

- Weston – We’re here because this is an important time for Cedarville – you could say a watershed moment.
- Rohm: We’re here this evening to show support for you. Cedarville University primarily is about you. And if we don’t have students like you, we don’t have Cedarville.
- Rohm: Just know that we’re doing our very best to explain these things to you in the best ways that we possibly can. We’re on the same team. It’s not us against you.
- Janice Supplee, Tom Cornman, Bill Bingham, Chris Sohn, Alan Geist – John Hart General Counselor not there, he and Alan recently joined.
- Gredy: We’re here to reassure you. And I just want to share from my heart tonight. And I know that even in these recent days we’ve faced some challenges, and we’re going to share about that – limited in some respects because some things involve personnel matters. But again, we’re going to try to share as much as we can to reassure you, and as I said – overwhelming sense of peace because of people praying
- Talked about search for next president – Dr. Jim Barnes – met with students, faculty, staff, alumni, board – began to put together profile for next pres.
- Question: **What was the motivation behind decisions with philosophy department?**
 - ✓ Gredy – Some of the challenges that have been occurring in the last couple of weeks – those are independent events; they’re not tied together, and God is not surprised by any of those. We began the process of review about four years ago...
 - ✓ Cornman – In May of every year, the colleges choose the programs which will be reviewed from their particular area. The departments are notified of what those programs are; they’re given the opportunity to provide all the information they want to as they go through the program review....(next year) then the dean comes in to the Academic Council and...makes a recommendation to the council...we have done this for the last two full years, beginning in 2010-11, (trustees decide to end and beginning) – start with a very quick dashboard, (decreasing) – that sets off a trigger. If a program has less than 20, if it has had fewer than five graduates for a number of years, if its enrollment is moving lower rather than higher, it then goes through a more significant review...we drive it initially on quantitative data, but we also ask the department to provide qualitative evidence for those decisions.
 - ✓ Cornman: Calvin has 75 (philosophy) majors, Wheaton has 60 majors, but in both cases the bulk of their faculty in the general ed core – 10, then 9 – we’re in a very different category. Colleges that are similar to ours in size have no philosophy major, Abeline Christian, - increasing Momm, 40 to 80 – intro to philosophy still continue. It’s interesting that as a student body, we’re not seeing a tremendous interest in philosophy here at Cedarville. Averaging 17 or fewer students per class for intro. So as a humanities elective, students are not choosing intro in the numbers that we have allotted for that.

- ✓ Cornman: We don't really talk about it in terms of absolute financial dollars, because it's not a "we will save money if we don't do this." It's the ability to reallocate resources to where it will maximize the benefit for the largest number of students. Right now if we talk about what we allocate for philosophy, we're talking about a relatively small amount of students benefitting from that, verses some of our other majors, where if we reallocated the resources we could have quadruple or even six times the number of students in the programs.
- ✓ Does this change represent a move away from liberal arts mentality of Cedarville?
 - Cornman: Absolutely not. This past year, we introduced a brand-new major called the liberal arts major. It is designed to provide our high-end liberal arts students with a liberal arts education...there are significant ACT and GPA requirements –

Understanding there is a non-disclosure agreement, what can you tell us about Dr. Ruby?

- Gredy: First of all, we miss Dr. Ruby and we appreciate him so much. But at one point, he actually initiated a discussion with me and we began to have a series of meetings, and we came to a mutual agreement that he was going to conclude his service. So during that time, of course as I reflect back, maybe not the best timing, because I know it affects all of us, but yet as we proceeded through them I look back and I know God is not surprised by any of this but actually as we worked through that we ended up coming to a mutual agreement that he was going to conclude his service. And so that's exactly what happened.
- Gredy: I can say for sure that it had nothing to do with any moral issues or anything like that. There are good reasons, and any time you go through that, it's kind of like also with the performance evaluation, which you know we have centralized performance evaluations for all of us here at Cedarville University. And when you work through those, you understand as a leader very much people's strengths, areas they're working on – so, yes, there were good reasons, but again I can't go over those.
- **Why was the non-disclosure agreement necessary** – Gredy: This is a common practice; it's a common agreement. And when you're involved in those kinds of things and you do come to some agreements, there's maybe many good things that we did for Dr. Ruby as he's making that transition. Those are private things, and those are things that he and I agreed we would keep private, and of course when you're in one of these things sometimes want to ask people "why did he leave so abruptly?" and even thinking through that one of the things that we think about immediately when you're in that situation and some of you will be – the first thing that's going through your mind when somebody's going through a transition is you're praying for them that God has that next chapter being much better. And so you're really trying to think in helping that person make the emotional thought process and thinking about that next position. So as a part

