

F A/C



James Joseph  
DC - 1075 202-942-5355  
01/28/2005 01:30 PM

To: Dixie LaBrake/Sec/DC/ArnoldAndPorter@APORTER  
cc:  
Subject: Fw: Evaluations

pls print

----- Forwarded by James Joseph/Atty/DC/ArnoldAndPorter on 01/28/2005 01:30 PM -----



Leslie.Bains@[REDACTED]  
01/28/2005 01:24 PM

To: James Joseph/Atty/DC/ArnoldAndPorter@APORTER  
cc:  
Subject: Fw: Evaluations

[REDACTED]

[REDACTED]

[REDACTED]

Josh Eikenberry  
Assistant to the President

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----- Forwarded by Leslie Bains/INT/AFSIP on 01/28/2005 01:23 PM -----

"George Collins"

[REDACTED]

To: "Gary Cohn" [REDACTED]  
cc: [REDACTED] Leslie Bains [REDACTED]

01/26/2005 10:28 PM

Subject: Fw: Evaluations

In case you did not receive this material. Let me know. GJC

----- Original Message -----

From: "Benjamin Ladner" <ladner@american.edu>

To: <[REDACTED]>

Sent: Wednesday, January 19, 2005 2:22 PM

Subject: Evaluations

> George--

>

> Nancy and I are really sorry to be missing St. John. Nancy got up and  
> moved around semi-normally yesterday, which was not good. Today, she is  
> back in bed. So we'll see. Hope you have a great time doing the things we

AUSF 000360

> would like to be doing.

>

> I am enclosing three documents: 1) evaluations of the Cabinet; 2) my  
> own performance report; 3) some ideas on my compensation going forward. I  
> am attaching them electronically here, but I will also overnight them to  
> you so you will have a hard copy tomorrow, if you like. I assume you can  
> forward them  
> electronically to the rest of the committee, but I can overnight a hard  
> copy to the as well if you want me to.

>

> A fourth document I am still working on, namely my response to your  
> request to send you my views on what I see have been and are the major  
> issues related to compensation. My out-of-town fund raising travel keeps  
> getting in my way. I'll try to finish it in the next day or two. If I  
> don't get it to you before you leave for St. John, it will be waiting for  
> you when you return.

>

> Have fun!

>

> --- Ben

>

>

> (See attached file: Cabinet Evaluations.2003-04.doc) (See attached file: BL  
> Performance--2003-04.doc) (See attached file: BL comp.proposal.1-18-05.doc)

>



Cabinet Evaluations.2003-04.doc BL Performance-2003-04.doc BL comp.proposal.1-18-05.doc

AUSF 000361

### Ben Ladner's Performance Highlights, 2003-04

This was a historic, breakthrough year for AU as we set records of quality and achievement throughout the university. Some of these were:

- Admission of the most qualified freshman class ever (mean SAT's up 23 points from last year to roughly 1250; GPA average just under 3.5).
- *Princeton Review* included AU among 75 schools nationwide listed as "America's Best Value Colleges."
- *U.S. News & World Report* ranked AU 86 in its listing of the top schools in America (up 13 positions from last year, and up 35 from 10 years ago).
- The School of Public Affairs was ranked in the top 10, with Criminal Justice ranked #3 and Public Management #8.
- A British research institute ranked SPA's Political Science Department #32 in the world for its quality and world-wide impact on the field.
- The Kogod School of Business moved into the top 85 rankings, with the MBA program ranked 46<sup>th</sup> by the *Wall Street Journal*.
- The Washington College of Law was ranked in the top 50, with Clinical Law at #2 and International Law #6 in the nation.
- The College of Arts and Science's American History and Economics departments were ranked in the top 25 and Creative Writing among the top 50.
- The School of International Service, still the largest international school in the country, ranked in the top 10.
- The School of Communication became the third largest producer of journalists, visual media, and public communications professionals in the U.S.
- *Black Issues in Higher Education* has placed AU in the top 100 of graduate and professional productivity by minorities.
- In the National Survey of Student Engagement (NSSE), AU scored *first* on three of the five dimensions in the survey, among the 42 universities with which AU is grouped ("doctoral extensive"). We were first in "level of academic challenge"; "providing enriching educational experiences"; and "student faculty interaction."

