the various Board approvals, whether it was the full Board or the Executive Committee. David Weaver confirmed that Resolution 10.22.05:14, approved at last October's meeting, delegated the power to take any and all actions needed in connection with the Project to the Executive Committee.

Barbara next spoke to the fund-raising of the Project and there followed a lengthy discussion about the sources of monies contributing to the $3M campaign, what money has been raised and what money already existed (grants, the donated land, and capital reserves). Barbara offered to create a pie chart that distinguishes these categories.

Barbara reported being 6 months behind her target with regard to the fund-raising calendar, but was not daunted since this is McGregor's first campaign. She added that there's no published end date to the campaign and their success rate with asks is about 70%.

Next there was discussion about the costs of construction. Barbara pointed out that the Construction Contract will have a guaranteed maximum price and that the intent is to build the entire building but postpone some of the build-out of interior space and to delay purchasing furniture and equipment until the funds are available. She has scaled back according to the limits of her budget.

John Feinberg asked if there is a policy on or process for naming rights? Don replied that to his knowledge there are no restrictions on naming, but that it's a policy we probably should have. Barbara noted that there is already a classroom named for past Trustee Bill Hooper.

Michael Alexander asked if the Fall 2007 opening was still realistic. Barbara said that classes probably would not be conducted until January 2008. She added that the new building has considerably more space for classrooms than McGregor currently has, and that the configuration is much better.

There were some questions about the capital campaign. Barbara explained that in spite of the many campaigns going on in the Miami Valley, she's pleased with the success so far. Tom McNicol, who serves on her campaign cabinet, noted that for a first-try campaign he is pleased with the progress and feels especially good about "refining our expertise [at this campaign] and our presence in the Miami Valley in continuing to garner support – this is to Barbara's credit."

The resolution was moved and seconded, and there was more discussion. A friendly amendment was proposed to modify paragraph 5. A second amendment was proposed to add that if a vote is required by the Executive Committee and the full Board is convened, then the full Board is to be involved in that vote. Both amendments were voted on; the first was carried, the second was not. The amended motion reads as follows:

RESOLUTION 2.4.06:14

WHEREAS, at its October 16, 2004, meeting the Board of Trustees approved the plan and timetable for construction of the "Campus West" project ("Project") to address the facility and space needs of Antioch University McGregor; and

WHEREAS, at its October 22, 2005, meting, the Board of Trustees adopted Resolution 10.22.05:14 modifying the Project's financing in certain respects and delegating to the Executive Committee the power and authority to approve the form, terms, and provisions of all documents certificates and offering materials in connection with the Project and to authorize the execution of documents, contracts, certificates, and offering materials as may be necessary and to take any and all other actions as may be necessary or appropriate in connection with the Project; and

WHEREAS, the Board has been informed that the Executive Committee has reviewed and is willing to approve the Project's development agreement, architect agreement, and construction agreement at the conclusion of this meeting; and

WHEREAS, certain members of the Board have requested a review of the Project's fund-raising efforts prior to the Executive Committee's approval of said contracts; and

WHEREAS, the Board has undertaken a review of the Project's fund-raising efforts to date, the plans for additional fund-raising and the contingency plans for dealing with any shortfall in fund-raising; and

WHEREAS, the Board also wishes to modify its prior resolutions to reflect the total acreage, as surveyed, of the real estate to be acquired is 10 acres plus the adjoining road right-of-way consisting of a total of 11.122 acres.

THEREFORE, BE IT RESOLVED, that the Board commends the President of Antioch University McGregor for the fund-raising done for this Project to date and requests the Executive Committee to proceed pursuant to the prior authorization delegated to it in Resolution 10.22.05:14 to move forward on the Project.

BE IT FURTHER RESOLVED, that the Board's prior Campus West resolutions are hereby modified to clarify and correct that the total acreage of the real estate being acquired for the Project is 11.122 acres.

