

Strategic Action Plan for the College

The Strategic Planning Task Force invites your comments on this, our final draft of the Strategic Action Plan for the College.

The Task Force will be making public presentations about the Action Plan on January 21 at ADCIL (8:00am, Main Building Conference Room), Community Meeting (3:00pm 113 McGregor), and the Faculty Meeting (4:00pm, Large AV Room in Library). Members of the community are urged to attend any of these meetings to learn more about the work of the Task Force and the Strategic Action Plan.

The Task Force invites you to send your comments or suggestions to Hassan Nejed, c/o the Presidents Office. Email can also be sent to the entire Task Force by addressing messages to: *rweibl@antioch-college.edu*.

Additional copies of this report are available in the Presidents Office. You can also request a copy by calling Ric Weibl at pbx 6797.

Antioch College
Strategic Planning Task Force 1996-97

Members & Participants

AdCil Appointed Members (Charged & Appointed 9/17/96)

Shadia Alvarez	Andrzej Bloch
Carole Braun	Paula Spier
Bob Devine	Scott Warren
Jim Keen	Susan Eklund-Leen
Georgia Tetlow	David Raynor
Steve Schwerner	Dietrich Delrieu-Schulze
Molly Schultz	Hassan Nejad, Chair

Regular & Occassional Participants *

C.T. Chen	Elaine Comegys
Cheryl Keen	Barb Stewart
Peter Townsend	Dick Meisler
Su Hallenbeck	Karen Kovach
Tom Eberwein	Sandy Tarbox
Joe Cali	John Graham
Michael Murphy	Rich Abrams
Tom Haugsby	Leonard Watts
Jan Miller	Denise Michell
Linda Sikes	Jimmy Williams
Ric Weibl, staff	

* Meetings were routinely announced via the day-board, the RECORD, an electronic newsgroup, and at Community Meetings. A collection of all Task Force documents was maintained on reserve in the Library.

800 Students by Fall 2000

(Released 11/1/96)

The College's Strategic Planning Task Force has identified an agenda to guide its work for the next six months. The Task Force has agreed that enrollment growth is critical to the future of the College as a distinctive liberal arts institution. To that end, it has adopted a goal of enrolling 800 degree seeking students by the fall of 2000.

The College's Task Force, informed by the recent work of the Board of Trustees Task Force on the Strategic Financial Direction of the College and outside consultants, believes that Antioch has the infrastructure, calendar, and curriculum necessary to support 800 students while enhancing and strengthening the core values and quality of an Antioch education. Likewise, this growth can be accomplished without major restructuring or significant revenues beyond tuition dollars. Each new tuition dollar will be directed to further improving our ability to deliver a quality liberal arts education.

To achieve the 800 by 2000 goal, the Task Force will focus its energy on making Antioch College ever more the kind of place students are attracted to and value. The Task Force recognizes that it isn't enough to recruit and enroll more students - we must see that more of those students persist through graduation and join our ranks of outstanding alumni. To accomplish this goal all community members must contribute to and participate in the effort.

To that end, the Task Force will initiate a series of meetings to share with the community the conditions that inform this goal. We will then invite all members of the community to explore concrete steps each of us can take to achieve the goal. Following these meetings, the Task Force will develop an Action Plan that articulates and commits us all to a course of action for the future. This Action Plan will be approved by AdCil in January and presented to the Board of Trustees in February, 1997.

Antioch College
1996-97 Strategic Planning Task Force

Enrollment Model to Achieve 800 Students by 2000

Assuming 2% Annual Reduction in Attrition	Attrition Rate (in %)				
	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>
After First Year	28	26	24	22	21
After Second Year	19	17	15	13	12
After Third Year	6	5	4	4	4

Assuming 13% Annual Increase in New Student Enrollments	Entering Class (in #)				
	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>
First Year	145	164	186	211	239
Second Year Transfer	34	39	44	49	56
Third Year Transfer	13	15	17	19	21
Total New Students	192	218	246	279	316

