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December 10, 2022

Miguel A. Santana
Chairman, Whittier College Board of Trustees
Members, Whittier College Board of Trustees
13406 E. Philadelphia Street
Whittier, CA 90602

Dear Mr. Santana,

The current turmoil over the elimination of certain athletic programs has caused such a stir in the greater Whittier College community that the entire community has lost all confidence in the current President of the College, Dr. Linda Oubre. It is our considered opinion that Dr. Oubre must be placed on administrative leave until such time as a complete study is performed on all her significant administrative, financial, academic, and personnel decisions ha been completed and a determination made to retain or release her from her position as President of Whittier College.

The reasons are as follows:

Here are the facts to justify this decision:

- A. Failed to restore the operational budget to a continuing positive balance.
 - 1. continuing decline in net assets
 - 2. continuing increase in net liabilities
 - 3. continuing decline in annual pledges¹
 - 4. the unnecessary and frivolous way the President required Whittier College to support her at her home in Northern California is an outrage when there is Wardman Home available for her use especially when Whittier College is facing a significant financial failure is unconscionable action.
- B. Failed to increase student enrollment.
 - 1. Student enrollment is in a continuing decline^{2,3}
 - 2. Student enrollment will show a decline in diversity of the student population⁴
 - 3. Admissions budget increase year over year with no commensurate increase in student enrollment⁵
- C. Negatively affected the diversity of students through enrollment.
 - 1. The current proposed elimination of certain athletic programs will negatively affect the current and future enrollment of a more diverse group of students and there has not been demonstrated a pan to replace those students.
 - 2. Eliminated the annual Hawaiian Music Festival'
 - 3. A commitment to diversity is not an "or proposition" it is an "and proposition".
- D. Failed to meet the value of open communication and transparency that is a long-standing norm for the Whittier College Community.

1. The current proposal to eliminate certain athletic programs fails to meet even the minimum Whittier College's policy of open and transparent communication.
 - a. Little to no faculty input has been demonstrated.
 - b. Little to no community input has been demonstrated.
 - c. Little to no student or alumni input has been demonstrated.
 - d. Little to no support has been demonstrated for the decision.
 - e. Little to no statistical information has been demonstrated or shared with the community at large.
- E. Failed to meet even the same academic standards Whittier College students are required to meet.
 1. The press release for the elimination of certain athletic programs violates copyright laws, plagiarism is prohibited in the student Code of Conduct and is a significant error for a Harvard Business graduate and the President of Whittier College.
- F. Failed to meet the nepotism standards set by Whittier College;
 1. Employed the President's son and at a rate not commensurate with his past experience⁶
- G. Failed to meet her fiduciary responsibilities; and,
 - a. Net assets decreased
 - b. Net liabilities have increased
 - c. The use of derivatives to increase investments is a very precarious investment. There are many examples of derivatives bankrupting businesses. The most notable case in recent California history is the financial failure of Orange County, California. During that same time period many school districts using derivatives also went into bankruptcy.
 - d. The sale of assets, especially land and buildings by educational institutions is a violation of sound business practices. The use of an increase in one-time revenues to support ongoing expenses is a very dangerous and potentially irreversible action that leads to bankruptcy.
- H. Failed to meet the role and responsibility of the President of Whittier College to maintain the ideals, traditions, and history of Whittier College and the Whittier community at large.
 1. Closed the Shannon Center⁷
 2. Proposing the sale of the Wardman House. The Wardman House is a significant historical house whether it is technically on the listing of Historical Hos or not. This home housed every President if Whittier College from the college's inception until this President. It is the dream of every Whittier student to attend a reception at the "President's Mansion". The sale of this home cuts to the heart and soul of Whittier College. If this home is in a state of disrepair so much so, then why is her son using the address as his place of residence? Wy did the Board of Trustees use funds to support the President in living in Northern California when those same funds could be used to restore and renovate the Wardman House thereby preserving a very dear historical home? Or, as maybe the case, why build a new "President's home" that is far away from the college and the students and the faculty when those same funds could be used to restore and renovate the Wardman house?
 3. This President has sold every meaningful and historic building that holds Whittier College tradition. And what is next? The football field for residential

development. This President has clearly demonstrated that she cares not one whit for the history, traditions, and character of Whittier College. The president has failed to live in the city, next to the college. How can one ever get even the sense of the community when she doesn't live in the community.

I truly believe that President Linda Oubre has demonstrated that she should not represent Whittier College. Dr. Oubre has neither the authority nor the authenticity to direct Whittier College. That it is entirely appropriate for her to be placed on administrative leave with pay pending the full investigation of all these actions. As a requirement of full pay while on administrative leave that she be barred from making any statements that are harmful or derogatory or have an adverse effect on any facet of Whittier College.

Sincerely,

/s/

Francis L. Remkiewicz '74

Cc: All members of the Whittier College Board of Trustees

Footnotes:

1. Donations make up 11% of the operating revenues
2. The latest year shows a decline of 321 students
3. The most current decision to cut certain athletic programs ensures a further decline in enrollment of up to 127 students for a total of 448 less enrolled students
4. Diversity will decrease due to the proposed cuts in athletic programs with no plan in place to replace or increase the diversity
5. Recommend a full study of the Admissions budget and operational procedures of the Admissions program
6. Violates Section 6.2 of the Board of Trustees by-Laws. Even if there was some sort of exception approved by the Board of Trustees since the Board policies prohibit nepotism as does the law for most public agencies. All private corporations and educational institutions have nepotism clauses in their policies In the board policies even the Executive Committee of the Whittier College Board of Trustees cannot make policies that violate prior board approved policies. It also violates the roles and responsibilities of the Board of Trustees. "Ensure that the Board of Trustees is exemplary in the course of meeting its responsibilities." It violates the Code of Conduct, Sections VII., VIII., and IX.
7. The Shannon Center has the oldest continuous Hawaiian music programs of any college or university on the mainland. If diversity was really an issue, the elimination of certain athletic programs as well as the cuts in to the Shannon Center fail to demonstrate a real commitment to diversity.