Passed, as amended with two votes against (D. Kaplan and J. Feinberg)

From 2:25 – 4:30PM there was a **Finance Committee Meeting;** Trustees who are not committee members were invited to remain in the room.

From 4:45 – 5:45PM, the **Executive Committee met with Seattle Board of Visitors**.

The Board of Trustees and ULC hosted dinner for the Seattle Board of Visitors and the Antioch Seattle President's Team at McCormick and Schmick's.

Saturday, February 4, 2006

Today's plenary session took place at the Seattle Campus.

Trustees present: Art Zucker/Chair, Michael Alexander, Bruce Bedford/Treasurer, Amy Chappell, David Crippens, Dan Fallon/Vice Chair, John Feinberg, Dianne Brou Fraser, Everette Freeman, Sherwood Guernsey, Reuben Harris, Hal Joseph, Dan Kaplan, Jeff Kasch, Niels Lyster, Tom McNicol, Jack Merselis, Larry Stone, and Barbara Winslow/Secretary.

Absent: Paula Treichler

Others present: Laurien Alexandre, University-wide Dean; Barbara Danley, President of Antioch University McGregor; LucyAnn Geiselman, President Antioch University Southern California, Rick Jurasek, Chief Operating Officer of Antioch College; Neal King, Interim President Antioch New England Graduate School, Toni Murdock, Acting Chancellor and President of Antioch Seattle; Don Tecklenburg, Vice Chancellor and Chief Financial Officer; David Weaver, University Legal Counsel; Karen Ely and Leslie Johnson, Assistant Secretaries of the Board.

Beginning at 7:35AM, the Board of Trustees met in **executive session.**

Art referenced Thursday's session with the ULC, noting that the process being recommended presents a different way of dealing with people and issues. He underscored the need to deal with each other differently, to be conscious to implement this change in a positive way, and that there needs to be better communication between the Trustees and ULC.

It was pointed out that Friday's session showed that there was still room for improvement in this area. Dan Fallon suggested that "there is a way of voicing concerns that doesn't question motives; that transparency must mean that it's a two-way street and, while expressions of concern have to be voiced, we all have different styles....Transparency means you must be open in what you're doing."

Sherwood remarked that yesterday's discussion about Campus West went on too long, that the issues should be brought to a close after a certain amount of time.

Art agreed that we need to find better ways to raise questions, adding that there exists a weakness within the institution regarding the manner in which financial data is dealt with and what our expectations are as trustees relative to going forward.

At 8:15AM, Art asked for Toni to be invited to join the Trustees.

Art reviewed the three items on the executive session agenda: the honorary degree for Jim Craiglow, the resolution naming Steve Lawry as vice president of the corporation and president of Antioch College, and the presentation of financial data presented to the Board.

Art gave the floor to Dan Fallon to provide background on the Academic Affairs discussion and the procedure for an honorary degree. Dan explained that these are granted by the University and they don't come to the Board unless the Academic Affairs Committee approves them. The Committee approves this one and the ULC has endorsed the recommendation. Dan distributed Form B that serves as a ballot and then they were passed back to Dan for counting.

For the sake of information, David Weaver read aloud a portion of the policy for awarding honorary degrees. This was followed by some discussion.

Art stated that he was supportive and "in my role as board chair I respect strongly our management team and their commitment."

Dan disclosed the results of the vote, which included two votes against. The following resolution which came moved and seconded by the Academic Affairs Committee was passed.