Resulting Enrollment Growth	Enrollment (in #)				
	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>
First Year	145	164	186	211	239
Second Year	136	143	165	191	221
Third Year	128	125	135	159	188
Fourth Year	116	120	119	130	153
Total Enrollment	525	552	605	691	800

Antioch College
1996-97 Strategic Planning Task Force

**Resolutions and Recommendations
Towards a Goal of 800 Students by 2000**
(Adopted by the Task Force on January 9, 1997)

1. Create a committee of the Task Force (**Strategic Planning Task Force Committee on Restructuring Cooperative Education**) to begin a community-wide discussion of the future of Co-op and how Co-op may be redefined and/or reconceptualized to better serve students' needs and improve the quality of their educational experience at Antioch. The committee should prepare a report for ADCIL by the end of April and for the Board of Trustees by early June 1997. The Task Force requests the President to chair this committee.

The Task Force recommends the following persons as members of this committee: Shadia Alvarez, David Raynor, Molly Schultz, Andrzej Bloch, Scott Warren, Paula Spier, Dick Miesler, Elaine Cornegys, Leonard Watts, Ann Filemyr, Denise Michell, and Bob Devine as Chair.

2) Create a standing committee of the Task Force (**Strategic Planning Implementation Oversight Committee**) to review and evaluate the implementation of the action steps and the achievement of goals and objectives. The Committee shall report periodically to the President, ADCIL and the community.

The Task Force recommends the following persons as members of this committee: Molly Schultz, Steve Schwerner, Carole Braun, and Hassan Nejad as Chair.

3) The Task Force requests the Dean of Faculty to initiate an analysis of the distribution of faculty across to curriculum and make recommendations to the President and ADCIL by the end of March 1997, on how staffing of the academic program should be aligned and/or realigned with the students' interests and enrollment in the academic majors and programs without compromising the quality of Antioch's liberal arts education.

4) The Task Force asks the Board of Trustees to consider creating a process for a capital campaign to substantially increase the College's endowment.

5) The Task Force asks the Board of Trustees to endorse and participate in a new physical plant renovations task force and to continue its support for the up-grading and renovation of the College's physical plant.

6) The Task Force asks the Board of Trustees to continue supporting the College's technological / information system needs.

7) The Task Force asks the Board of Trustees to endorse and support recommendations of the Strategic Planning Task Force.

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Antioch College
1996-97 Strategic Planning Task Force
Goals and Actions of HIGHEST Strategic Advantage
Towards a Goal of 800 Students by 2000

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ADMISSIONS & FINANCIAL AID

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop Recruitment Publications for Students of Color	A) Improved outreach to students of color B) Increase student diversity	Appoint a task force to develop proposals for recruitment publications for students of color	A	A	PRES
Improve Flow of Academic Program Information	Improved information for prospective students	Conduct regular information sharing meetings between Admissions and academic units	D	A	DOF
Involve More Students in Admissions/Recruitment Processes	A) Increased recruitment potential B) Service opportunities for students C) Institutionalized participation	Develop ways to involve and recognize students participating in recruitment activities	A	D	DAFA

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January 17, 1997

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ADMISSIONS AND FINANCIAL AID (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Define the Future Mix of Antioch Students	A) Better focus recruitment resources B) Better focus co-op C) Increased support from alumni in geographic and professional areas D) Clearer expectations for Admissions	Develop and implement a process to inform the configuration of the future mix of students - who shall be recruited?	B	A	PRES
Involve More Faculty and Other Segments of the Community in Recruiting	A) Improved recruiting effort	1) Increase participation by faculty and others in recruitment phonathons 2) Increase the number of faculty letters to prospective students (letters by major chairs and advisors)	D D	A A	DOF/DAFA DOF/DAFA

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Towards a Goal of 800 Students by 2000**

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ADMISSIONS AND FINANCIAL AID (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Inform Faculty About Financial Aid Processes	A) Better understanding of processes B) Consistent information C) Better informed students	Conduct regular information sharing presentations for faculty informing them of financial aid processes, deadlines, and critical information	D	A	DAFA/FEC

