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President,  
Whittier College  
Members, Whittier College Board of Trustees  
13406 E. Philadelphia Street  
Whittier, CA 90602

Dear Dr. Oubre,

I am writing to you in response to the most recent Whittier College website addition entitled Recognizing Our Strengths. Allow me to introduce myself professionally. My education includes an AB from Whittier College with an intensive in Social Revolutionary Theory. Master's in public administration at San Jose State, a Certificate in School Business Administration from Cal State Fullerton, an additional major in accounting, and I was ABD in the St. Mary's Urban Leadership EdD program. I do tip my hat to your Harvard Degree as it is renowned. I would add that I worked at the highest levels of California K-12 District Administration for about thirty years. Most of those years were in large, diverse, urban school districts. I offer this information not because I think I know as much about colleges and universities as you do, but I believe there is no substantive distinction between the administration at your level and the administrative experience I had at my level. I have worked with Boards of anywhere from 3 to 7 members but even Board management is pretty much the same.

So, let's review what I believe are some of your recent learning experiences.

- First rule of thumb is an executive administrator should live and work in the same community. That is an expectation the community has and when one ignores that the community believes you do not like them.
- The second rule of thumb is to make no changes at all for at least six months. During the interim one simply reviews the ongoing operation until a certain amount of known history is developed.
- Third, never sacrifice a sacred cow.

- Fourth never stop communicating. Never stop communicating truthfully. The corollary is never tell a lie because sooner or later you will forget what the lie was, until someone else tells you about it and then it is too late.
- Fifth, hire people much smarter than you. Those people will keep you out of harms way. The corollary is giving all the credit to those that do the work. Everyone else will know you are wonderful because you hired such good staff. Never let your staff take the fall for anything. Your staff will love you for it, go the extra mile for you, and it is your fault anyway because you hired them.

I will be honest with you on at least two levels. You should have never taken this position. I knew Whittier had made a mistake when I first reviewed your credentials. Your credentials did not match anywhere close to the Whittier College I knew. If there was any chance of success it would have been to create a paradigm shift in the true, Thomas Khun sense. What little I know of your resume and your career trajectory, you have neither the time nor the tools to create foundational change to a 100 year old institution. Whether you know it or not you were doomed to failure even before you arrived. And one last thing. While you may not any longer find any overt Quaker values or even traditions, just beneath the surface of Whittier College runs a strong moral compass. Not only did you miss that but virtually every decision you made ran afoul of that existing moral compass.

Finally, a solid administrator knows that no matter whether you win or lose the battles or the war, in your remaining time you will be a completely ineffective President. Anything you had in mind to accomplish will never get done and the mistakes you made in the past will only compound in the future.

Respectfully,

/s/

Francis L. Remkiewicz '74