of those kinds of things you do everything to give references – we know for instance that Dr. Ruby is highly regarded amongst the CCCU (Council for Christian Colleges and Universities) – there are currently top openings that he might be qualified for, so again even in that particular case, and you might not think this way, but when you're going through this transition, what's going through your heart and mind is you're praying that the next chapter would even be better. So that's why it's so important that we continue to uplift the family, uplift Dr. Ruby, we still care and love him, but – again, there are good reasons, but I can't – we agreed that we would not share them.

- **Why was there no formal recognition of Ruby's leaving, and no celebration like what was done for Chuck?** Gredy – As you can imagine because it's rather quick and we talked to Student Life and we talked about other ways we could celebrate, I know they had individual plans for dinners or ways and I know we really appreciated the way students responded and the things they were doing for Dr. Ruby on his last day and prior to that, so I know some of the ideas are to still continue to find ways to celebrate.
- Gredy: One of the things I quickly tried to reassure everyone in Student Life when we met – because that's a very hard thing, Dr. Ruby being here for quite some time, and he was their leader, so we were trying to reassure them – I was an advocate for those things that were important to him – and those were things like Critical Concerns Series, diversity – remember, my whole career started in Student Life, so I have a great affinity – but even more particular, as we're looking at what Student Life has been doing here, it is extremely important that we continue to not only do those things but take them to the next level. And one of the things we talked through with SL and I've talked through with Kirsten Gibbs – and she has graciously accepted to be our interim leader for SL – and as she and I have been talking, again, diversity, Critical Concerns,
- **Why is this occurring when we're between presidents?** Gredy: First of all, I never anticipated that Dr. Brown was going to be stepping down. Now, to be really honest, maybe one or two months before, again, we have a close working relationship, a very cordial relationship – as you know, Dr. Brown is a very gracious person. I began to get a couple of cues maybe a month or two before, but really I was just as surprised as you when he then decided to step down. But again, you know, with Dr. Brown, he's going to continue as chancellor, and one of things we've continued to talk about is just again – affordability for our students – continuing his fundraising efforts.
- **Any connection between Brown's resignation and Ruby's?:** Gredy – There actually is no correlation between the two. And again, I was just as surprised – had some cues ahead of time, wasn't certain – but again, there's no correlation between the two. In hindsight as you look back, I know it's taken a toll on everyone and that's been the hard part.

- Gredy – you need to make this clear: there were no philosophical differences between myself and Dr. Ruby. I enjoyed, I loved going on the Civil Rights Bus tour, I love the Critical Concern series.
- **What was the board's involvement with these decisions?** Gredy – In terms of Dr. Brown's position, or him stepping down, he works through that with the board, so that was all between him and the board of trustees. Then in terms of Dr. Ruby's position, that was one where that was actually at my discretion to work through because again those VPs report to me, so that was one that I worked through. But naturally because we have an extremely close relationship with the board members, keeping them informed, and we will be talking about that at our next board meeting, so that was in my prerogative, again, trying to keep the board members very well informed.
- **What's happening at trustee meeting** – Gredy: Well, I think several things. We've been making a lot of good momentum on Vision 2020, and we're in process of adding new programs and maximizing those that we have. We're so excited that our MBA has been approved and we'll actually now be able to introduce that online. We're pursuing the occupational therapy program, so again good news items to talk about, but also to apprise them of things we've been facing, and there are several things, and just keeping them apprised, and sharing those things with them.
- Gredy: Obviously there are a lot of things floating around out there, but we continue to plan to be just who we are, and we plan for Cedarville to continue to move forward, perhaps with more energy in the future. That's just the way I am. I think one of the things I shared immediately with our team and we've talked through a lot is that the minute Dr. Brown was actually moving towards chancellorship and therefore we'd be conducting a search for a new president of CU, one of the things we talked about was we will not be resting. That's the way I am. We still need to continue to move forward. And so you will not see Cedarville University changing. If anything – one of the things we talked a lot about was that we've got to continue at a very practical level is actually move resources in ways to promote who Cedarville University is. So again, going forward we hope that we continue to escalate, to proclaim just who we are.
- **What's happening with the budget?**
- Chris Sohn: Last fall, starting around Nov., CU began its annual budget preparation cycle. During this process we pull in all the budget leaders across all the different divisions represented by the people on the stage, and we put together what is a proposed budget for the next year. So we estimate how many students there will be, we put together a projection on what the tuition will be, and those things are approved by the trustees. At the same time, we put together an expense plan for the university, which has to do with increasing resources, decreasing resources, reallocating resources from one

place to another place that will add additional value. So through that process right before Christmas we develop what becomes a preliminary budget, if you will. One of the things we're going to talk about this week with the trustees, we will present that budget, present all the details, and then the trustees will vote to approve or not that budget. So the budget is in the final hands of the trustees, and that is one of the main agenda items that I'll be involved with, but it's an important agenda item for the entire university.