COOPERATIVE EDUCATION

Develop a New Model for Cooperative Education	A) Articulation of the educational goals & objectives of co-op B) Reasonable, realistic set of outcomes for students and others C) Positive public relations	Appoint and charge a committee of the Strategic Planning Task Force to develop a new model for cooperative education	A	A	PRES
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COOPERATIVE EDUCATION (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop Technological Resources that Integrate Co-op into the Total Antioch Program	A) Improved communication B) More rounded experiences when on co-op	Increase communication between co-op faculty, students, and classroom faculty	D	A	DC

DEVELOPMENT AND ALUMNI RELATIONS & PUBLIC RELATIONS AND PUBLICATIONS

Increase the College's Endowment	Provide critical financial resources to support future viability of the College	Conduct a feasibility study to explore possibilities of increasing the endowment	B	C	PRES/BT/DAR
Improve Information Sharing with Internal & External Audiences	A) Create realistic expectations B) Better informed alumni and community C) Reduce rumors D) Increased student satisfaction E) Improved institutional image and message	1) Assure accuracy of representation in recruitment publications 2) Assure that catalog course descriptions are consistent with schedule of classes and course syllabi	D D	A A	PRP DOF

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FACULTY AND ACADEMIC AFFAIRS

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Insure a Solid, Academically Challenging Program	A) A clearer college catalog B) Assure small class size, faculty accessibility & stability, and a diversity of courses C) A predictable schedule of key course clusters within majors D) Assure a solid general education program	1) Deliver what we advertise: provide stable & predictable course offerings and create expectations that can be met	D	A	DOF
Improve Library	A) Sufficient resources to support the curriculum B) Increased student and faculty satisfaction	1) Implement on-line library catalog 2) Develop on-line search services 3) Improve the physical facility of the library 4) Increase library holdings in all categories	FALL 98 D 7/97 D	C B C B/C	PRES/BT/DAR PRES PRES LIB/DAR

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FACULTY AND ACADEMIC AFFAIRS (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop Structures to Aid Students in Professional, Career, and Graduate School Planning	A) Greater student satisfaction	Continue to review and strengthen advising	D	A	DOF
	B) Greater understanding of how to use our curriculum				
	C) Increased clarity about the value of an Antioch education				
Improve the Quality of Faculty Life	A) Improved faculty morale	1) Improve faculty compensation and benefits	D	B	DOF
	B) Increase effectiveness in recruiting new faculty	2) Clarify and better communicate governance jurisdictions and processes	A	A	PRES
	C) A faculty development plan				
	D) Improved overall faculty performance				

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FACULTY AND ACADEMIC AFFAIRS (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Assure Size and Configuration of Faculty is Sufficient to Deliver Academic Program	A) Clarify definition of liberal arts B) Better allocation of faculty resources C) Meet student curricular demands and interests more effectively	Anticipate the effect of 800 students on course size, course capping, advisee and senior thesis loads and develop a plan to assure faculty size and configuration is sufficient to deliver the program	D	A	DOF
Further Integrate Multiculturalism in the Academic Program	A) A curriculum that meets students expectations B) A curriculum more in line with the Colleges' mission	Maintain effort to implement and assess cross-cultural requirement	D	C	DOF
Make faculty Hiring Decisions in Such a Way that Facilitates Broad Contribution to the Curriculum	Maintain the tradition of the liberal arts while maximizing flexibility	Make new faculty hiring decisions in such a way that facilitates broad contributions to the curriculum by the faculty while maintaining the tradition of the liberal arts	D	B	DOF

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HUMAN AND PHYSICAL RESOURCES

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Create a New Renovations Plan	A) New capital budget plan including cost estimates and programmatic implications B) ADA compliance C) Plan to improve the quality of work and living space D) Improved quality of service to students and faculty	Charge and appoint a renovations task force to review past plans and to develop short and long term facility needs - including urgent and capital budget priorities	A	A	PRES

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HUMAN AND PHYSICAL RESOURCES (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop College-wide Staffing Plan	A) Improved student services B) Balanced distribution of workload C) Appropriate staffing levels given job demands and expectations D) Improved employee morale	Develop a staffing plan to serve 800 students	B	A	PSG

