

*Strengthening Our Supports
Extending Our Reach*



ANTIOCH UNIVERSITY NEW ENGLAND
Strategic Plan 2007–2012
Final Report

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President



Contents

Letter from the President	1
Antioch University New England: An Overview	2
Summary of the Planning Process	3
Strategic Priorities:	
1. Provide Focus for ANE's Purpose and Values	4
2. Clarify Governance and Structure	5
3. Address Faculty and Staff Compensation	6
4. Strengthen and Diversify Revenue Streams	6
5. Implement Key Business Strategies	7
Assessment Strategies for Measuring Progress	8
Inter-relationship of Strategic Priorities	9
Appendices	
1. Strategic Planning Steering Committee Membership	10
2. Criteria for Evaluating Business Strategies	11

Letter from the President

Antioch University New England grew from a small, specialized teacher education program in 1964 to a major graduate school with programs in education, psychology, business, and environmental studies by the mid-1990s. However, when the ANE community embarked on a comprehensive strategic planning initiative during the Fall 2005 semester, the campus had had a static enrollment of about 1,000 students for almost ten years. The Avon Street location in Keene, which it had occupied since 1993, was at maximum capacity, but lacked adequate space for some important functions. Little development and fund raising activity was underway and operating budgets were very tight, with little margin for unexpected expenses or revenue shortfalls.

Utilizing an inclusive and collaborative process, the institution's faculty, staff, and administration have developed a strategic plan for the period from 2007 through 2012 to address these crucial issues by focusing on programs, finance, governance, and capacity. The strategic plan, summarized in this final report, also focuses on the central themes I have stressed since I assumed the presidency in July 2006: building institutional capacity, enhancing support, and extending our reach.

The 2007–2012 strategic plan presented in this report is comprehensive, addressing all aspects of institutional life, from purpose and values to governance, compensation, academic programs, and business strategies. In order to provide a lens through which to view the institution and its role in society, the plan provides a new focus to ANE's DNA—its purpose and values. The plan also establishes priorities for institutional governance and support for our people, which together form the foundation that supports institutional performance. A key priority focuses on an array of programs and delivery models to create adequate revenue streams to support the institution's aspirations, and finally, provides clear and concise business strategies that relate both to revenue streams identified in the goals of priority 4 and to institutional culture.

I am very proud of the ANE community for its willingness to tackle difficult problems and suggest innovative and creative solutions. This strategic plan provides a roadmap for ANE toward growth and enhanced excellence, charting a path toward a future in which the institution fulfills its founding purpose: to address pressing societal needs more broadly and deeply and in more places around the world.



David A. Caruso

President

Antioch University New England An Overview

Antioch University New England was founded in 1964 as the first major learning center established by Antioch University away from its college in Yellow Springs, Ohio. It is now part of a nationwide six-campus university system.

Antioch University New England empowers people who believe that one person can make a difference. Alumni are people who seek to sustain and protect the environment, to educate a generation of children who possess real knowledge and competence, not just test-taking skills, to counsel, support, and guide people through the conflicts and stresses of contemporary life, to lead and manage businesses with an eye on success beyond the bottom line.

While attracting students nationally and internationally, Antioch New England maintains an acute awareness of and responsiveness to New England, addressing the character and concerns of the area's diverse populations, and making connections between New England and the larger world. Although increasingly global in our concerns, Antioch New England also continues to serve the New England area.

Antioch University New England offers practice-oriented graduate study that is distinctive, socially relevant, and academically rigorous. Its master's degree, doctoral degree, and certificate programs balance the academic with the experiential, and action with reflection.

Serving more than 1,000 students, Antioch New England remains, by design, a small graduate school closely linked to the region, with national and global connections through its students, alumni, and institutional concerns. Our alumni, over 9,000 in number, constitute a strong network in leadership positions throughout New England, the United States, and the world. Many maintain an active involvement with ANE.

Strategic Plan 2007–2012 Summary of the Planning Process

In April 2005, interim president Neal King, gathered fifteen people representing faculty, staff, administrators, and students to begin a comprehensive, inclusive process of developing a new strategic plan for Antioch New England. Donna Mellen, core faculty member from the Department of Organization & Management, served as internal consultant.

