



ANTIOCH
UNIVERSITY

ONE UNIVERSITY

TOWN HALL MEETING

Strategic Planning

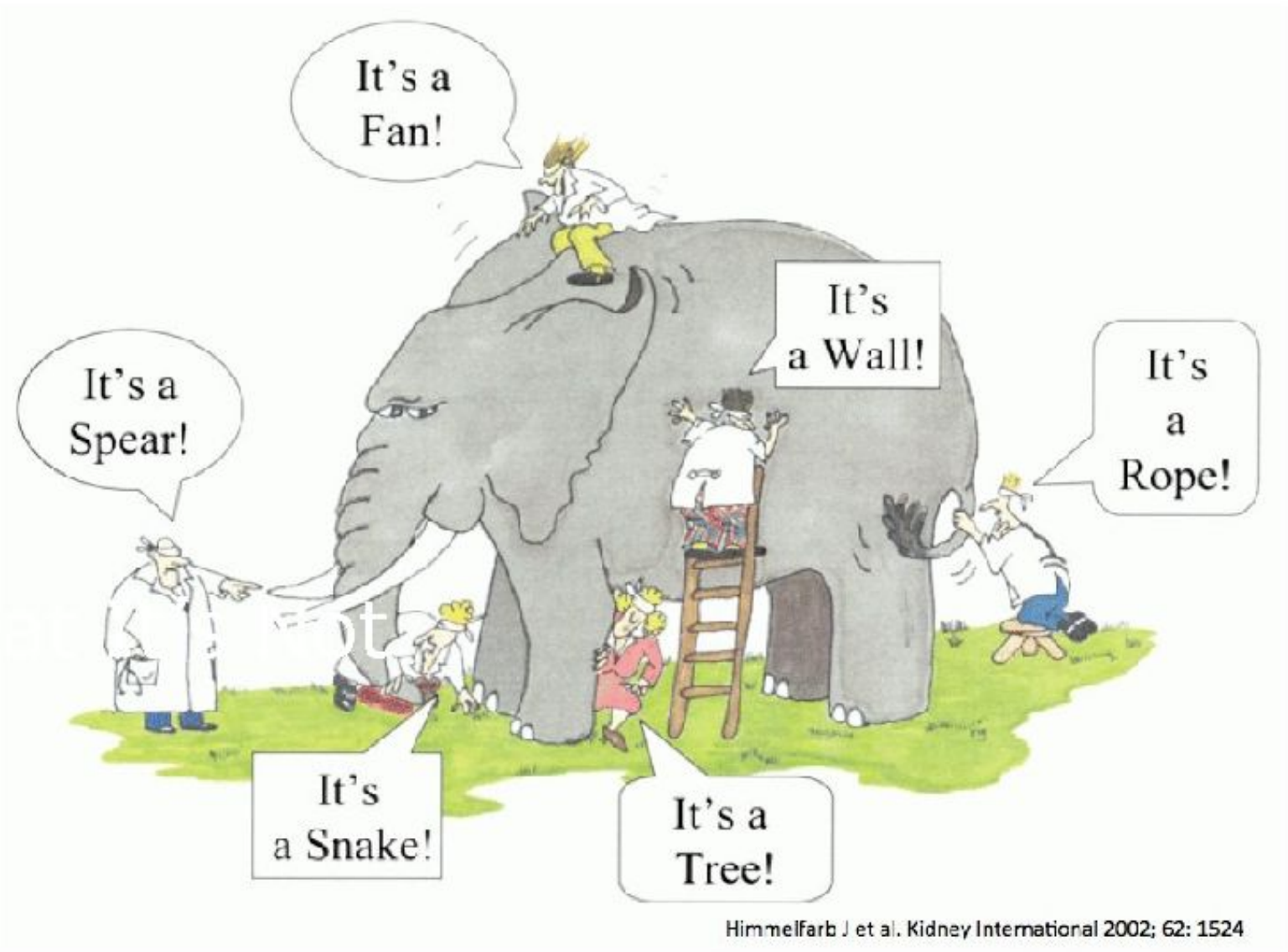
September 18, 2024

We Are On This Journey Together

AU

Beginning Assumptions

- This is a continuous and dynamic process
- Builds on the data previously collected
(There is a basic plan, this process is to update and build upon it)
- Strategic Planning Steering Committee begins initial work
- Opportunity for broad feedback
- A collaborative effort from every area of the institution and its partners
- The process incorporates short-term and long-term priorities





We Are One National University

Our Vision

Antioch aspires to be a leading university offering learners and communities transformative education in a global context that fosters innovation and inspires social action.