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STUDENT LIFE AND COMMUNITY SERVICES

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Improve Quality of Residence Life	A) Increased student satisfaction	1) Reduce dorm abuse and neglect	D	B	DOS
	B) Improved campus climate when offices are closed	2) Respond quickly to residence facility needs	D	D	DOS/DAF
	C) Improve connection between residence halls and classroom	3) Expand Dean of Students staff presence through nights and weekends	D	A	DOS
		4) Streamline housing assignment process	A	A	DOS
Revitalize MAPLES	Opportunities for experiential learning	Develop proposal(s) to revitalize on-campus component of MAPLES	A	A	DOS
Improve Quality of Community Life	A) Increased student satisfaction	1) Support Counseling & Wellness programs	D	B	DOS
	B) Greater empowerment of students	2) Continue work on achieving a multicultural community	D	B	DOS/PRES
		3) Return to full-time health services program	A	B	DOS
		4) Develop coordinated events planning process	A	B	DOS

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STUDENT LIFE AND COMMUNITY SERVICES (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Advance Community Service Program	A) Improved community relations B) Increased student participating in community service programs C) Stronger bond with area alumni D) Alumni mentoring opportunities	Create institution-wide partnerships to develop community service projects	A	B	DOS

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Towards a Goal of 800 Students by 2000

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ADMISSIONS & FINANCIAL AID

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop Articulation Agreements with Key Community Colleges	Increased number of transfer "feeder" institutions	Explore opportunities for transfer articulation agreements by working with colleges recommended by Admissions and others and negotiate terms whenever possible	D	A	EXECVP
Develop New Information Video about Antioch College	Improved recruiting effort	1) Explore placing Antioch information video on the web	C	B	PRES
		2) Produce an Antioch information video as a class or community service project	B	C	PRES/DAFA
Increase Involvement of Faculty and Others Segments of Community in Recruiting	Improved recruiting effort	Make opportunities available for faculty to attend admissions recruitment fairs	B	B	DOF/DAFA
Involve More Students in Admissions/Recruitment Processes	A) Increased recruitment potential	Improve coordination among offices and staff who know of student whereabouts while on co-op to involve them in recruitment activities	D	A	DC/DAFA
	B) Service opportunities for students				
	C) Institutionalized participation				

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ADMISSIONS & FINANCIAL AID (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Inform Faculty about Financial Aid Processes	A) Better understanding of processes	Notify advisors of financial aid deadlines to avoid students missing filing deadlines	D	A	DAFA
	B) Consistent information				
	C) Better informed students				

COOPERATIVE EDUCATION

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Increase Funding for Co-op, FWSP, & Community Service Jobs	More funding for service type co-ops & for employers who can't afford to pay	Plan for additional \$100,000 in Federal Work Study moneys to be utilized in community service jobs	A	D	DOS/DC
Streamline Process of Co-op Placement and Crediting	Increased student satisfaction	1) Develop a more effective orientation to the co-op planning process	D	A	DC
		2) Review, revise, reduce forms and steps in co-op planning & crediting processes	D	A	DC

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COOPERATIVE EDUCATION (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Provide Means to Finance Co-op Requirements	A) Jobs List positions available to all, regardless of financial status B) Make all costs of co-op explicit	Develop human resources, alumni networks, and housing resources at co-op job locations as means to finance co-op requirements	D	D	DC
Develop Relationships Between Employers and the Academic Campus Community	Increased integration of co-op experience in the larger educational experience	Improve communication with co-op employers about Antioch students & programs	D	A	DC
Develop and Maintain a More Rounded (both in scope and compensation) Job List	Increased student satisfaction	1) Develop more cross-cultural and foreign language co-ops	D	C	DC/DAR
		2) Continue general co-op job development activities	D	A	DC

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DEVELOPMENT AND ALUMNI RELATIONS & PUBLIC RELATIONS AND PUBLICATIONS

