

APPENDIX J

ANTIOCH RENEWAL COMMISSION

COMMUNITY: GOVERNANCE, ACCOUNTABILITY AND CULTURE

From the Renewal Commission Charge:

How can we best facilitate effective leadership at all levels (administration, faculty, students) and a campus climate where the educational mission thrives?

***Governance**

***Accountability**

***Culture**

Antioch's first president, educational and social pioneer Horace Mann, offered these parting words, which have inspired generations of Antioch College students: "Be ashamed to die until you have won some victory for humanity." The College's mission statement includes it as its primary goal empowering students with an education that will give them an opportunity to win such victories.

The Renewal Commission applauds this continuing mission, as well as Antioch College's proud heritage as an institution that has used participatory governance both to educate and to insure optimal decision making for the College.

However, for participatory governance to function effectively on the college's behalf, authority in decision-making must be accompanied by full accountability, and must be exercised in the context of strategic planning and business literacy.

For students to develop civic competence, it is imperative that effective civic and leadership skills be expressly taught, including multicultural competence, ethical reflection, community-building skills, the theory and practice of intellectual freedom, and effective change-making. As Arthur Morgan wrote, "While we are learning to be effective, we should also be learning what it is most worthwhile to be effective about."

Specifically, the Renewal Commission recommends that the Board of Trustees charge the Acting President of Antioch College to:

1. Appoint a College Task Force for Review of Governance, to be charged with review of the current Antioch College and Community governance

systems free of all constraint. The objective should be to ensure that the College has in place the best instruments possible for its governance and community functioning. It is recommended that this Governance Task Force examine best practices in liberal arts colleges and similar settings elsewhere and recommend the most effective governance model for the Renewed Antioch of the 21st Century. The Task Force's recommendations should be presented to the President of the College and to the Board by January 1, 2005.

- a. It is recommended that this Governance Task Force design its work as an educational process that involves the entire College community.
- b. It is recommended that this Governance Task Force include some trustees and some external consultants to supplement the on-campus membership.

2. Challenge the faculty to build on Antioch's traditions to create a core competency in Leadership and Change, with assessable, articulated outcomes, as an explicit part of the academic curriculum for every Antioch student.

- a. The goal of the Leadership and Change curriculum will be to help students develop literacy in citizenship for the 21st century. It is recommended that the curriculum include skills and knowledge in leadership, group process, community building, cross cultural and global competence, the theory and practice of intellectual freedom, the history and practice of social change, strategies for organizational change, ethical and moral reflection, and the ethical issues which all leaders face as they organize for change and make decisions for their institutions.
- b. The Leadership and Change curriculum will have well-articulated outcomes, with students' skills in this area evaluated as part of the ongoing assessment program.

3. Accelerate recent efforts to transform Antioch College into a planning institution where literacy in the business affairs of the college is demonstrated by all participants in decision-making.

- a. The ongoing work to develop a functional strategic plan for the College needs to be supported by the Chancellor and Board.
- b. It is recommended that the process of developing the strategic plan be used as an opportunity to continue the process of developing universal business literacy in all populations at the college (administrators, faculty, staff and students), using a methodology such as "Open Book Management." While knowledge of and

participation in planning the College's budget necessarily involves the students in high-stress, high-stakes interactions, we feel that an important skill in Leadership and Change is the ability to make tough decisions with limited resources; therefore community-wide participation in College budget planning should be encouraged.

c. It is recommended that the planning process include a recommendation to insure that all future decisions and budgets at the College are linked to the strategic plan.

d. It is recommended that the process of developing the strategic plan be used as an opportunity to explore additional revenue opportunities for the College.

e. It is recommended that the process of developing the strategic plan be used as an opportunity for the College to clarify with the Board the appropriate future levels of monetary and structural from the University.

4. Link decision making authority – and even influence –to acute responsibility.

a. Specifically, budgets must be met and decisions must be based on a thorough understanding of available resources.

b. Authority and accountability must be clear. In the same way that the Board needs to hold the President accountable and allocate the resources necessary to fulfill her/his responsibilities, the President needs to expect the highest standards of performance and accountability from her/his leadership team, and, within available institutional resources, a mission-appropriate budget must be provided which supports the pursuit of goals as articulated in the approved strategic plan.

5. Revive and implement the Antioch College Honor Code as the standard for actions for all community members. All community members (students, faculty, staff, administrators and trustees) should be asked to sign a Community Code of Honor committing them to the highest standards of behavior and ethics. Violations need to be dealt with promptly and in a manner that ensures fairness while protecting the interests of the greater campus community.

6. Create a Strategic Plan for Community at the Renewed Antioch by January 1, 2005. This plan needs to outline the specific steps, timeline, and budget to create an inclusive and respectful culture where cultural and intellectual freedom, integrity and responsibility are valued, in the context of the ELC vision. It is recommended that the charge for this Plan include the following elements:

- a. A clear picture of how experiential learning communities will come to life not just academically but through community and culture at the new Antioch.
- b. A clear picture of how the core competency in Leadership and Change will educate students through community life as well as academics, so students emerge ready to enter communities of practice across the United States and the world as skilled citizens, leaders and champions for humanity.
- c. A comprehensive strategy for creating an inclusive culture that embraces cultural and intellectual freedom, where students develop multicultural competence and all voices are heard.
- d. A comprehensive strategy to facilitate effective leadership at all levels, and to encourage the active involvement of all faculty and staff as educators and participants in the community.
- e. A comprehensive strategy to sustain and strengthen community ties with students while they are off campus.
- f. A clear outline of the roles, responsibilities and accountability of the Faculty, the Dean of Students, Residence Life, Community Government, Office of Multicultural Affairs, and others responsible for assisting the President in executing the Strategic Plan for Community.