- **In light of the resignation of Dr. Pahl, what's CU's policy on academic freedom?**
- Cornman: I don't have the academic freedom policy in front of me, but it is online. Our academic freedom is always bounded as a university by our founding documents including our doctrinal statement. This is not unusual – the AAUP since 1940 has granted religious institutions the ability to limit its academic freedom by its theological propositions. This was reaffirmed in 1996, and the AAUP wrote an article in a magazine called Academia which was specifically designed to help teams visiting universities and colleges who are faith-based with how to apply a faith-based environment with academic freedom. And so we continue to operate under the guidelines of the AAUP's 1940 statement governing academic freedom.
- **Difference in university's dealings with tenured and non-tenured faculty?**
Cornman: All tenured professors have the same requirements as all administrators, all staff, all non-tenured faculty. All of us each year are required to sign an agreement that says we are to concur fully and completely with every part of our doctrinal statement. And that's true whether I'm a staff member, it's true whether you're a faculty member, it's true whether you're Bryan Burns or Dr. Gredy – we all have to do it. And it is a condition of employment at Cedarville University.
- **What are we looking for in next president?** Gredy: I know early on some thoughts have been that – our church constituency has told us that they thought that a president who can be out speaking in the churches, speaking in Christian schools, speaking to various groups – alumni groups – but also as we shared, fundraising's extremely important
- **How does the amount of funds donated differ between Dr. Brown's presidency and Dr. Dixon's?** – Bill Bingham: On average, it's basically exactly the same between Dr. Brown and Dr. Dixon. We average about \$6.2 million each year, give or take \$100,000, and we have years where we get as high as \$8.3 million that's given, and some years we get down to around \$5 million, but we average in the low 6 millions.

- **What changes can we expect at CU, and what changes should we not expect?**
- Janice Supplee: I'm not sure that the students will notice any significant changes, but there are certainly some exciting things on the horizon, like in my area we're very excited about recruiting for new programs for adults and graduate students. So that's really exciting, and I think that really enhances the quality of every one of us who has a Cedarville University degree when we're offering a doctorate of pharmacy and an MBA – all of those increase the quality of each of our degrees. And we've got some exciting things going in China. In fact, right now we have five faculty and Jeff Reep in China right now. We have a couple of students who are here from China, and in addition to our efforts to recruit students, there's also some possibilities for developing business partnerships that are going to benefit you in terms of potential career opportunities, internships – so we're very excited about how God's working in China.
- Gredy: I really believe the future for Cedarville University is bright, but I do believe we need more Cedarville grads out there influencing for Christ, having the opportunity through their competency and the relationships they develop then to share the gospel. So again I just think the need is huge, and I do think the future is bright. We're constantly doing new things, new initiatives just to sustain Cedarville University for the long term and for future generations.

[[Questions from the audience – written on paper during the meeting]]

If the philosophy major is eliminated, what will it look like for current philosophy students?

- Cornman: Because of our accreditor, the Higher Learning Commission, we are required for each of our programs to maintain what's called a "teach out" plan. Once we accept a student, we are obligated to provide the entire program that they came in under. So if you are a phil. major, you will be able to graduate from Cedarville University with a phil. degree. That's our commitment, it comes through our catalogue; it comes through our obligations to our accreditor.

What was the time frame for faculty to respond to the Council's decision?:

- Cornman – The process begins May of the previous year, so for this term is started in May of 2012. They collected Data throughout a good portion of the fall that was turned over to the dean of the college. The members reviewed it; we met as an Academic Council I think it was Dec. 9 to review that; on Dec. 10 I sent a letter to the department telling them the decision of the A.C., notifying them that this would be the recommendation we would be giving to the trustees, and we gave them 30 days to respond. On Dec. 8, while I was home sick with the flu, I got an email from a member of the department that I missed, so we have extended the deadline of the response until Wednesday at 10:00 am.