<u>RESOLUTION 2.4.06:17 (D. Fallon/Academic Affairs Committee)</u>

WHEREAS, throughout his professional life, James H. Craiglow has worked tirelessly to make a difference in the quality of education, and;

WHEREAS, few members of the Antioch community or University Leadership Council have given as much of their life and commitment to Antioch University as James H. Craiglow, who served as Provost then President of Antioch New England Graduate School from July 1986 to July 2002, previously serving as Associate Dean and Acting Dean; and,

WHEREAS, James H. Craiglow believed in the enterprise that is Antioch University, advancing its mission publicly and privately, representing the University as an individual living the Antioch mission through his many years of volunteer service in the community; and

WHEREAS, in February 2002, he accepted a temporary appointment as Interim Chancellor of Antioch University, an appointment that was ratified in June 2002 to remove the "Interim" designation; and

WHEREAS, his distinguished contributions to Antioch New England and Antioch University have been substantial, making it appropriate and fitting that his role in leading Antioch New England and the University be recognized, and;

WHEREAS, James H. Craiglow has been nominated to receive an honorary degree of Doctor of Humane Letters (DHL); and pursuant to the University policy on awarding of honorary degrees, and;

WHEREAS, said nominations have been reviewed favorably by the Academic Affairs Committee,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees authorizes conferring the honorary degree of Doctor of Humane Letters upon James H. Craiglow on the occasion of Antioch New England Graduate School's commencement on May 6, 2006.

Art next put the following resolution to a vote. There was some discussion.

RESOLUTION 2.4.06:8 (D. Kaplan/S. Guernsey)

RESOLVED, that Steven W. Lawry is elected to serve as Vice President of the Corporation and President of Antioch College retroactive to January 6, 2006, for the remainder of the year ending June 30, 2006.

Passed by unanimous voice vote.

Art then addressed the manner and the quality in which financial data is presented to the Board.

Bruce added that it's important for the Board "to see substance to the process of presenting financial data, especially in the absence of strong campus CFOs. While human errors occur, the campus CFOs need to consult with University CFO." Sherwood asked that Bruce be involved in addressing the gap at the College.

Jack remarked that the university needs to have a standard practice, to have a process in place for an internal audit.

Larry said he respected Toni's financial management abilities and asked that she come back to the Board with a plan on how to improve on the presentations.

Toni weighed in with what she has observed, emphasizing that Central's focus is on issues at the College and on McGregor's Campus West project, that both of these campuses need their own CFOs. Her plan would be to conduct an audit of Central to be completed by the end of the NCA visit. Decisions could be made based on the results of the audit.

There was more discussion about financial planning. Bruce Bedford recommended Tom Clough as someone to consider helping us. The Lovelaces have offered Antioch his services. Dan Fallon noted that Tom was an active member of the Renewal Commission and did all the spreadsheet analyses. There was support for enlisting Tom's help.

At 9:00AM, Art asked the ULC, along with Margo Tucker, to join the session.

Art summarized for the ULC the gist of the foregoing discussion about financial planning, namely the gap in the College's operating needs. He pointed out that the Board voted in support of the Plan for Antioch and stated that the Board is obligated to find resources to fund that plan to the benefit of the College and the University. He then asked for comments.

Dan Kaplan revisited the discussion from the day before about approaching a major donor about his gift to the Endowment and asking about a redirection of those funds to operating costs. He added that there may be alternative ways – rather than redirecting the money – that would have the same effect but keep it within the endowment.

Bruce stated that it would be more prudent for the Board first to require in-depth justification of the financials being reviewed. To require that the College look at alternatives and come back to the Board with options that don't include the endowment. "With the new fund-raising staff, new leadership and changes in the process, there's an enlarged capability the fundraising group may have. What's been missing is any real grant approach. That's money that would be supportive of the College," he added.

Art interrupted the discussion briefly to ask Amy to share some good news. Amy reported that while watching CNN, she learned that the King family had asked that in lieu of flowers for Mrs. King, money be given to Antioch College. The announcement on CNN included Antioch's address.

Art wanted to share something else with the Board that involved a conversation with Dennie Eagleson, Class of '71, who is tenured faculty at the College and one of the co-architects of the new curriculum. She had asked to speak with Art. "I just want to ask you to tell the Board 'thank you' for everything you've done for our College. And to thank you because we know how difficult it's been for you to do what you've had to do to help us."

Art then directed everyone's attention back to the issue at hand.

