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## Strategic Plan

October 30, 2024

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## Chancellor William R. Groves

Dear Antioch University Community,

As we usher in the Antioch University Strategic Plan for 2024 - 2030, I am thrilled to share with you the vision and pathway we have charted for our beloved university and as a member of the Coalition for the Common Good. Our journey thus far is marked by a rich tradition of innovation and adaptability, which we now extend to redefine and enhance our institution's future.

Antioch University's mission has always been to harness the transformative power of education to develop critical thinkers and engaged citizens. Today, our challenge is not only to uphold the success of our current operations but also to reimagine and expand our horizons. We envision a university that transcends geographical, academic, and conventional boundaries to offer a diverse and enriched educational experience.

Our history is a testament to continuous transformation—adapting our educational models, community involvement, and institutional operations to meet evolving societal needs. We are committed to ensuring that Antioch University remains as dynamic and relevant as ever, responsive to the diverse life experiences and expectations of our students, faculty, and staff.

Strategic planning at Antioch is a profoundly collaborative endeavor. It involves engaging community members in meaningful dialogue to forge a shared vision. This process allows us to reflect, connect, and dream together, building a future that respects our collective aspirations and values.

The strategic plan is a dynamic roadmap to a future where Antioch thrives and leads with excellence and innovation in higher education. Our approach embraces inclusivity and responsiveness, aiming not just to overcome challenges but to set new benchmarks in educational excellence. We are determined to grow as an integrated national university, expanding our reach through innovative modalities and enhancing our offerings to meet the demands of new markets and communities.

As we move forward, let us do so with optimism and determination, committed to transforming Antioch University into an institution that stands out for its academic excellence, community engagement, and unwavering commitment to each member's growth and success.

With warm regards,

William R. Groves  
Chancellor, Antioch University

## 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.

## 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.

## 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 and 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*

## Land Acknowledgement

Antioch University acknowledges the traditional owners of the country throughout North America and their continuing connection to land, culture, and community and recognizes those territories that are unceded.

<https://www.antioch.edu/about/land-acknowledgment>

## 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 proud co-founder of the Coalition of Common Good and is committed to it mission through our Strategic Priorities.



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# Introduction to the Strategic Plan for Antioch University: One University, One Vision

## A Strategic Plan for a Pioneering Institution in Higher Education

Since its establishment, Antioch University has achieved significant milestones and earned recognition as a leader in higher education. Our University stands poised to build on these strengths and take bold steps necessary to address the challenges of the 21st century while honoring our rich history and identity.

From its inception, Antioch was progressive, non-sectarian, and co-educational, fostering innovation and forward-thinking. Antioch University traces its origins to Antioch College, founded in 1852 in Yellow Springs, Ohio. Our first president, Horace Mann, a renowned abolitionist and social reformer, is celebrated as a pioneer of public education in America. In his inaugural graduation address, Mann urged the graduates to "be ashamed to die until you have won some victory for humanity," a directive that has guided our institutional values and commitments since.

The transformation into Antioch University began in the 1960s, reflecting a period of academic excellence, social relevance, and activism. The expansion during the 'university without walls' movement of the 1960s and '70s aimed to reach adult learners, women, and minorities, illustrating our commitment to making education accessible and relevant.

In 2023, Antioch continued its commitment to innovation and access by working with Otterbein University as co-founders of the Coalition for the Common Good, the first national higher education system of affiliated universities organized around a shared mission of educating students not only to advance their careers but to promote our pluralistic democracy, social, and racial, economic, and environmental justice, and the common good. This partnership allows each institution to pool resources, reach more people, and expand its academic programs, as well as its national footprint. Together, we are dedicated to promoting the common good, including democracy, social justice, equity, inclusion, and engaged global citizenship through our Strategic Priorities.

This strategic plan outlines five Strategic Directions that will guide the University's efforts to maintain its strength and expand opportunities to enhance student success and contribute to our community, nation, and globally. The plan is designed to provide a flexible framework that encourages creativity and initiative across all university divisions, schools, and units, allowing them to align their efforts with our collective vision.

Each division, school, and unit is encouraged to align its strategic initiatives with "One University" to enhance the effectiveness and efficiency of their contributions to student success. A university-wide Implementation Team will oversee accountability measures and develop an assessment strategy to monitor our progress and identify areas for improvement.

This document represents a collaborative effort, incorporating extensive input from the campus community through surveys, forums, and discussions. The active participation of all university stakeholders is both a testament to our ongoing success and a predictor of future achievements. Together, we will uphold our shared Values, pursue our Strategic Directions, and realize our shared aspirations, balancing our bold community goals with the economic realities of higher education. This plan provides a framework for demonstrating financial prudence while optimizing our resources to advance our Mission and Vision.

## Strategic Priorities

### **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.

#### **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.



## **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.

### **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.

## **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.

### **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.





## **Priority 4: Enhancing Operational Efficiency and Effectiveness for Sustainability**

### **Goal 4.1: Centralize and Streamline Administrative Functions**

- 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.
- Objective 5: Build a high-quality Institutional Advancement Team to increase philanthropic gifts, grants, and awards.