Additional specific highlights of my performance last year are listed below.

- 1) Oversight management of the American University of Sharjah (AUS), including extensive negotiations with the Ruler, management of the administrative team, serving on the Board and Executive Committee, security monitoring in light of Middle East tensions, etc.
- 2) Negotiated and completed renewal of \$10 million AU contract with Sharjah
- 3) Led AUS to achieve Middle States Certification, only seven years after its founding
- 4) Negotiated and completed a \$10 million contract with Nigeria to construct and provide oversight management of a new American University of Nigeria.

- 5) Attracted another \$15 million gift from Robert and Arlene Kogod
- 6) Launched \$200 million capital campaign with successful opening dinner ceremony and led effort yielding \$92 million through last year
- 7) Successfully lobbied U.S. Congress for \$10 million appropriation to the Army Corps to complete munitions and chemical removal from AU campus
- 8) Successful management of buried munitions and chemical warfare issues with the AU community, parents, neighbors, EPA, DC City Council, Washington and national media, and alumni
- 9) New ten-year institutional accreditation by the Middle States Association, with special notations for AU's success and Middle States' use of the AU Self-Study as a national model (ten years ago, Middle States gave AU only a provisional five-year accreditation)
- 10) New ten-year institutional athletic accreditation by the NCAA
- 11) New ten-year institutional accreditation by The United Methodist Church
- 12) Continued significant improvements to campus facilities, landscaping, and signage (including my own gift that created a new memorial garden in honor of my father-in-law)
- 13) Made high-profile decision to replace WAMU director, and successfully managed leadership transition, media relations, advisory councils, and listener responses. After \$3 million loss the previous year, the station operated with a balanced budget (even a slight surplus) and attained near-record contributions, including the largest corporate gift in WAMU history.
- 14) Extensive management of architectural, financial, donor, city, and other groups, leading to a successful groundbreaking event and the beginning of construction of the Katzen Arts Center
- 15) Extensive management of architectural, financial, donor, city, and other groups, leading to the construction and opening of the Greenberg Theatre
- 16) Implemented new campus governance system, including regular town meetings with the campus community, leading new University Council, delivering first "State of the University" address, etc.
- 17) Revamped and upgraded graduation standards and ceremonies
- 18) Led high-level Palestinian-Israeli dialogues in Washington, Jerusalem, and Ramallah
- 19) Numerous lectures, addresses, and presentations including, for example:
  - Commencement Address, American University of Sharjah—Sharjah, United Arab Emirates
  - Six-Country Conference (Canada, China, Korea, Japan, Mexico, U.S.) on North America and East Asia—Washington, DC
  - Embassy of Chile and American University Joint Conference: "Pablo Neruda Centennial Tribute"—Washington, DC
  - AU International Conference on Iraq and the Kurds—Washington, DC
  - American Jewish Committee Awards Ceremony—Washington, DC
  - International Conference on Contemporary Islam—Alexandria, Egypt
  - AU International Conference on Democracy and Elections—Washington, DC
  - U.S. State Department International Program for Near East and North Africa University Administrators—Washington, DC