Steve agreed that there is virtue in doing an analysis of the College's financial situation. He agreed with taking more time to gather more data in order to come up with a solution that yields a higher level of comfort.

Art: review the numbers. Go to Leo to ask for modification of his wishes – plan A for the NCA report. After a review of the numbers, then go to Leo.

Margo noted the additional option of a plan to raise the money and from whom. If the planned giving program is carried out properly, then any money removed from the endowment is quickly replaced. Any money removed would be on an annual basis, replaced with annual gifts.

To Steve, Art said he'd like hear his view of the process and what involvement he needs from the Board and when. Steve agreed to develop by Wednesday, February 8, a plan of what would be done in the spirit of Bruce's suggestions, with a timetable and decision points.

ANE President Search.
Art asked Toni for a report on the search for president at ANE.
Toni reported that there were 46 applicants, with most of those coming in as a result of the November ad. The pool is strong and diverse, most of the VPs and having higher ed experience. There was a meeting in Keene where the pool was narrowed down to 8. The Committee was split into teams for the purpose of interviewing those 8 by 'phone. In the meantime, one candidate has

dropped out. The pool has been narrowed to 4 and the Committee is in the process of doing reference checks on those 4. The target date is to have them on campus for interviews the week of March 6. "I'm pleased with the strength of the candidates we have," Toni said.

Bruce asked if there were any internal candidates to which Toni replied there is one.

Chancellor Search.
Art reported on the chancellor search. The Committee met with Jerry Pieh, the consultant with Isaacson, Miller on Tuesday evening and Art expressed how impressed he is with the professionalism and competence of this search firm. The very large pool of candidates has been narrowed down to 4. On February 17 the Committee will have a conference call to review another 3 or 4 candidates. Interviews will take place in Phoenix in early March and at that time they'll decide what other constituencies need to be brought into the process.

Bruce asked about the timetable. Art said he expects to bring recommendations to the Board in mid- to late April, and expects to have the search resolved by the June meeting.

Art next asked for a review of the consent agenda, noting that he would like for Resolution 2 to be removed for discussion. He asked if anyone else had a similar request. There were none. Art asked for motion to approve the consent agenda.

Resolutions 1, 3, 4, 5, 6, 7 (H. Joseph/J. Merselis):

RESOLUTION 2.4.06:1
RESOLVED, that the Board hereby approves the minutes from the October 20-22, 2005, Board of Trustees meeting held in Yellow Springs, Ohio, and the minutes from the October 31, 2005, meeting held via telephone conference.

RESOLUTION 2.4.06:3
RESOLVED, that Antioch College's revised Drug & Alcohol Policy as presented at this meeting is hereby approved.

RESOLUTION 2.4.06:4
RESOLVED, that Antioch College's revised Consensual Romantic/Sexual Relations Policy as presented at this meeting is hereby approved.

RESOLUTION 2.4.06:5
RESOLVED, that the University's Philanthropic Commitment (Gift) Acceptance policies are hereby revised to read as indicated below:

IX. MEMORIAL OR TRIBUTE GIFTS. C. Endowed Memorial Funds may be established with gifts totaling $20,000 or more. The earnings from endowed memorial funds typically are used for scholarship awards or departmental support. The campus director of development and the University Vice Chancellor and CFO must approve the purpose of such endowed funds.

J. NAMED ENDOWED FUNDS. C. Endowed memorial funds may be established with gifts totally $20,000 or more. The amount of the original gift need not meet the minimum dollar requirement if the donor agrees to fully fund the named fund at the minimum dollar requirement within a specified and reasonable period of time. The campus director of development and the University Vice Chancellor and CFO must approve the purpose of such endowed funds.