Our Mission

Antioch University provides learner-centered education to empower students with the knowledge and skills to lead meaningful lives and to advance social, racial, economic, and environmental justice.

Core Values

- **Excellence in Teaching and Learning**

The University offers quality academic programs relevant to the needs of today's learners and embraces experiential learning by bridging academic outcomes with the real-world experience of all members of its learning community.

- **Nurturing Student Achievement**

The University educates the whole person by cultivating personal growth, pragmatic idealism, and the achievement of professional goals.

- **Supporting Scholarship and Service**

The University supports the active engagement of students and faculty in both scholarship and service. Antioch values the creative and deliberative application of teaching and learning to 'further social, economic, and environmental justice.'

- **A Commitment to Social Engagement**

The University maintains a historic commitment to promoting social justice and the common good. Students graduate from Antioch University with a heightened sense of their power and purpose as scholars, practitioners, and global citizens.

- **Building and Serving Inclusive Communities**

The University nurtures inclusive communities of learners, inspiring diversity of thought and action. Antioch University engages and supports the educational, cultural, and environmental vitality of the diverse regional, national, and international communities that it serves.

Inclusion & Diversity Statement of Commitment

In radical recognition of our mission and purpose, we pledge to actively engage in ongoing development as a wholly inclusive community. To this end we will consistently, deliberately and systematically strive to be appropriately responsive to the myriad dimensions of human diversity, such that none are marginalized and all experience justice and empowerment. Moving beyond tolerance toward inclusion and the celebration of our differences, we will courageously embrace any resulting challenges as they arise, recognizing that the responsibility for this rests with each and every member of the community. We assert that we will move expeditiously toward our goals through an ongoing commitment to courageous self-examination and respectful and honest interactions, which will lead us to the creation of formal and informal structures, policies, programs, and services that will give life to these ideals on our campuses and as we touch the world around us. *(Created by the University-wide Diversity Statement Task Force, approved 2012)*

The Coalition for the Common Good

The Coalition for the Common Good is a network of affiliated private, nonprofit colleges and universities that, through collaboration and integration, provide transformative education and lifelong learning. Together, we are dedicated to promoting the common good, including democracy, social justice, equity, inclusion, and engaged global citizenship. Antioch University is a Founding member of the Coalition of Common Good and is committed to its mission through our Strategic Priorities.

Strategic Planning Process (Refresher)

1

Preparation and Planning

- Identify purpose/objectives
- Determine process/methodology
- Leadership structure

2

Engagement, Information Gathering and Analysis

- Review and consider current data
- Engage stakeholders, foster participation and collect input
- Review themes and potential priorities in key topic areas identified

3

Drafting the Plan

- Determine the select set of key priorities for the University
- Create high-level first draft plan and implementation framework
- Stakeholder involvement – multiple opportunities for response and feedback

4

Validation and Next Revision

- Validate draft plan direction and content with the stakeholder community
- Incorporate feedback into the plan
- Create final draft

5

Completion, Presentation and Plan Management

- Present finished plan
- Create a mechanism for process evaluation
- Build governance structure to support ongoing review and re-direction/update of plan, as needed
- Support embedding Strategic Plan initiatives into the work of all areas of the University.
- Regularly track progress, review milestones, and report on goal metrics.

Strategic Plan Timeline with Milestones – April to July

Creates SPSC

1. In collaboration with the Academic Affairs Committee, BOG, deans, Faculty Senate, etc.
2. NOTE: SPSC will be a standing committee even as membership changes over time.