- 20) Made more than one hundred presentations last year to groups of AU alumni, parents, students, faculty, plus university-wide commencements, convocations, memorial services, etc.; and to groups of foreign visitors (university administrators, faculty, students, and government ministry personnel)
- 21) Hosted WAMU *World Crossroads* radio show
- 22) Led emergency evacuation and building repairs for Beeghley Building, due to chemical leaks
- 23) Led campus preparations and responses to Iraq war, Israeli-Palestinian tensions, and DC sniper episodes
- 24) Developed and received Board approval for AU's first University Wage Policy
- 25) Successful lobbying with the D.C. Mayor and City Council, leading to approval of bonds for construction of Katzen Arts Center
- 26) Made significant progress in implementing the 15-Point Plan, including campaign fundraising, governance reform, international program development, expanded physical fitness initiatives, reorganization of Campus Life division, increased operational efficiencies and cost containment, increased quality of students and faculty, reduction in number of master's and doctoral programs, and reduction in number of adjunct professors
- 27) Oversight management of IRS audit of the university (which was randomly selected)
- 28) Developed and implemented AU's first two-year budget
- 29) Served on Review Committee to develop the United Nations Report on Arab Countries
- 30) Elected to Board of Directors, National Collegiate Athletic Association (NCAA)
- 31) Elected to Board of Directors, Committee for Economic Development
- 32) Elected Board Chair, Consortium of Washington Universities
- 33) Elected President's Council Chair, Patriot League

January 18, 2005

**AUSF 000370**

MEMORANDUM

January 18, 2005

TO: George Collins  
FROM: Ben Ladner  
SUBJECT: Considerations for Future Compensation

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Thanks for asking for my views on my compensation going forward. I'm not entirely sure I know how to respond. A year ago, I was asked by the Compensation Committee to work with a financial advisor to determine how much of a gap there is between my present financial arrangements with AU and what would be needed to maintain a similar lifestyle in retirement (a stated commitment in our Executive Compensation Program policies).

What I sent you then was intended to identify areas for discussion between the committee and me regarding the financial gap and possible strategies to close it somewhat. I was decisively rebuffed. As you said in your recent email, my document was "DOA." Unfortunately, it was not intended to be an "arrival" of any sort—dead or alive—but only a response to the committee's request to outline of areas I thought would frame the beginning of a discussion.

That discussion between the committee and me never occurred, of course. Now, that the committee has decided to reduce rather than increase my compensation in the future, not only will the financial gap be even wider, there is little room for alternative approaches. Nevertheless, the few areas I would identify for consideration are those I mentioned in my quick, brief response to the committee last November 3.

First, since the annual merit increases and my retention incentive will be eliminated, perhaps some portion of the \$300,000 I will lose each year could be added to my annual salary. By July 2005, presidents' compensation in AU's comparator group will rise again, of course, and I am not likely to be the highest paid executive in our group. Moreover, as I have said before, since my contract specifies two years of salary upon leaving my position, it would be helpful for me to be receiving a higher salary in the last years before my retirement. On this point, perhaps a merit amount could be added in the two years after I retire.

Second, a fully funded long-term care insurance policy covering Nancy and me would be a valuable addition to my benefits.

Third, it could be to the advantage of both the university and me to consider a different arrangement for my leadership at AU the next few years. One possibility is a chancellor-president arrangement (like Boston U. and U. of Denver in our comparator group). As chancellor I could have full-time responsibilities for fewer but very important areas (such as fundraising, strategic planning, and international development). A newly

AUSF 000371

appointed president could have all other executive operational responsibilities for the university, thereby relieving me of presently onerous but unavoidable obligations—budgets, security, ceremonial appearances, legal affairs, etc.

Or, to accomplish the same thing, I could retain the title of president and re-define my position along the lines described above, then create a new position or expand an existing one (probably more difficult) to take over daily operations.

Apparently, such a scenario would have the advantage of allowing the Board to create a new contract for me (which Meischeid says—wrongly, I believe—is the only justification for increasing my compensation significantly). It would also free me of my present responsibility for an extremely large and diverse portfolio with too many demands on my time.

Since most other rewards, benefits, and retention inducements for me have been eliminated by the committee, I'm not sure what other areas there are to consider. But I will be glad to discuss these or any other ideas with you or the committee if and when it is appropriate.