

Westminster Choir College Acquisition Corporation

November 8, 2018

Dear Westminster Choir College Faculty and Staff,

In my recent meeting and communication with you, I noted the uncertainty over whether the new Westminster Choir College would be able to begin operations on July 1, 2019 because of actions by opponents of the plan for sustaining and growing this great institution. As I stated, as a result of the opponents' tactics, Westminster Choir College Acquisition Corp. (WCCAC) has decided to delay issuing the planned conditional employment offer letters. I realize this delay is a cause for concern among the Westminster community. You, and many others, are working hard to provide high-quality instruction and service to the College's most important asset: its students.

In this update to you, I would like to offer what I hope will be reassuring details about the activities being undertaken by WCCAC in its efforts to start a bold and exciting chapter in the College's story.

First, let me say that WCCAC is one hundred percent committed to completing the transfer from Rider University as soon as is practically possible. Lawsuits and other allegations are, to be sure, a distraction that requires our time and resources to counter. However, we remain focused on bringing the transaction to a successful close. Our commitment is unwavering and we are anxious to complete all the steps that will enable us to work hand in hand with the WCC faculty, staff, and students to bring to this College its best years ever.

Even though the transaction with Rider is still pending, the partners have already been providing significant financial support in the current academic year to maintain WCC's normal operation. We want WCC to succeed and flourish. On a parallel track, the partners are also funding the efforts to obtain the required accreditation for WCC to operate as an accredited educational institution after its relationship with Rider ends.

At the same time, broadened efforts to market WCC internationally are underway. The partners funded the Westminster Choir's highly successful recent eight-day trip to Beijing. The feedback I have received from students and faculty who participated in the tour and performances has been truly remarkable. These events carry a powerful message to the world that WCC is alive and active, and is breaking new ground with its first trip to Asia since 1996 and first-ever trip to China. Everyone who was involved is pleased with the opportunity this venture, and others to come, provide to expand awareness of WCC in China and the rest of Asia, and to recruit outstanding international students from those markets.

Closer to home, the partners are underwriting plans to revamp WCC's online presence to match the demands and expectations of prospective students in today's digital world. The

project will include a redesign and relaunch of the WCC website and redeveloping the entire online strategy. At the same time, the partners are funding a study of WCC's IT infrastructure and the systems needed for the efficient functioning of every aspect of the College's operations. All of the goals for Westminster Choir College are meant to take the College to new heights as a leading, world-class, music educational institution — artistically and financially stronger than ever.

WCCAC realizes that all efforts to recommit WCC to the highest standards of music education begin with the school's faculty and staff. As such, it is important to us that we reiterate our intent and desire to provide offers of employment to full-time faculty and staff, priority adjunct faculty, and part-time staff. As we have stated on prior occasions, employees without tenure will have the protection of a one-year or two-year contract, rather than being hired "at will," and tenured faculty will retain that status, not subject to the limitation of a two-year contract. When offers are made, they will include our commitment to provide compensation at levels not less than the current base salary/hourly pay, benefit plans comparable in the aggregate to what you currently have through Rider, and the acknowledgement of your rank and tenure for faculty and service credit for all reflecting your employment with Rider. As a completion date for the transfer from Rider University becomes more certain, we will provide you with additional information regarding offers of employment. Our intent to make offers of employment remains unchanged.

The plans WCCAC envisions for Westminster Choir College are real and substantive. The time will come when Westminster Choir College is no longer a part of Rider University and will be charting its own future. I am proud to be associated with the people who will make sure, when that time comes, WCC will have the foundation necessary to embark on a future as fulfilling and meaningful as its storied past.

As always, I welcome the views of the entire WCC community as we move ahead.

Best regards,
Larry J. Livingston
Interim President
Westminster Choir College Acquisition Corporation