### **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.

## **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: Invest in professional development for staff and faculty to ensure operational and academic excellence.
- Objective 2: Foster a collaborative, transparent academic community supporting creativity and interdisciplinary research.
- Objective 3: Expand Human Resources' capacity to provide high-quality support for professional growth and development.
- Objective 4: Enhance and leverage the existing enthusiasm of our alumni, supporters, and partners to support the needs of students, faculty, and staff through philanthropic efforts.





## Planning and Context

In the spring of 2024, under the guidance of President William Groves, Antioch University initiated a structured strategic planning process by establishing a Strategic Planning Steering Committee. This committee, composed of 28 members, was formed through a democratic process involving faculty elections and appointments. Lemuel W. Watson, senior associate vice chancellor of academic affairs and vice university provost for community engagement, was appointed chair of this committee.

The committee was further charged with consulting with the campus community, being well-informed regarding the internal and external environments, and developing a new strategic plan that sets forth a direction further to advance the university for the next five years. The Task Force sought input from students, faculty, staff, alumni, and the community through an online survey, open forums, and focused discussions.

The committee was entrusted with the significant responsibility of steering a comprehensive review and planning process. This involved reflecting on past strategic plans and reviewing data from multiple sources to preserve and enhance effective strategies. In addition, the committee consulted broadly with all university stakeholders to ensure diverse perspectives were considered in the planning process.

To ensure a genuinely inclusive approach, data collected in various timelines was used from multiple strategies to gather input, which included online surveys, open forums, and focus group discussions. ***Over 250 individuals completed online surveys from the Strategic Planning website, and attendance for the strategic planning town hall meetings reached over three hundred and fifty community members.***

The committee is set to complete its deliberations by the late fall of 2024. A draft of the new strategic plan will be presented to the University Board of Governors on October 25, 2024. This plan will guide the university's strategic direction for at least the next five years, focusing on advancing the institution in alignment with its long-term goals.

While recognizing that not every stakeholder may fully agree with each aspect of the new strategic plan, the process has been rigorously designed to be fair, transparent, and inclusive. The aim is to ensure that all involved parties feel their opinions were considered and that the final strategic plan reflects a balanced and forward-thinking vision for Antioch University's future.

## Be involved. Be informed.

View monthly Town Halls, see updated, provide feedback at our strategic planning website.

**[hub.antioch.edu/strategicplan](https://hub.antioch.edu/strategicplan)**



# Strategic Plan Timeline with Milestones

**Creates SPSC**

## April to July

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

**Develop Themes**

- Themes driven by mission, vision, and core values of Antioch
- Incorporates Survey Data
- Identifies internal & external opportunities and threats with addition survey data
- Process themes

**Presents Themes - Feedback**

- Present themes report to AU Community and conduct Town Hall presentations
- Solicits feedback via survey and revise themes
- Seeks feedback from the Cabinet

**Draft Priorities/ Goals**

## August to October

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

**Create Benchmark for Goals**

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

**SPSC Writes & Revises Plan**

- Assesses subcommittee contributions and revise as necessary
- Synthesizes benchmark subcommittee contributions
- Seeks feedback from the Cabinet
- Drafts overview and executive summary

**Publishes 2024 Plan**

## November and Onward

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

**Create Benchmark for Goals**

- Monitoring the implementation of the strategic plan
- Determining the frequency of updates to stakeholders
- Determining benchmarks and KPIs

**Strategic Plan A Living Document**

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



## Core Attributes of an Antioch Education

Antioch University prides itself on its mission to provide “learner-centered education to empower students with the knowledge and skills to lead meaningful lives and to advance social, racial, economic, and environmental justice.”

An Antioch education inspires our students to transform themselves, connect with others, and harness their talents to win victories for humanity. During their studies and throughout their careers, Antioch students actively reflect on their values, biases, and behaviors. In classroom communities and beyond they seek diverse perspectives and confront dynamics of power, privilege, and oppression. They engage with the complex, interconnected systems comprising our world, challenging the status quo and advancing social, environmental, and economic justice.



### **Antioch University Faculty have identified three Core Attributes that embody this Antiochian vision:**

#### **Self**

Antioch University students attain the knowledge and critical skills of their disciplines to develop themselves personally and professionally. Students actively reflect upon those acquired knowledge and skills, as well as their own and others' values, biases, and behaviors.

#### **Community**

Antioch University students develop social and cultural responsiveness through participation in academic, civic, and professional communities. Students recognize the diverse perspectives and relational dynamics necessary to be effective community members.

#### **Action**

Antioch University students apply the knowledge, skills, and habits of mind acquired through their studies. By anchoring their professional goals in social responsibility, students take actions that advance justice and lead to positive change.