RESOLUTION 2.4.06:6

RESOLVED, that pursuant to Section 8.1.1 of the By-laws of Antioch University, Section 4.1.3 of said By-laws is hereby amended by the addition of a new subsection 8 reading as follows, effective immediately:

Compensation Committee: The Compensation Committee shall annually review with the Chancellor the performance and compensation of the officers of the Corporation and shall report to the Board of Trustees any recommendations for adjusting their compensation. The Chancellor is expected to review with the Committee all compensation matters related to officers of the Corporation before making commitments to them. The Committee shall also undertake such other functions pertaining to the employment of officers and other highly compensated employees of the University as the Board of Trustees or its Chair may from time to time request.

RESOLVED FURTHER, that Section 4.1.3(2) of the Bylaws is hereby amended to delete the sentence now reading: "It [the Finance Committee] shall annually review the performance and compensation of the officers of the Corporation and report to the Board of Trustees any recommendation for adjusting their compensation."

RESOLUTION 2.4.06:7

RESOLVED, that upon the recommendation of the Finance Committee, the President of Antioch New England Graduate School ("ANE"), in consultation with the Vice Chancellor and CFO, is hereby authorized to take the actions needed to replace the telephone and voice mail system for the ANE campus, by lease or purchase, as summarized in a memorandum to the Vice Chancellor and CFO from the President of ANE, dated January 3, 2006, or on such other terms and conditions as the Vice Chancellor and CFO deems best; and

RESOLVED FURTHER, that in order to effectuate the foregoing resolution, the Vice Chancellor and CFO and the President of ANE are hereby authorized to sign contracts, equipment leases, notes security agreements, financing statements or other documents as the Vice Chancellor and CFO deems necessary and appropriate, provided that no action taken to replace the telephone and voice mail system at the ANE campus shall violate the terms or covenants of any current bond or other financial obligation of the University.

Passed by unanimous voice vote.

SG asked for each committee chair to get highlights of this meeting to Barbara by Monday.

Finance Report – Bruce acknowledged that since the whole Board had been present for the committee's meeting, there was no need to repeat what had transpired.

Investment Report – Jeff Kasch reported on the return on investment for 2005. We've been very successful in the decisions we've made, he said. The following resolution is presented to amend the University's investment guidelines.

RESOLUTION 2.4.06:18 (J. Kasch/R. Harris)

RESOLVED, that Section VIII, Asset Allocation Guidelines, Subsection A.1., Aggregate Fund Asset Allocation Guidelines (at market value) of the Antioch University Statement of Investment Policy, Objectives, and Guidelines, as amended October 28, 2003, be further amended to permit a maximum investment in International Equities of 20% and a minimum investment in Fixed Income of 15%.

Passed by unanimous voice vote.

Physical Facilities Report – Hal Joseph reported.

RESOLUTION 2.4.06:15 (H. Joseph/A. Zucker)

RESOLVED, that the Vice Chancellor and CFO is hereby authorized to list and sell the residential real estate located at 302-304 Winter Street and 140 W. Davis Street given to the University by Lee and Victoria Morgan on such terms and conditions as he deems best.

Passed by unanimous voice vote.

Hal added that there was an update on the potential new site for a Seattle satellite campus and that the committee would report on this at the June meeting.

Communications Report – Sherwood Guernsey reported that the Committee would like for ULC to prioritize communication in their crisis management plans. Each campus would have a blueprint for managing various crises. This is not a matter of response only to weather crises, but also personnel matters, such as campus unrest for example. Sherwood added that there were several ULC members present at the committee's meeting and they were in agreement. The goal is to deliver a report in June.

The Committee has been conducting an analysis of university branding and image. Because of the importance to increase the visibility of the University to the outside world, we determined that it would be helpful to have this as part of the strategic planning process. In addition, Steve Lawry will work with Toni Murdock to develop a marketing plan for increasing the College's visibility. With regard to the events surrounding the memorials for Coretta Scott King, Sherwood asked Steve and his staff to prepare some talking points that Trustees might use if and when they're in a position to respond to questions or comments from alums, donors, and the outside world. Leslie to get these to the Board and ULC via e-mail today.