What's the direction of University for the future?

- Gredy: I think we're just continuing to build on what's been developed in the past. In fact, it's just very unusual that in 60 years, you only have 3 presidents, and that's just amazing. Cedarville has a unique place. When you think of the unique mix of programs that we have – liberal arts and professional programs – and then you look at our Christian Ministries division as an example and everything – we're doing a lot of good work here.
- Gredy: None of the others (colleges he's worked at) have VP position – usually they have four or five people that help with that whole area, we have a much larger staff...so I think CU being so unique, so through chapel, through the Bible minor, through everything we're doing, it really has a unique place. So I just think that good things will continue to happen here.

Will there be some philosophy personnel changes?

- Cornman: It potentially could. The letter that went out to the department on Dec. 10 indicated that this decision could potentially result in the loss of a faculty member.

Some board members didn't know about Ruby's resignation until the students did. Is there any way there could be better communication?

- Gredy: Zak and I have already started talking about – but it is quite common that the president of SGA would give a report at the board, so I've already started working on that; we have a full agenda this time, but hopefully by spring – there is an art to change, I have to come alongside the board members because they're busy with other things, so I help them see some of these things that are important. But I do believe we need to find more venues for students – that's why we're here. That's why I have this position – we're here to serve students. So I think we will work with the board to find ways that – in the board, there are committees, and one of the committees is the Student Life committee. (Zak hasn't visited, means to start that) – but more importantly to give a report so the board members know what it's really like for students. So we're beginning to work on that. We're also beginning to talk about that for faculty. Faculty too – it would be nice if they could give a report.

How to conduct ourselves?

- Gredy: Be gracious. Just trying to be kind to one another...looking for opportunities to pray.
- Gredy: That word “transparency” comes up a lot. We really are serious – we want to be transparent. I know I had a blog that I put out on truth-telling, and one of the reasons I put in my blog about truth-telling is just because of my observation of leaders that sometimes they work in shades of grey, they don't tell everything. I think one of the

hardest struggles I have is even in truth-telling – and I have trusted advisors who have been calling and praying for us and helping us with this. When you're even in this particular situation where you're honoring an agreement – that is telling the truth. But I do think this thing about transparency – just like we're doing tonight – we should be able to share with you everything about our budget, we should be able to share with you those things that we're doing – we need input, as I told Zak – that's where I get some of my freshest ideas. Students seem to have fresh ideas.

Why were we not better informed about Ruby?

- Gredy: Carefully we had to work through the process, work with Dr. Ruby and actually share with them (board members) the actual timeline so he understood perfectly how we were going to inform everyone and when, because again I needed to respect him and needed to make sure he thought it was appropriate, so we actually informed the board prior to that day, and so we had a whole timeline worked out with sensitivity to him and those who we report to, so we simply followed that timeline. I know that Janice Supplee actually worked through that with Dr. Ruby –

Why was it the administration and not Ruby who told students about his resignation?

- Gredy: Again, because there are just so many people affected and the board didn't even know, so again going through those groups that needed to be notified, so that's what we did.

Any other departments considered cutting?

- Cornman: Are we looking at other programs? Yes. We have already cut eleven programs over the course of the past two years. It's not fair to talk about the programs that are under review at this point until the faculty of those programs are notified, and so I would prefer not to do that. There is one more that the trustees are voting on – and I have not heard a single complaint about this – but we are eliminating the BA in physics. They will vote on it this time. They have already voted on the end of the Church Music major and the American Studies major – that was last year, and that took place this fall. They will continue to review what we review, and as we've already indicated, every program will be reviewed at least every five years.

Any way the school could be more proactive instead of reactive about communicating important issues?

- Gredy: Yes, and that's where students really can give invaluable advice. And I think we were talking about even academic things as we're thinking about new initiatives, thinking about changes, we need to remember to be proactive, to let you know, to let you be thinking – and also to get good input. One of the things is we are fairly large, we are fairly complex, but one of the things that I keep reminding myself is we have to be much

more deliberate about communication, and so that's one reason why we're here, is we just need to be deliberate, to be engaged, and we will be making a commitment to do that.

Any truth to the concern that this represents a greater conservative, fundamentalist leaning for the university?

- Gredy: That's a good question, because we've heard that floating around, and – no. We're just going to continue to be who we are. And I do think though one of the things that's really important is our founding doctrine statements. So I think where we are – we're going to continue being who we are – we're not veering off to the left or the right – we're just going to continue to be who we are.