Develop Themes

1. Themes driven by Mission, Vision, and Core Values of Antioch
2. Incorporates Survey Data
3. Identifies Internal & External Opportunities and Threats with addition survey data
4. Process Themes

Presents Themes - Feedback

1. Present Themes Report to AU Community and conduct Town Hall Presentations
2. Solicits Feedback via Survey and Revise Themes
3. Seeks feedback from the Cabinet

Strategic Plan Timeline with Milestones – August to October

Draft Priorities/Goals

1. Translate themes into “strategic priorities” (goals)
2. Seeks feedback from the Cabinet
3. Develop priorities and goals for each theme (specific, measurable, achievable, relevant and time-bound)

Create Benchmark for Goals

1. Sub-committees – Draft benchmarks, initiatives, and key performance indicators based on priority/goal.
2. Create timelines for implementation and assessment.

SPSC Writes & Revise Plan

1. Assesses subcommittee contributions and revise as necessary
2. Synthesizes benchmark subcommittee contributions
3. Seeks feedback from the Cabinet
4. Drafts overview and executive summary

Strategic Plan Timeline with Milestones – November to Onward

SPSC Publishes 2024-Plan

1. Shares the SP with internal and external committees.
2. The SPSC Chair regularly communicates to the AU community about the SP process and updates while continuing to request feedback and participation
3. Coordinate and implement a strategy for communication (internal and external)

SPSC Develops Revision & Updating Process

1. Monitoring the implementation of the strategic plan
2. Determining the frequency of updates to stakeholders
3. Determining/introducing themes or priorities, benchmarks, and KPIs
4. Reviews SPSC membership and other involved groups

Strategic Plan A Living Document

1. Use SP as a benchmark for annual reviews and update processes
2. Annual report to AU and CCG boards, AU Community, and external community
3. Board and leadership share specific guidelines for annual reports throughout all areas of the university

Source of Data and Insights

A. Survey Data

1. HLC Surveys - for faculty and staff (2013, 2018, 2024)
2. Ruffalo Noel Levitz Surveys (for students)
3. Rankin Climate Survey
4. AUNE Sexual Misconduct Climate Survey
5. Anti-Racist Task Force Plan and Recommendations
6. Budget Priorities Recommendations Plan
7. Truth, Racial Healing, and Transformation Plan

B. Institutional Data from Antioch's OIE

C. Review of previous Antioch tactical plans, such as the 5-Year Vision & Pillars for Growth and other documents

D. Conversations with students, faculty, staff

E. Survey Results from Strategic Planning Website – 249 as of 9/16/2024

What We Know From Various Resources

- Inequities across the institution
- Data-informed decision-making and practices
- Strategic communication plan & implementation
- Student Admissions/Retention/Persistence
- Tuition and affordability
- Satisfaction
- Voice & inclusion in decision making
- Gaps in student services and advising
- Collective governance/voice

What We Know From Various Resources

- Budgeting
- Resource allocation
- Data-informed decision making
- Faculty/Staffing issues
 - Compensation, including inequities
 - Review structures
 - Communication (departmental and University)
 - Professional development
 - Orientations
 - Ongoing PD
 - Antiracist specific
- Recognition of value

What we know from Leadership and Board Vision

5-Year Vision and Pillars for Growth

“Antioch will become an academically integrated national university with a broad portfolio of mission-consistent programs, scaled up to more campuses and modalities, delivered in more locations and markets, and supported by affiliated enterprises.”