Trusteeship Report – Dan Fallon reported on behalf of Barbara Winslow. The Committee determined that we'd like to make it formal that we'll meet on the Wednesday ahead of each Board meeting because we need the extra time this allows. Ongoing is the need for trustees to volunteer to attend graduations at each campus. The Committee discussed evaluation of the Board chair. Also discussed was the issue of trustees sitting on Boards of Visitors (BoVs). While the strategic planning process goes forward, we determined that no trustees should sit on BoVs, including the College's yet-to-be named BoV, Dan said. This will minimize any conflict of interest. He added that if a trustee is already on a BoV, that is the exception. The Committee discussed the process of mentoring new members of the Board and whether the buddy system is effective. There were no resolutions.

Development Report – Jack Merselis reported. The Committee met by phone ahead of the meeting and then again here. McGregor campaign update. Discussed ways in which the board could be engaged more fully in the various campuses. Art has appointed a committee, with Toni, Barbara Winslow, and Jack Merselis to look at the issue of trustee solicitation and expect to report in June.

Jack reviewed the Committee's three resolutions.

RESOLUTION 2.4.06:9 (J. Merselis/Development Committee)

RESOLVED, that the following new endowment gifts and pledges received from October 1, 2005, through December 31, 2005, and endowment gifts for Antioch College Irwin Abrams Endowed Peace Fund not previously acknowledged, are gratefully accepted acknowledged by the Antioch University Board of Trustees:

Donor	Amount	ANTIOCH COLLEGE Restriction / Type
	$5,000.00	General Purpose Endowment
	$500.00	Alexander Family Endowed Faculty Development
	$150.00	Anne Poindexter Fisher Endowed Scholarship
	$125.00	Belinda McGuire Endowed Scholarship
	$100.00	Robert Cooney Endowed Memorial Scholarship
	$1,000.00	Patterson Endowed Scholarship
	$11,138.00	Patterson Endowed Scholarship
	$3,000.00	Paul A. Coney Endowed Scholarship
	$250.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$400.00	Irwin Abrams Endowed Peace Fund
	$35.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund

Donor	Amount	ANTIOCH COLLEGE Restriction / Type
	$50.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$40.00	Irwin Abrams Endowed Peace Fund
	$75.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$20.00	Irwin Abrams Endowed Peace Fund
	$75.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$500.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$300.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$750.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$2,000.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund

Donor	Amount	ANTIOCH COLLEGE Restriction / Type
	$20.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$1,500.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$150.00	Irwin Abrams Endowed Peace Fund
	$500.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$500.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$5,106.74	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$500.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund

Donor	Amount	ANTIOCH COLLEGE Restriction / Type
	$2,500.00	Irwin Abrams Endowed Peace Fund
	$2,500.00	Irwin Abrams Endowed Peace Fund
	$225.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$10.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$150.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$500.00	Irwin Abrams Endowed Peace Fund
	$500.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$150.00	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$300.00	Irwin Abrams Endowed Peace Fund
	$250.00	Irwin Abrams Endowed Peace Fund
	$125.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$150.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$30.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$200.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$150.00	Irwin Abrams Endowed Peace Fund
	$1,000.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund

Donor	Amount	ANTIOCH COLLEGE Restriction / Type
	$50.00	Irwin Abrams Endowed Peace Fund
	$50.00	Irwin Abrams Endowed Peace Fund
	$30.00	Irwin Abrams Endowed Peace Fund
	$564.58	Irwin Abrams Endowed Peace Fund
	$25.00	Irwin Abrams Endowed Peace Fund
	$100.00	Irwin Abrams Endowed Peace Fund