Phase 1—2005–06

Internal scan

A SWOT analysis (strengths, weaknesses, opportunities, threats) was conducted with approximately thirty-five internal groups—committees, academic and administrative departments, students

External scan

Individuals from outside ANE met for one day to participate in a brainstorming activity, resulting in a “mind map,” indicating an external view of the factors at play in our environment and ANE’s perceived place in that environment.

Data analysis

A subcommittee compiled and analyzed the information collected, and presented it for comment to the steering committee and then the community.

Progress Report

A subcommittee wrote a progress report for our accrediting agency, North Central, in January 2006, and later shared that report with the community.

Detailed background information and raw data from Phase 1 have been archived and are available for review. Contact the President’s Office for access to this material.

Phase 2—2006–07

A new strategic planning steering committee with eight individuals from the initial group and ten new representatives from the ANE community was formed under the leadership of Steve Guerriero, who was at the time interim academic dean. Donna Mellen continued as internal consultant. After reviewing the work done in 2005-06, this committee identified five strategic priorities, along with goals and action steps:

1. Strengthen and diversify revenue streams
2. Clarify organizational governance and structure
3. Increase faculty and staff compensation
4. Re-examine ANE’s DNA – mission and core values
5. Determine key business strategies

In Fall 2006, these priorities were further refined and clarified by five subcommittees led by steering committee members. Any community member could participate in any group.

A writing group began the process of developing a detailed document for ongoing internal use and a summary document that could be shared with other constituencies.

Strategic Priorities

Priority 1. Provide Focus for ANE's Purpose and Values

Rationale: Antioch University New England, a campus of Antioch University, is guided by the University's mission, which has provided its focus since the founding of Antioch College in the mid-19th century. From that mission, ANE derives its own specific statement of purpose and elaborates the values that animate it as an institution. Our community often refers to the combination of the University's mission, and ANE's purpose and values as the DNA that defines who we are and guides our interactions with the world. The revised Statements of Purpose and Values, developed through this strategic planning process, summarize this DNA in a concise and powerful manner and serve as the lens through which we define our work as a community.

Antioch University

Mission Statement

Antioch University is founded on principles of rigorous liberal arts education, innovative experiential learning and socially engaged citizenship. The multiple campuses of the University nurture in their students the knowledge, skills, and habits of reflection to excel as lifelong learners, democratic leaders, and global citizens who live lives of meaning and purpose.

Antioch New England

Statement of Purpose

Antioch University New England provides transformative education through scholarship, innovation, and community action for a just and sustainable society.

Values

Antioch New England is committed to innovative academic excellence, integrating practice with theory in a collaborative learning environment that is attentive to multiple learning styles.

Antioch New England believes in ecological stewardship and social justice, cultivating local as well as global perspectives to educate students with diverse backgrounds and opinions to become leaders of change.

Antioch New England values community engagement: using place-based practices to foster scholarship, activism, and service learning; creating organizational integrity through shared governance.

Priority 2. Clarify Governance and Structure

Rationale: In order to successfully accomplish our mission and strategic priorities, ANE depends on a foundation provided by our organizational structure and governance practices. The internal and external scans conducted during the planning process led to the conclusion that improvement in this area would be necessary if all of the strategic plan's goals are to be accomplished. Therefore, in an effort to clarify and strengthen organizational governance and structure, four specific goals with accompanying action steps are seen as essential.

Goals:

1. Define employee (faculty, staff, administrator) roles, reporting relationships, and evaluation procedures.
 - a. Revise organizational charts to more accurately depict current structures and actual reporting/supervisory relationships.
 - b. Develop and distribute accurate job descriptions for every employee.
 - c. Include the review and revision of job descriptions as a basis for employee evaluations.
2. Establish clear and coherent operational decision-making processes.
 - a. Assess and re-define, as needed, the charge, scope, authority, and accountability for each standing committee, taking into account input from the committee.
 - b. Link each standing committee to a divisional vice president or the president's cabinet.
3. Improve internal communication and collaboration in institutional governance.
 - a. Assemble all current policies (both university and campus), format them for user friendliness, and house them in an accessible place.
 - b. Establish a process by which campus policies may be revised, including a review and comment period for members of the ANE community.
 - c. Identify key persons who will be associated with the maintenance of specific policies.
 - d. Post minutes from all standing committees to an easily accessible location on ANE's intranet.
 - e. Incorporate meaningful student participation in the governance of ANE.
 - f. Hold an annual employee meeting for the purpose of updating and orienting everyone to new procedures, policies, personnel changes, etc.
4. Enhance opportunities for faculty and staff development that relate to governance.
 - a. Assess development needs (examples: facilitator skills for those chairing standing committees, effective communication, collaborative decision-making processes, conflict resolution, budgeting, etc.).
 - b. Design and deliver training to meet the identified needs.

