



ANTIOCH
UNIVERSITY

ONE UNIVERSITY

TOWN HALL MEETING

Strategic Planning

October 16, 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 t own 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

Strategic Planning Steering Committee

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Ali Corey

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Sara Beth Lohre

Cathy Lounsbury

Beth Mabry

Charlie McFarland

Jane Paul

Terry Ratcliff

Amy Rutstein-Riley

Russell E. Thornhill

Abigail Abrash Walton

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, Board Members, and others

E. Survey Results from Strategic Planning Website – 250 as of 10/15/2024

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.”

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

Updated Draft of Strategic Priorities

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

Priority 2: Create a High-Quality Learning Experience

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

Priority 4: Enhancing Operational Efficiency and Effectiveness for Sustainability

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 1: Diversify and expand enrollment across nontraditional student segments and adult learners.
- Objective 2: Strengthen diversity and inclusion within enrollment practices while enhancing service and communication at critical touchpoints.
- Objective 3: Align strategic enrollment growth with industry and societal needs through targeted programs and partnerships within AU and the Coalition.
- Objective 4: Enhance financial aid support to broaden access and affordability while maintaining academic quality.

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 1: Create a cohesive and supportive environment from orientation to graduation, aligning services with national best practices.
- Objective 2: Prepare students for success in a diverse and changing world through internships, study abroad, and career services.
- Objective 3: Strengthen student support through mentorship, career counseling, and academic advising to enhance success and career readiness.
- Objective 4: Improve student success through enhanced assessment, tracking, and feedback.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 2: Create a High-Quality Learning Experience

Goal 2.1: Distinctive, Innovative, and Relevant Curricula

- Objective 1: Reflect emerging trends and innovative approaches in academic programs by aligning learning offerings with workforce demands and trends.
- Objective 2: Expand access and engagement through integrated technology and innovative teaching methods to enhance learning.
- Objective 3: Foster interdisciplinary and career-focused learning to prepare students for real-world applications.
- Objective 4: Embed culturally relevant learning pedagogy and continuously assess a comprehensive Core Curriculum across all programs.

Draft of Redefined and Focused Priorities with Goals and Objectives

Priority 2: Create a High-Quality Learning Experience

Goal 2.2: Ensure Rigorous and Relevant Academic Assessments

- Objective:1 Evaluate and innovate academic offerings based on market and community needs.
- Objective 2: Strengthen academic assessment practices across the university.
- Objective 3: Integrate outcomes, curricula, and learning support for a unified educational approach.
- Objective 4: 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 1: Enhance engagement and promote intercultural understanding through expanded community interaction and trust-building across all university sectors.
- Objective 2: Proactively meet the diverse needs of the community.
- Objective 3: Center student voices in dialogue and decision-making.
- Objective 4: Explore and implement bicultural and bilingual services.

Goal 3.2: Cultivate a Culture of Celebration and Recognition

- Objective 1: Celebrate contributions to equity, diversity, and inclusion.
- Objective 2: Foster a sense of belonging and an inclusive culture.
- Objective 3: 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 for AU

- Objective 1: Foster collaboration and centralize administrative functions to eliminate redundancies and enhance operational excellence within AU and CCG.
- Objective 2: Leverage technology and enhance systematic data governance to support operational excellence and data-informed decision-making within AU and CCG.
- Objective 3: Promote sustainability and transparency across the university and Coalition practices through responsive systems and effective feedback mechanisms.
- Objective 4: Continue to enhance strategic partnerships for growth, sustainability, and impact for AU and the CCG.

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 1: Ensure financial transparency and accessible information.
- Objective 2: Support strategic initiatives with financial planning.
- Objective 3: Encourage agile and risk-informed decision-making.
- Objective 4: Align overhead cost reduction with strategic goals.

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

- Objective 1: Develop a collaborative infrastructure aligned with strategic goals for efficient data management and decision-making.
- Objective 2: Promote shared governance, inclusivity, and transparency in all decision-making processes.
- Objective 3: Improve and expand institutional communication capacity by developing agile communication channels throughout the University and the 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