Donor	Amount	ANTIOCH UNIVERSITY SEATTLE Restriction / Type
	$25.00	Scholarship Endowment
	$8.33	Scholarship Endowment
	$8.33	Scholarship Endowment
	$4.17	Scholarship Endowment
	$16.67	Scholarship Endowment
	$60.00	Scholarship Endowment
	$1,000.00	Scholarship Endowment
	$25.00	Scholarship Endowment
	$30.00	Scholarship Endowment
	$1,000.00	Scholarship Endowment
	$30.00	Scholarship Endowment
	$100.00	Scholarship Endowment
	$400.00	Scholarship Endowment
	$30.00	Scholarship Endowment
	$50.00	Scholarship Endowment
	$30.00	Scholarship Endowment
	$100.00	Scholarship Endowment
	$30.00	Scholarship Endowment

Donor	Amount	ANTIOCH NEW ENGLAND Restriction / Type
	$10.00	Wilson Scholarship
	$100.00	Wilson Scholarship
	$250.00	Wilson Scholarship
	$200.00	Wilson Scholarship
	$20.00	ES Masters Scholarship

Passed by unanimous voice vote.

Regarding the non-endowed gifts resolution, Margo spoke to the gift from that the money is to be used for the Antioch Education Abroad program.

Additionally, Jack drew attention to other names on the resolution that are long familiar as Antioch benefactors.

RESOLUTION 2.4.06:10 (J. Merselis/Development Committee)

RESOLVED, that the following new non-endowed gifts and pledges received from October 1, 2005, through December 31, 2005, of $50,000 or more are gratefully accepted and acknowledged by the Antioch University Board of Trustees:

Donor	Amount	Restriction / Type
	$300,000	$125,000 – Antioch College Lois Mann Salary/Benefits $100,000 – Antioch College Annual Fund $ 60,000 – Antioch Southern Calif. SB and LA Annual Funds $ 5,000 – Antioch McGregor Annual Fund $ 5,000 – Antioch University Seattle Annual Fund $ 5,000 – Antioch New England Annual Fund
	$600,000	Antioch University – Alan E. Guskin Scholars Fund for Ph.D. In Leadership and Change
	$135,792.11	Antioch College – Campaign Unrestricted
	$50,000	Antioch College – Antioch Education Abroad
	$130,000	Antioch University
	$60,000	Antioch College – $40,000 Annual Fund $20,000 Campaign Unrestricted
	$50,000	Antioch University McGregor Capital Campaign

Passed by unanimous voice vote.

With regard to the following resolution for foundation grants/contracts, Jack commented on the continued and remarkable support from the Foundation.

Concerning this resolution, it was discovered that one entry was in error and it was removed from the resolution. It was passed as amended.

RESOLUTION 2.4.06:11 (J. Merselis/Development Committee)

RESOLVED, that the following new grants received from October 1, 2005, through December 31, 2005, of $50,000 or more are gratefully accepted and acknowledged by the Antioch University Board of Trustees:

Foundation Name	Amount	Restriction / Type	Date
	$100,000	Antioch University – Programmatic development	11/15/05
	$85,000	Antioch New England – support of The Center for Alternatives to Violence	11/15/05
	$130,000	Antioch University Southern California (1) $50,000 Psychology Department (2) $50,000 Capacity building for fundraising (3) $30,000 Marketing Support of outreach to Hispanic students	11/15/05
	$225,000	Antioch University Seattle $100,000 -Center for Creative Change $80,000 – Psychological services clinic $35,000 – On-line registration capacity	11/15/05
	$175,000	Antioch University McGregor $95,000 – Masters degree for certified school teachers $90,000 – Yellow Springs, Chautauqua	11/15/05
	$60,000	Antioch University Southern California - Year two payment to employ a Consultant to create a development plan for the Santa Barbara campus	11/30/05
	$250,000	Antioch University Seattle Early College High School Initiative	10/12/05

Passed by unanimous voice vote.

Academic Affairs Report – Dan Fallon reported that the Executive Summary for the NCA Report was completed. He added that the committee had issued a resolution of appreciation for the long hours Laurien and Toni had contributed in getting the NCA report completed on time.