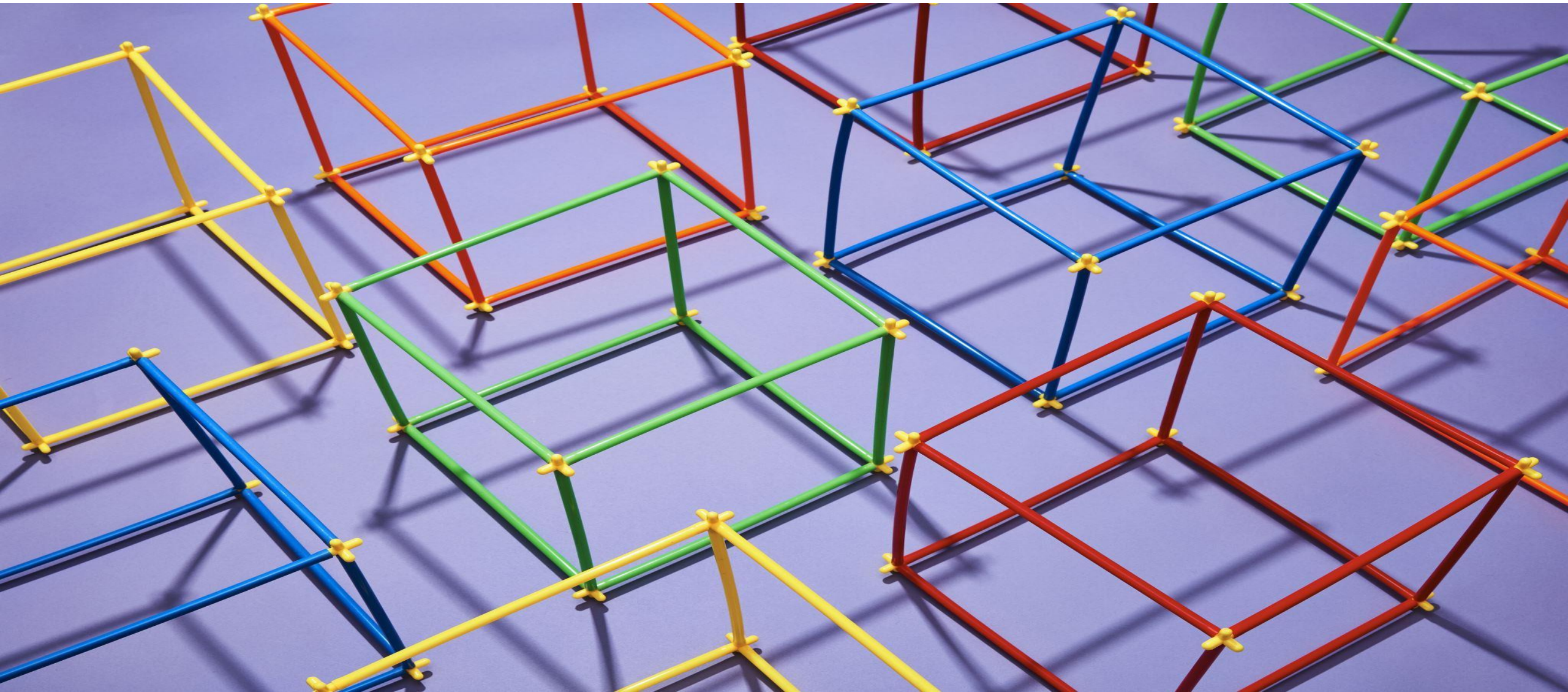
What we know from Leadership and Board Vision



At the Core

- Faculty Voice and governance reform (Faculty Senate)
- Academic Governance Reform (from Campuses to Schools)
- Academic Program Reform - integration
- Scaling current programs to other campuses
- Scaling current programs to other modalities
- Scaling current programs to Affiliate locations
- New Degrees and Programs
- Community Education
- New Expansion sites

Strategy Formulation



Committee Structure and Planning Process

Strategic Planning Steering Committee (SPSC)

- The Strategic Planning Steering Committee (SPSC) is a crucial entity, with representatives from each area of the university.
- Responsible for managing the process and coordinating the efforts of the SPSC and working with other committees.
- Goal is to prepare and present a final strategy plan by November 2024.

Sub-Committee

- SPSC - Responsible for coordinating the effort of all future work groups and communicating progress across work groups and to campus

Strategic Planning Steering Committee

Laurien Alexandre

Laura Andrews

Ken Baker

Sue Byers

Ali Corey

Karen Crist

Emee Dacanay

Gary Delanoeye

Zephyr L. Ethier

Michelle Finley

Christine Forte

Melinda Garland

Stephanie Helms-Pickett

Mark Hower

MeHee Hyun

Teresa Kaldor

Katy Keenan

Rachel Keil

Anna Kwong

Sara Beth Lohre

Cathy Lounsbury

Beth Mabry

Charlie McFarland

Jane Paul

Terry Ratcliff

Amy Rutstein-Riley

Russell E. Thornhill

Abigail Abrash Walton

Sub-Committee Chairs

- Priority 1 - Karen Crist
- Priority 2 - Michelle Finley
- Priority 3 - Rachel Keil
- Priority 4 - Stephanie Helms Pickett
- Priority 5 - Sue Byers
- Priority 6 - Laurien Alexandre
- Priority 7 - Russell Thornhill and Jane Paul (Co-Chairs)
- Priority 8 - Zephyr Ethier