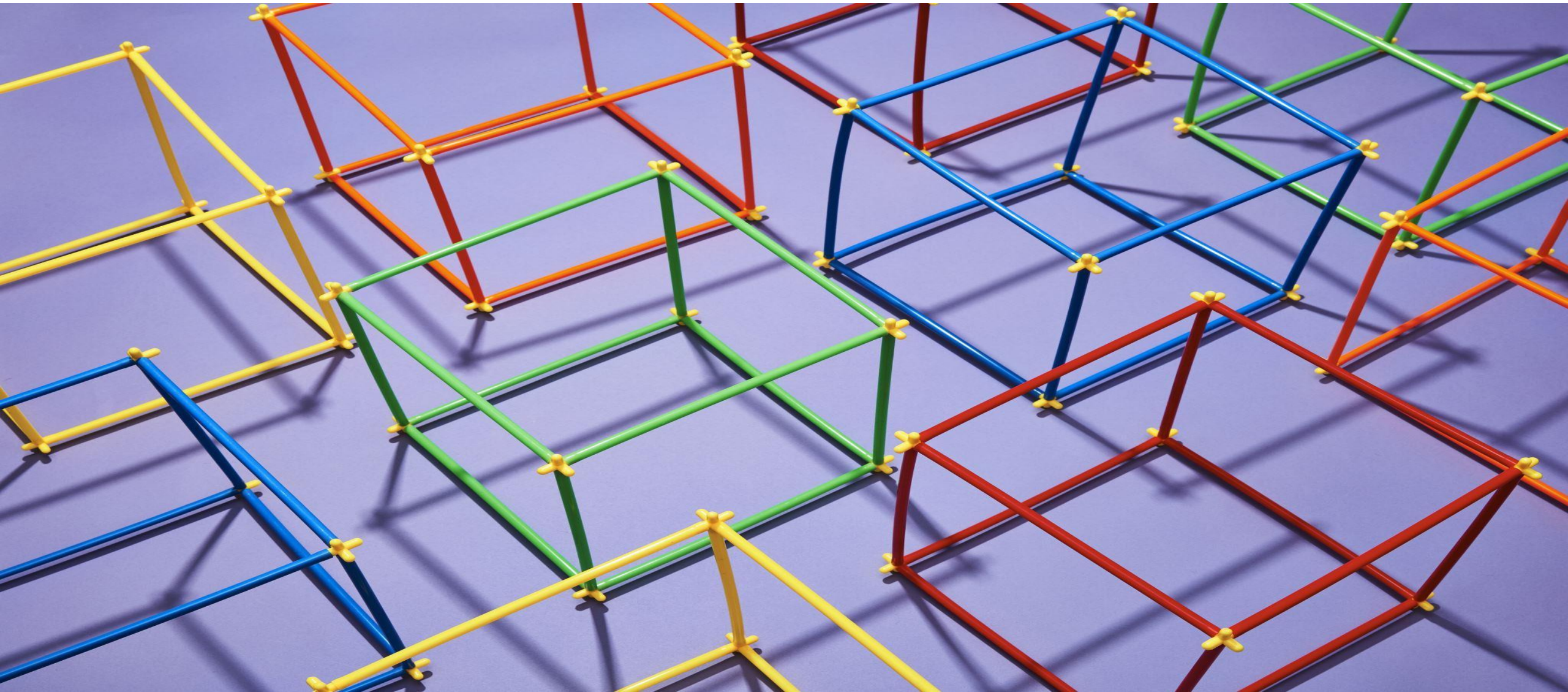
Goal 5.1: Diversify and Expand Recruitment and Retention

- Objective 1: Enhance targeted recruitment efforts for faculty and staff.
- Objective 2: Recognize and celebrate the achievements of faculty and staff.

Goal 5.2: Support Professional Development and Growth

- Objective 1: Using the same approach, here is a revised version of the objectives that merges and simplifies them:
- Objective 2: Invest in professional development for staff and faculty to ensure operational and academic excellence.
- Objective 3: Foster a collaborative, transparent academic community supporting creativity and interdisciplinary research.
- Objective 4: Expand Human Resources' capacity to provide high-quality support for professional growth and development.

Strategy Formulation



Antioch University Strategic Plan: Next Steps and Implementation

Create The Long-Range Planning Committee

The Long-Range Planning Committee (LRPC) will oversee the plan, meeting at least biannually and reporting directly to the president. Composed of senior administrators, faculty, staff, and students knowledgeable about the plan's directives, the committee will:

- Review progress towards each initiative.
- Recommend adjustments to the president as necessary.
- Keep the university community informed on progress.

Antioch University Strategic Plan: Next Steps and Implementation

Strategic Priority Implementation Teams

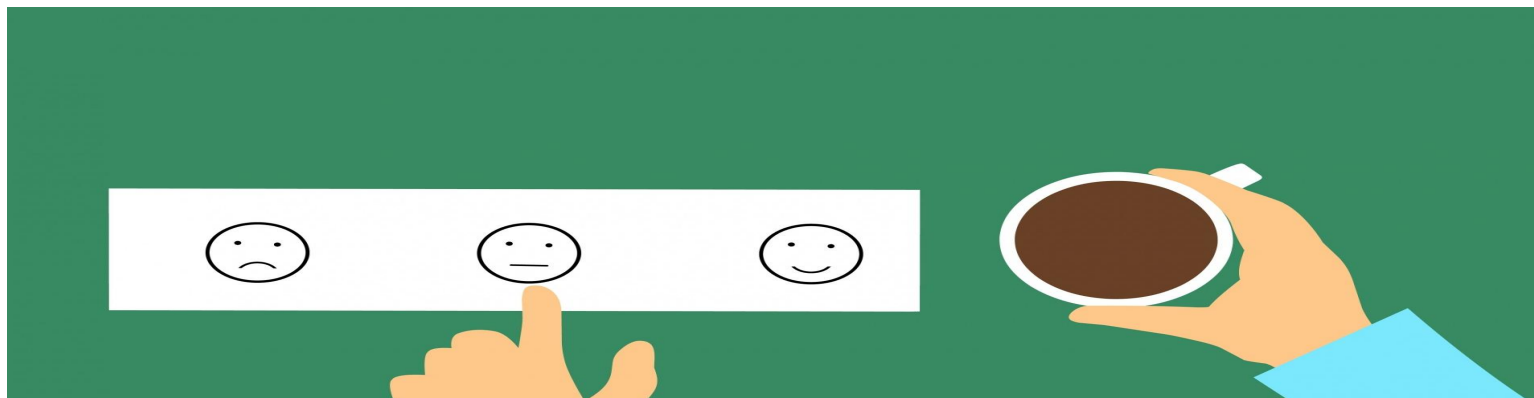
To support each of the plan's five strategic priorities, separate implementation teams will be formed. These small, agile teams will include faculty, staff, and administrators suited to the initiative's focus.

- Develop Detailed implementation plans for each priority during the initial phases.
- Coordinate efforts and report progress to the LRPC.
- Continuous consult with stakeholders and adjust plans as necessary

Each team leader will also serve as an ex-officio on the LRPC, ensuring a direct line of communication and coordination.

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**