## Key Initiatives

- Greater emphasis on structure and processes designed to improve retention through new University Retention Committee.
- Continue to plan and prepare for Coalition expansion, focusing on financial sustainability and enrollment.
- Explore standardizing a universal academic calendar as one university.
- Launch the new Center for Teaching, Learning, and Scholarship to serve Antioch University and the Coalition.
- Launch a new Community Engagement and Partnerships hub to serve Antioch University and the Coalition.
- Create key activities to celebrate and recognize staff, faculty, and students through awards programs as One University.
- Create synergy around areas of excellence for practitioner-orientated scholarship and research through Antioch University's centers, clinics, institutes, and partners within the Coalition for the Common Good.
- Create a university-wide task force for infrastructure and processes.
- Launch a new branding and marketing campaign that reflects one university.
- Create a high-quality Institutional Advancement Team to enhance philanthropic efforts.
- Build an integrated communications infrastructure to strengthen the operational agility and inclusive culture of Antioch University and the Coalition for the Common Good.

## Antioch University Strategic Plan: Next Steps and Implementation

### Principles for Implementing the Strategic Plan

Antioch University's approach to the implementation and oversight of the strategic plan will reflect our core commitments to diversity, equity, and inclusion; innovation and adaptability; and broadening our influence and impact. The implementation practices and oversight structures will embody these values, ensuring a balanced and effective execution. Key aspects include:

- **Oversight Structures:** We will incorporate diverse perspectives, considering variations in identity and roles, to foster inclusivity and efficient decision-making.
- **Adaptability:** We will be receptive to modifying our structures as needed, even if it contradicts past practices. This will promote collaborative efforts, bridge unit and disciplinary divides, and maintain transparency and flexibility to adapt to new circumstances.
- **Responsiveness:** Constant awareness and responsiveness to changes in the external environment and higher education will be crucial. We aim to integrate emerging best practices and innovations.

The mechanisms for implementing the plan will work in concert with existing management structures, shared governance, and budgeting processes to ensure accountability, consultation, and effective information sharing. The strategic plan's priorities will be reviewed and given the allocation of funds throughout the plan's duration as necessary.

### **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.

### **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. They will:

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

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

### **Unit-Level Planning**

Antioch University encourages units to develop their strategic agendas through a "loosely coupled" approach, which:

- Enables creativity and flexibility while aligning with the university-wide strategic priorities and goals.
- Encourages units to regularly report how their plans support and contribute to the strategic priorities.

### **Outcomes and Metrics**

Effective implementation requires clear outcomes and metrics:

- Outcomes and metrics should be meaningful, measurable, and aligned with the goals of each strategic priority.
- A mix of inputs (activities contributing to the plan) and outputs (achieved targets) will be considered.

Metrics will be selected based on their significance to the overarching goals and integrated into the university's data-sharing structures for informed decision-making.

# 170+ Years of History

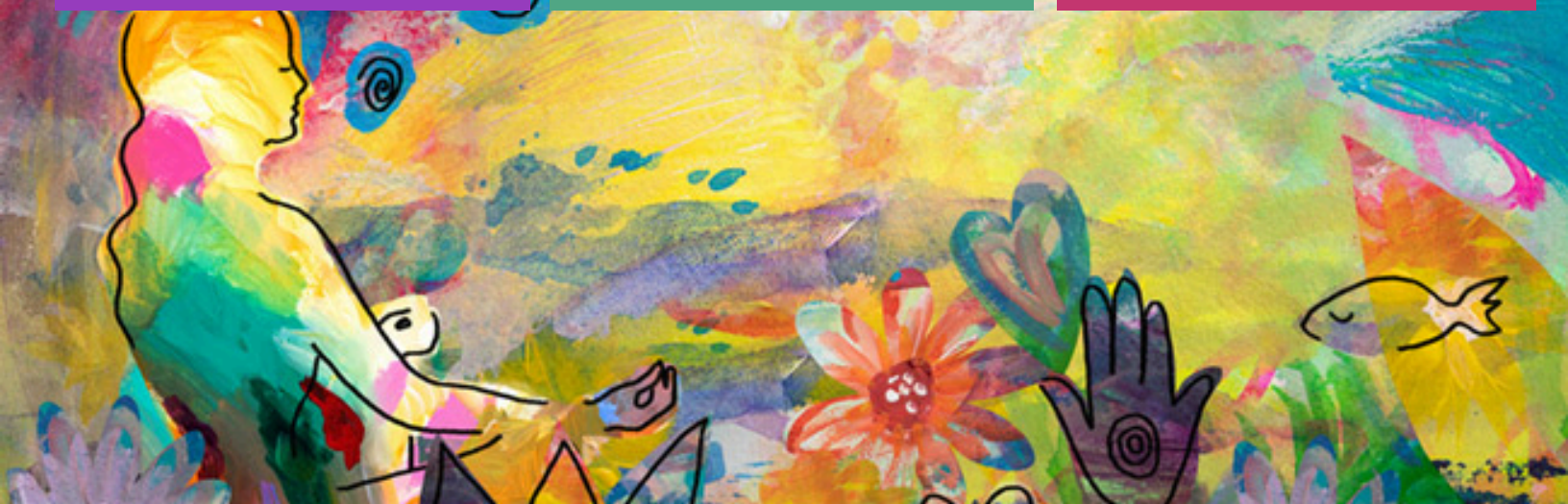
Eight focus areas.  
Six campuses.  
One university  
winning victories  
for humanity.

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has been on the  
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