Strategic Priorities Working Titles

1. Enhance Engagement and Access for Student Success
2. Strengthen Academic Quality and Integrity Across the University and Coalition
3. Empower Faculty and Staff Development and Support
4. Embody Institutional Equity, Belonging, and Inclusion
5. Revolutionize Operational Effectiveness and Decision-Making
6. Cultivate a Connected and Responsive University and Coalition Community
7. Forge Dynamic Partnerships and Energize Community and Coalition Engagement
8. Champion Mission-Driven Fiscal Responsibility

Data from Sub-Committees

Updated Draft of Strategic Priorities

1. Priority 1: Achieve a Robust and Diverse Enrollment of Students While Enhancing Access, Affordability, and Academic Quality
2. Priority 2: Create a High-Quality Academic Experience
3. Priority 3: Foster a Unified and Inclusive Community that Embraces Equity, Belonging, and Diversity
4. Priority 4: Enhancing Operational Efficiency and Effectiveness for Sustainability
5. Priority 5: Invest in Our People to Fulfill Antioch University's Mission and the Coalition for the Common Good

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 1: Achieve a Robust and Diverse Enrollment of Students While Enhancing Access, Affordability, and Academic Quality

Goal 1.1: Achieve Sustainable and Inclusive Enrollment

- Objective: Diversify and expand enrollment across nontraditional student segments.
- Objective: Strengthen diversity and inclusion within enrollment practices.
- Objective: Align strategic enrollment growth with industry and societal needs.
- Objective: Enhance service quality and communication across crucial enrollment touchpoints.
- Objective: Enhance financial aid support to broaden access and affordability while maintaining academic quality.
- Objective: Explore and expand enrollment opportunities within the Coalition for the Common Good.
- Objective: Strengthen service and communication at critical touchpoints.
- Objective: Develop targeted enrollment programs for adult learners and professionals seeking advancement.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 1: Achieve a Robust and Diverse Enrollment of Students While Enhancing Access, Affordability, and Academic Quality

Goal 1.2: Provide a Comprehensive and Supportive Student Experience

- Objective: Create a cohesive and supportive environment from orientation to graduation.
- Objective: Prepare students for success in a diverse and changing world.
- Objective: Strengthen student support through mentorship and career services to provide a robust mentorship network, career counseling, and academic advising.
- Objective: Improve student success through enhanced assessment, tracking, and feedback.
- Objective: Align student services with national best practices.
- Objective: Expand opportunities within AU and CCG for internships, study abroad, and career services.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 2: Create a High-Quality Academic Experience

Goal 2.1: Distinctive, Innovative, and Relevant Curricula

- Objective: Reflect emerging trends and innovative approaches in academic programs.
- Objective: Expand access through integrated technology in teaching and operations.
- Objective: Adopt innovative teaching methods to enhance learning engagement.
- Objective: Incorporate career-focused learning into appropriate academic offerings.
- Objective: Implement and continuously assess a comprehensive Core Curriculum.
- Objective: Foster interdisciplinary learning to prepare students for real-world applications.
- Objective: Embed culturally relevant pedagogy across all programs.
- Objective: Align academic offerings with workforce demands and trends.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 2: Create a High-Quality Academic Experience

Goal 2.2: Ensure Rigorous and Relevant Academic Assessments

- Objective: Evaluate and innovate academic offerings based on market and community needs.
- Objective: Strengthen academic assessment practices across the university.
- Objective: Integrate outcomes, curricula, and learning support for a unified educational approach.
- Objective: Regularly update teaching standards and pedagogical approaches.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 3: Foster a Unified and Inclusive Community that Embraces Equity, Belonging, and Diversity

Goal 3.1: Cultivate a culture of inclusivity, intentionality, and transparency

- Objective: Enhance engagement through expanded community interaction.
- Objective: Promote intercultural understanding and trust across all university sectors.
- Objective: Proactively meet the diverse needs of the community.
- Objective: Center student voices in dialogue and decision-making.
- Objective: Explore and implement bicultural and bilingual services.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 3: Foster a Unified and Inclusive Community that Embraces Equity, Belonging, and Diversity