Priority 3. Address Faculty and Staff Compensation

Rationale: As with any complex organization, Antioch New England depends on the quality and commitment of its people to achieve its mission. Throughout its history, ANE has been blessed to have many innovative and dedicated employees who have contributed to its growth and development. In order to maintain that high level of commitment and achieve its strategic goals in the future, the campus must be able to provide appropriate compensation to the individuals who dedicate their professional lives to it. Therefore, there is one overarching strategic goal related to this priority with several specific action steps defined.

Goals:

1. Implement more equitable compensation for faculty and staff at Antioch University New England.
 - a. Conduct an *equity audit* of ANE in order to determine appropriate salary ranges and compensation packages for employees based on similar work at similar institutions, and assess employee understanding of overall compensation packages (including salary, benefits, vacation time, and work load).
 - b. Form a representative committee to determine the necessary steps to implement equitable compensation packages identified in the equity audit.
 - c. Initiate a community-wide discussion about evaluation and performance once the equity goals defined in steps one and two have been reached.

Priority 4. Strengthen and Diversify Revenue Streams

Rationale: As a young institution in only its fifth decade, Antioch New England does not have a substantial endowment. The campus has depended almost exclusively on tuition and fee revenue to fund its annual operations. Because some costs of operation continue to rise much faster than inflation, and given the constraints on repeated increases in tuition, the enhancement of revenue has become a clear strategic priority. The four strategic goals related to this priority encompass strengthening existing revenue streams and developing new ones as well as initiating successful development and fund raising activities.

Goals:

1. Fully enroll all programs
 - a. Increase coordination between the Office of Admissions and the academic departments to plan recruiting strategies.
 - b. Invest additional dollars in marketing and communications budgets.
 - c. Coordinate effectively among all offices involved in recruitment including admissions, financial aid, registrar, and web services.
 - d. Debrief enrollment outcomes each year and adapt based on results.

2. Develop new degree and certificate programs
 - a. Design and develop new high revenue programs in existing disciplines.
 - b. Explore and initiate new high revenue programs in a new discipline not currently offered at ANE.
3. Develop an advancement infrastructure to significantly enhance fund raising
 - a. Build staff capacity in development and alumni relations.
 - b. Initiate alumni chapters and increase annual fund significantly.
 - c. Develop a strategy to cultivate five to ten potential major donors.
 - d. Develop a successful annual Horace Mann awards event.
4. Identify and develop new sources of revenue
 - a. Develop revenue streams that yield revenue above costs.

Priority 5. Implement Key Business Strategies

Rationale: The business strategies envisioned through the strategic planning process relate both to revenue streams identified in the goals of Priority 4 and to institutional culture. They represent the concrete expression of ANE's mission, purpose, and values. Five principle areas were identified. These business strategies are designed to meet the criteria outlined in the Appendix 2.

Goals:

1. Review of Existing Academic Programs
 - a. Review, over the next five years, all academic programs consistent with Antioch University policies on program review.
 - b. Identify current and future capacity to determine full enrollment benchmarks for all programs and address challenges facing under-enrolled programs, including marketability, recruitment, and retention.
2. New Program Development
 - a. Develop programs in existing disciplines and in one additional discipline.
 - b. Continue to monitor higher education academic program development opportunities for new degree and certificate programs consistent with our purpose and values.
 - c. Reorganize the new program approval process and ensure that all new program initiatives have a market analysis and business plan.
3. Online Program Development and Delivery
 - a. Develop fully online and blended degree programs.
 - b. Partner with established online learning companies that provide market analysis, marketing, recruitment, and instructional expertise.
 - c. Explore collaboration with other AU campuses on course offerings and program development.