Dan explained that since the October meeting the University's mission statement had been edited and made more brief. "We think these two simple sentences contain a powerful message" he said, that it is in concert with Antioch's values and the Committee endorses it. Toni added that it also had the full support of the campuses and asked that it be approved. Art read aloud the mission statement.

RESOLUTION 2.4.06:13 (H. Joseph/T. McNicol)

RESOLVED, that the Board of Trustees hereby approves the following mission statement for the University:

Antioch University is founded on principles of rigorous liberal arts education, innovative experiential learning and socially engaged citizenship. The multiple campuses of the University nurture in their students the knowledge, skills and habits of reflection to act as lifelong learners, democratic leaders and global citizens who live lives of meaning and purpose.

Passed by unanimous voice vote.

In addition, the Academic Affairs Committee had discussed dates for the now annual summer retreat held in Williamstown, Mass. August 26 is the date; the committee will convene on Friday evening, then meet for a full day on Saturday.

Toni explained the justification behind changing the name of ANE to Antioch University New England. It was vetted by the faculty and they are in support. She added this is a symbolic move toward a name that better reflects that it is part of the university system.

RESOLUTION 2.4.06:16 (A. Zucker/J. Kasch)

RESOLVED, that upon the recommendation of the Interim President of Antioch New England Graduate School, the Board of Trustees hereby authorizes and directs that the name of the New England campus be changed effective July 1, 2006, to Antioch University New England.

RESOLVED FURTHER, that action be taken to amend the By-laws of the University at the Board's June 2006 meeting to reflect the change of name of the New England campus and that the Chancellor and other officers of the University take such other actions as my be needed to effectuate said name change.

Passed by unanimous voice vote.

Art took time to recognize on behalf of the Board the efforts that went into the trustees' meeting by Karen Ely, Wendy Dahl, Sharon Sernius, and Leslie Bates.

Toni was asked to speak on the subject of the **Annual Report**. Toni held up the report: *Making a World of Difference*. This is a first attempt, she said. It does include a financial piece, but there are other things that need to be included. She pointed out there was an error in the name of the PhD Program, that the report will be reprinted correctly and copies made that will be distributed to Trustees, Boards of Visitors, and donors. *Applause*. A suggestion was made that it also be made available on the university's web-site.

Art asked ULC and other guests if there was anything they wanted to share before departing. As there was no response, the ULC was excused and there was a 10-minute break.

At 11:00AM, Art reconvened as a meeting of the **Executive Committee** in **closed session**. These minutes are recorded separately. At the conclusion of the Executive Committee meeting, the Board meeting resumed. Art asked if there was any new business.

Jack expressed his appreciation to Toni for stepping into and up to the chancellorship in a very positive way, that it was refreshing and gratifying, and that she deserved extra thanks for her extra work. Jack further expressed his appreciation to Art for meeting all the recent challenges so well so early in his tenure as board chair.

Sherwood commented that over the course of the last three days he'd had the opportunity to interact with Steve Lawry and it was his observation that he's been proactive in addressing immediate needs.

David Crippens shared that he was impressed with Toni's report to the board. With regard to the Dr. Martin Luther King, Jr., family, he emphasized what a big surprise it has been for them to give such high credit and attention to Antioch College. That they have asked that donations be given to a predominately Anglo institution is phenomenal, he said. He added that the past two days have taken him to a very supportive position on where the College is going.

John Feinberg thanked Art for sending the Tom Gilmore (CFAR) article that was sent to the Board ahead of the meeting. The article is *Challenges of Leading & Planning in Higher Education.*

Toni expressed her appreciation to the Board, for their great support, appreciate their commitment.

The meeting was adjourned at 11:20AM. Action items from this meeting will accompany the meeting minutes.

These minutes respectfully submitted by,

Leslie Bates Johnson

Leslie Bates Johnson
Assistant Secretary

Barbara S. Winslow

Barbara S. Winslow
Secretary