Goal 3.2: Cultivate a Culture of Celebration and Recognition

- Objective: Celebrate contributions to equity, diversity, and inclusion.
- Objective: Foster a sense of belonging and an inclusive culture.
- Objective: Build skills in antiracism, equity, and inclusion across the institution.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 4: Enhancing Operational Efficiency and Effectiveness for Sustainability

Goal 4.1: Centralize and Streamline Administrative Functions

- Objective: Foster collaboration to enhance operational excellence.
- Objective: Centralize administrative functions where appropriate to eliminate redundancies with AU and CCG.
- Objective: Leverage technology for operational excellence within AU and CCG.
- Objective: Enhance systematic data governance and collection processes within AU and CCG.
- Objective: Ensure institutional effectiveness through data-informed decision-making.
- Objective: Continue to enhance strategic partnerships for growth and impact.
- Objective: Promote sustainability across the university and Coalition practices.
- Objective: Design, develop, and sustain systems that create transparency, responsiveness, and effective feedback mechanisms across all institution levels.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 4: Enhancing Operational Efficiency and Effectiveness for Sustainability

Goal 4.2: Develop Sustainable Budget Models

- Objective: Ensure financial transparency and accessible information.
- Objective: Support strategic initiatives with financial planning.
- Objective: Encourage agile and risk-informed decision-making.
- Objective: Align overhead cost reduction with strategic goals.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 4: Enhancing Operational Efficiency and Effectiveness for Sustainability

Goal 4.3: Strengthen planning and decision-making through inclusivity and transparency

- Objective: Develop a collaborative infrastructure for efficient data management.
- Objective: Align collaborative efforts with strategic goals.
- Objective: Promote shared governance and collective decision-making.
- Objective: Embed inclusivity and transparency in all decision-making processes.
- Objective: Improve and expand institutional communication capacity and develop agile communication channels throughout the University and coalition for the Common Good.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 5: Invest in Our People to Fulfill Antioch University's Mission and the Coalition for the Common Good

Goal 5.1: Diversify and Expand Recruitment and Retention

- Objective: Enhance targeted recruitment efforts for faculty and staff.
- Objective: Recognize and celebrate the achievements of faculty and staff.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 5: Invest in Our People to Fulfill Antioch University's Mission and the Coalition for the Common Good

Goal 5.2: Support Professional Development and Growth

- Objective: Invest in professional development opportunities.
- Objective: Prioritize professional development for staff to ensure operational excellence.
- Objective: Foster a collaborative and transparent academic community.
- Objective: Support faculty and students' creativity and interdisciplinary research.
- Objective: Expand Human Resources' capacity to provide high-quality support.
- Objective: Strengthen and expand the Center for Teaching, Learning, and Scholarship's services to promote professional growth and academic excellence for faculty and staff.

Implementation Plan

- A Long-Range Planning Committee will need to be established to assist in assessing the accomplishments and challenges of the priorities and goals.
- Action Items with specific tasks
- Timelines –schedule task completion milestones
- Resource Allocation – Manager human and financial resources, infrastructure, and technology
- Key Performance Indicators – specific, measurable, and aligned with the overall objectives and mission.
- Communication plan – with continuous feedback
- Risk Management Plan for unexpected events, etc.

Evaluation and Revision

- Monitor and Evaluate by verifying progress, identifying problems, and making adjustments.
- This becomes an annual process and is integrated into institutional practices.
- A Long-Range Planning Committee will need to be established to assist in assessing the accomplishments and challenges of priorities and goals.



WE NEED YOUR INPUT AND FEEDBACK

Visit the Strategic Planning Website Regularly

(Log into AUDirect to view the site)



hub.antioch.edu/strategicplan

How To Be A Part of the Process

● Stay Informed

- There will be regular updates to the Strategic Planning website

● Get Engaged

- Chairs of sub-committee or Chair of Strategic Planning Steering Committee

● Share Your Questions, Comments, and Concerns

- Feedback form on strategic planning website (Deadline October 15, 2024)
- Openly engage members of the Steering Committee and Work Groups

Q&A

Strategy & Action Activity

**Help us by Sharing Your
Ideas for the Future
of Antioch University**