

019-B

September 9, 1996

Approved by ADCIL 9/10/1996

TO: The Administrative Council

FROM: Hassan M. Nejad

RE: Creation of a Task Force on "College's Strategic Plan"

Rationale:

Long-range, strategic planning (contrasted with short-range, tactical planning) is the process of determining what goals and objectives to pursue during a future time period (three-to-seven years) and what actions, policies, and/or programs are required to achieve those objectives. Planning is common to both, for-profit and non-profit organizations. There are several reasons for and advantages to this type of planning, including the followings:

- Planning enables an organization to affect rather than accept the future. By setting objectives and charting a course of action, the organization commits itself to "making it happen." Without a plan, the organization is much more likely to sit back, to let things happen, and then react to these events in a crisis mode.
- Planning provides a means for actively involving individuals from all parts of the organization in setting goals, priorities, and objectives, and in enhancing their understanding of the organization's direction.
- Planning improves performance and the overall organizational collaboration as well as employee morale.
- Planning facilitates the delegation of authority and responsibility and improves accountability.
- Planning facilitates assessment and improves evaluation of employees' performance.
- Planning enhances financial responsibility and helps the development of a balanced budget.

Although the goals and priorities of organizations vary, planning at educational institutions is generally aimed at remaining or becoming educationally, intellectually, and financially viable. For Antioch College, there are a number of external as well as internal factors/reasons which necessitate the development of a long-range plan. External factors include: the increasingly competitive nature of higher education, the changing demographic characteristics, the increasing overhead cost of higher education, the need for a quality liberal arts education with an affordable price, and the expectation of career opportunities for and marketability of the graduates. The internal factors include: continued financial problems, low and declining enrollment, small faculty-student ratio, underutilized space, a mission and a governance structure that promise and value wide consultation and participation in policy- and decision-making processes, individualized advising, a strong interest in and a need for improving student services and the quality of student and faculty life, the particular challenges of Antioch College's tripartite educational model (classroom, co-op and community), and being the only residential campus in a complex

university system in which inter-campus and campus-to-university relationships are yet to be clearly defined, agreed upon, and understood.

Planning at Antioch:

In recent years, beginning in 1987, a number of important efforts have been made to plan for the future and many decisions have in fact been made through a planning process. But the process has not been complete, integrated, systematic, or consultative. Most of the plans were the work of College or University administrators with little input by faculty, students, and staff. Most have been driven by the "Year 2000 Vision Statement" and University Priorities (approved by the Board of Trustees in 1991). Almost all of these efforts have been either of a short-range nature or consisted of general statements which lack a comprehensive list of action plans, planning units, accountability, costs, and evaluation mechanism. Yet, there are many useful ideas and suggestions in all of these documents which should be looked at and perhaps incorporated in the development of a comprehensive, strategic plan.

This proposal is an attempt to launch an effort to develop certain long-term goals (five-to-seven-years) for the College and to describe the particular actions, programs, and/or activities required to achieve them with their estimated costs. The plan will be developed within the context of the College's mission, curricular goals, academic program, and its overall values and objectives as articulated in several documents approved by ADCIL. These are givens or fundamental assumptions guiding the planning process. The group responsible for this endeavor will be called "The Task Force on College's Strategic Plan" (proposed title), to be appointed by ADCIL. This task force will develop a process to consult with as many constituencies within the community, including the Board of Trustees "Task Force on Strategic Financial Directions of the College," through organized informal and formal meetings and will make periodic reports to ADCIL. A final report will be presented to ADCIL by the middle of Spring term and subject to its approval, ADCIL will periodically monitor and evaluate the implementation of the plan.

Proposed ADCIL Charge to the Task Force on College's Strategic Plan

The task force should be charged to: developing a strategic plan for the College in which goals and priorities and their related objectives, action plans, and cost estimates are set, position(s), group(s), or unit(s) responsible for their implementation are identified, and a process/mechanism for the evaluation of the various components of the plan is identified.

Proposed Membership of the Task Force

Faculty: 3-4

Students: 2

Administrator: 1

Emeritus/alumnus: 1 (to be selected by the Alumni Board)

Staff: 1

Dean of Faculty **Ex Officios:** College President and CM