4. Advancement
 - a. Design and implement a five-year advancement plan with supporting infrastructure that will enhance alumni relations, marketing, fundraising, and friendraising.
 - b. Develop a culture of shared responsibility for institutional advancement.
5. Continuing Education and Community Outreach:
 - a. Expand the capacity of continuing education and community outreach to enhance the academic experience of students, engage the faculty, and provide service to professional and public constituents.
 - b. Hire a continuing education director and establish a continuing education division that fully funds itself and generates additional net revenue through a variety of activities, including courses, non-credit programs, conferences, consulting, and community service.

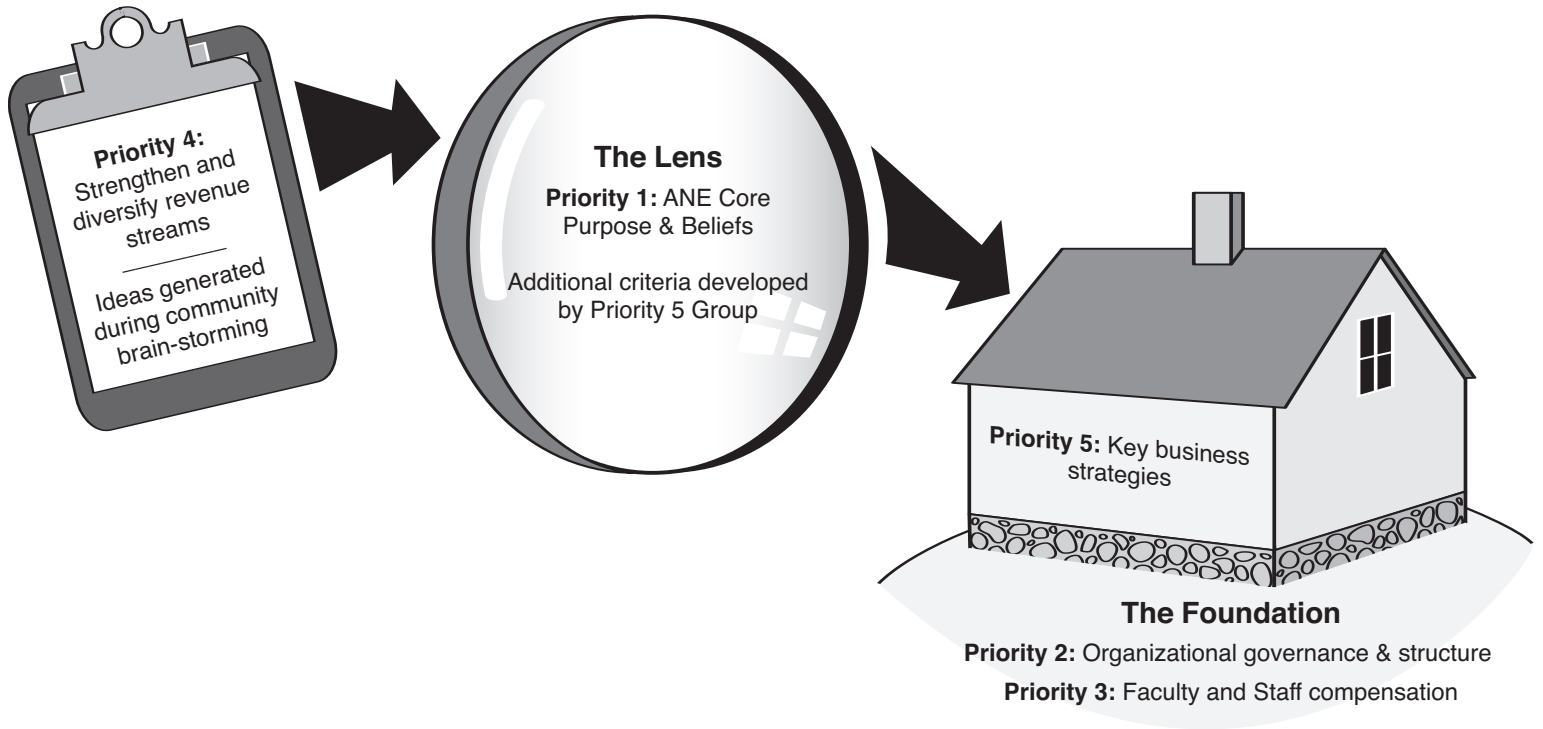
Assessment Strategies for Measuring Progress

The Antioch University New England community accepts collective responsibility for the on-going assessment of the implementation of our strategic plan. This responsibility will be manifest in several ways during the coming year.

