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Miguel A. Santana, Chairman
Whittier College Board of Trustees
Whittier College
Members of the Board of Trustees
President of Whittier College
Editor, Quaker Campus
13406 E. Philadelphia Street
Whittier, CA 90602

Dear Mr. Santana, Trustees, Madame President,

I have reviewed the Whittier College Code of Conduct and I am compelled to point out the various violations by the Board of Trustees as well as the President of Whittier College. As you review this letter it is my duty as the representative of one of the founding families and four generations of Whittier College graduates (1917-2002) to request the resignation of the President of the Board of Trustees and all members of the Board of Trustees. In addition, the release of the President of Whittier College from her contract for aiding and abetting the Trustees in their intentional violations of the Code of Conduct,

As a United States Marine, I lived by the Uniform Code of Justice. The Oath I took to preserve, protect, and defend the Constitution, which has no expiration date, I still stand by today. These are singularly inviolate words as is the Whittier College Code of Conduct. I, as well as over 1,000 graduates, must insist that each member of the Board of Trustees accept your failures in following the Whittier College Code of Conduct and, based on your violations of the Code of Conduct, resign your office.

I would like to begin with an egregious error of omission that is in and of itself cause for the President of the Board of Trustees as well as the Governance Committee to resign. The Board of Trustees failed to explicitly include the President of the College in the Code of Conduct. While the Trustees should have the ability to discipline the President of Whittier College via the evaluation process, by not explicitly including the President of the college provides for an interpretation of the Code of Conduct on behalf of the President that is not acceptable. This is the singularly most important Officer of the college for which the Board of Trustees is directly responsible. By omitting the President from the Code of Conduct the Board failed to meet the critical requirement of holding the President accountable. This wasn't a mere oversight but rather an intentional omission. President Oubre categorically rejects any Quaker values. She also believes she is not subject to anyone's rules but her own, thereby lacking a moral

compass. This should not be acceptable by the traditions and values of Whittier College. In keeping with the same values and traditions of Whittier College the only acceptable moral action for the Board or Trustees to take is to step down and allow a new group of trustees who are willing and able to apply a moral compass to everyone, including the President. The remaining violations are:

- A. *Members of the Board of Trustees shall take all necessary and appropriate steps to avoid situations involving actual or potential conflicts of interest, including in situations where relatives may become employed at the College, and are required to complete the Conflict of Interest survey annually.*
 - a. The Board hired a relative of the President in violation of this section of the Code of conduct. Furthermore, the Board allowed a new major funding source to support his position while student admissions drop by 321 students and tuition discounts are at an all-time high of 55%. That means that the college gave away over \$70 million dollars in tuition discounts. Admissions is but one of many critical areas of the college that this one-time source of revenue would have helped. If not a conflict of interest it certainly gives the appearance of a conflict

- B. *Inspired by Quaker heritage, the Whittier education equips students to be active citizens and effective communicators who embrace diversity and act with integrity.*
 - a. By Board actions, you failed to uphold the Quaker heritage. The Board has permitted the President to live “off campus” all the while allowing a relative of the President to claim the Wardman House as his personal residence. The Board of Trustees during this same period, permitted the President of the College to reside in another residence of her choosing. By doing so the Board has incurred unnecessary expenses during a critical financial time while providing a form of compensation to a relative that is not afforded to any other employee of the College. (also a violation of A.)

- C. *The Whittier College Board of Trustees shall conduct themselves in a manner that is in keeping with the mission, culture, and traditions of the College. Meeting that expectation is an implicit requirement for every College employee and all members of the Board of Trustees.*
 - a. The Board has failed to hold themselves and the President of the College to this standard. Inadequately preparing Whittier College for the WASC accreditation process significantly reduces the mission, culture, and heritage of Whittier College in the eyes of its peers as well as prospective students. Had the President fully complied with the Code of Conduct Whittier College would have received a 10-clear accreditation. By not adequately preparing for this accreditation the college is now subject to a

continuous review over the next 10 years. This will most certainly call into question the high academic standards for which Whittier College is known. It has also caused unnecessary humiliation for the students and faculty of Whittier College.

- D. *All members of the College community, and all people with whom members of the Board of Trustees interact in connection with their membership, are to be treated with respect and courtesy.*
- a. In the Board of Trustees' most recent decision to eliminate certain athletic programs the Board and the President failed to include all the critical stakeholders in the decision process. Furthermore, by the President's own admission during a Zoom meeting held on December 16, 2022, the President stated she failed in her responsibility to be completely transparent to the college community.
- E. *All members of the Whittier College community are expected to conduct themselves ethically, i.e., by demonstrating honesty, integrity, fairness, respect and professionalism toward all matters and persons. No Board of Trustee member shall provide inaccurate, false or fraudulent information in the course of conducting business, on College documents or during College investigations, audits or complaint processes.*
- a. The Board of Trustees and the President have failed to provide data-driven plans, goals and objectives for all the critical issues required to maintain Whittier College as a viable, financially healthy, on going liberal arts institution. This was unequivocally pointed out by the WASC accreditation committee.
- F. *All Trustees should familiarize themselves with the College's Anti-Harassment Policy and Equal Opportunity/Anti-Discrimination Policy, as outlined below. . . . The College prohibits any form of retaliation against any applicant, employee, (including student employees), or independent contractor for filing a good faith complaint under this policy or for assisting in the investigation of a complaint.*
- a. The Board of Trustees has permitted and encouraged the President of the College to remove certain employees from their positions without just cause. In addition, the President has threatened Trustees, employees, and others with frivolous lawsuits for exercising their constitutional right to free speech.
- G. *If a Trustee has knowledge, concern or suspicions of illegal, dishonest, wrongful or fraudulent activity, the Trustee has a duty to report such activity to the Associate Vice President, Human Resources and Organizational Development as soon as possible.*

- a. The above violations of the Whittier College Code of Conduct create a violation of this section of the Code of Conduct.

The enumerated violations are sufficient for the discipline of the Board of Trustees as well as the President of Whittier. I call your attention to the following also from the Whittier College Code of Conduct:

“Members of the Board of Trustees may be subject to discipline if they fail to meet expectations arising from their role as a Board Member and as a member of the Whittier College community.”

For the type, severity, and number, of infractions, the only appropriate remedy is to release the President of Whittier College from her contract and for the entire Board of Trustees to resign. I see no other acceptable alternative.

Respectfully,

/s/

Francis L. Remkiewicz '74

Cc: Quaker Campus