1. The vice president for academic affairs and any committee or task force he assembles will work to ensure that all elements of the plan have clear parties responsible for implementation and will receive regular feedback on the progress of that work.
2. An implementation matrix—including specific action steps, persons responsible, targets, and timelines—will be used to track progress on each strategic goal.
3. The president will report to the whole ANE community on the progress of the strategic plan at least once during the 2007–2008 academic year.
4. All levels of governance within the institution will have opportunities to provide formal and informal feedback to the vice president for academic affairs and any committee or task force established. This may include:
 - Department chairs as a group
 - Departments
 - Administrative units
 - Students, staff, and faculty individually or through their representative bodies
 - Faculty senate

Other mechanisms for assessment of the implementation of the Strategic Plan will be developed over the coming year by the vice president for academic affairs and any committee or task force he convenes. These mechanisms will be communicated to the broader ANE community for their participation and feedback.

Inter-relationship of Strategic Priorities



APPENDIX 1

Strategic Planning Steering Committee Membership

ANE 2006-2007 Strategic Planning Steering Committee

<u>Member</u>	<u>Department / Affiliation</u>
Laura Andrews	Admissions / Co-Director of Admissions
Katherine Clarke	Department of Applied Psychology / Department Chairs
Susan Dryer Leon	Faculty Senate
Peter Eppig	Department of Education / Department Chairs
Kathi Borden	Department of Clinical Psychology/ Antioch Psychological Services Center
Sarah Gates	Student / Clinical Psychology
Susan Jane Gentile	Department of Environmental Studies
Jim Gruber	Antioch New England Institute
Steve Guerriero	Vice President for Academic Affairs / Chair Strategic Planning Steering Committee
Susan Howard	Financial Aid Office / Administrative Council
Tim Jordan	Vice President for Finance and Administration
Marcy Leversee	Library/ Information Systems and Academic Technology (ISAT)
Donna Mellen	Department of Organization & Management / Internal Consultant
Rebecca Rodomsky	Student Alliance / Environmental Studies
Rowland Russell	Information Systems and Academic Technology (ISAT) /TAG/Social Justice Committee
Cathy Schlichting	Student Accounts Office / Staff Council
Susan Weller	Environmental Studies Department / Academic Administrative Staff
Don Woodhouse	Grants Office / Director

ANE 2005-2006 Strategic Planning Steering Committee

Peter Eppig	Chairs/ Education
Jim Fauth	Clinical/ PSC
Jim Gruber	ANEI/ ES
Steve Guerriero	Chairs/ O&M
John Haley	Work Study/ ANE Students
Susan Howard	FA/ Administrative Council / AU
Tim Jordan	CFO
Kevin Lyness	AP
Marcy Leversee	Library/ ISAT/ TAG
Elizabeth Rheault (Willow)	ANE Students
Rowland Russell	ISAT/ TAG
Cathy Schlichting	Finance Office/ Staff
Cindy Thomashow	ES/ West Wing/ Green Project
Pete Throop	ES/ Keene Planning Board
Neal King	Dean/ Chair
Donna Mellen	O&M/ Faculty Senate/ Consultant

APPENDIX 2

Criteria for Evaluating Business Strategies

Key Business Strategies must:

1. Align with Antioch University's mission and Antioch New England's core purpose and beliefs.
2. Yield net revenue above costs (both direct and indirect).
3. Consider both the start-up and long-term resource requirements/demand on organizational capacity.
4. Energize the community, including incentives to participate in their development and implementation.
5. Minimize the time required to get to implementation.
6. Meet identifiable market demand.
7. Be able to compete in the marketplace (including competitor analysis).
8. Account for possible unintended consequences, including:
 - Conflict with other parts of Antioch University.
 - Conflict within Antioch New England.
 - Other possible negative or positive consequences.
9. Incorporate and encourage partnerships, both internal and external.