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Improve Information Sharing with Internal and External Audiences	A) Create realistic expectations	1) Publish timely and accurate information about financial aid programs and services	D	A	PRP
	B) Better informed alumni and community	2) Develop and publish a two year academic / course planning schedule every fall beginning fall 1997	B	D	DOF
	C) Reduce rumors				
	D) Increased student satisfaction	3) Establish "official" College WWW homepage and monitor regularly to assure accuracy	D	A	PRP
	E) Establish institutional image(s) and message(s)				
	F) Increase "ownership" in College agendas				
Increase the College's Endowment	Provide critical financial resources to support future viability of the College	Incorporate funding travel to co-ops into overall fund-raising objectives.	B	C	DC/DAR

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DEVELOPMENT AND ALUMNI RELATIONS & PUBLIC RELATIONS AND PUBLICATIONS (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Improve Alumni Outreach	A) Nurture and sustain relationships B) Identify externally based resources that can assist & support College agendas C) Educational experiences for alumni D) Improved sense of alumni ownership in affairs of the College E) More two way communication	Improve quality of information and tracking of recent alumni for development and recruitment needs	D	A	DAD

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FACULTY AND ACADEMIC AFFAIRS

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Assure Size and Configuration of Faculty is Sufficient to Deliver Academic Program	A) Clarify definition of liberal arts B) Better allocation of faculty resources C) Meet student curricular demands and interests more effectively	Consider converting non-tenure track positions in high need majors to tenure track	A	A	DOF
Address Students Individual Academic Needs Through Available Learning Opportunities	A) Improved first year advising system B) Opportunities suiting 3rd & 4th year students C) Increase number of students using the Learning Center D) Maximizing contact with students while on co-op and AEA	Evaluate first year advising program	D	A	DOF

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FACULTY AND ACADEMIC AFFAIRS (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Implement and Stabilize Interdisciplinary Majors	A) A more fully interdisciplinary curriculum	1) Review nature, definition and variety of concentrations within majors	A	A	DOF
	B) General education reflect curriculum	2) Raise faculty development funds to support interdisciplinary teaching, teaching broadly and teaching multiple levels and learning styles	D	C	DOF
Further Integrate Multiculturalism in the Academic Program	A) A curriculum that meets student expectations	1) Review courses to further integrate multiculturalism in the academic program	D	A	DOF
	B) A curriculum more in line with the Colleges' mission	2) Continue support of AEA to further integrate multiculturalism in the academic program	D	A	DOF
		3) Develop cross-cultural orientation for all cross-cultural experiences	D	A	DOF
		4) Develop a cross-cultural component as part of the orientation for new students, faculty, administrators, and staff	D	D	DOS

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FACULTY AND ACADEMIC AFFAIRS (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop Structures to Aid Students in Professional, Career, and Graduate School Planning	A) Greater student satisfaction B) Greater understanding of how to use our curriculum C) Increased clarity about the value of an Antioch education	Increase faculty involvement in offering career and graduate & professional school guidance - offering a preparation event every term	D	A	DOF
Insure a Solid, Academically Challenging Program	A) A clearer college catalog B) Assure small class size, faculty accessibility & stability, and a diversity of courses C) A predictable schedule of key course clusters within majors D) Assure a solid general education program	1) Review standards, guidelines & academic requirements of course offerings 2) Regular communication between faculty & students about mission, educational philosophy, and requirements	B D	A A	DOF DOF

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FACULTY AND ACADEMIC AFFAIRS (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Improve the Quality of Faculty Life	A) Improved faculty morale	1) Evaluate and address demands on faculty time	A	A	EXECVP
	B) Increased effectiveness in recruiting new faculty	2) Raise funds for faculty development activities	B	C	PRES
	C) A faculty development plan				
	D) Improved overall faculty performance				

HUMAN AND PHYSICAL RESOURCES

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop Standard Evaluation of Employees That Values Student-centered Work	A) Improved employee performance	Measure student satisfaction with services and programs	D	B	IR/DOS
	B) Promote life-long learning				
	C) Increased student satisfaction				

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HUMAN AND PHYSICAL RESOURCES (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop a Training & Development Plan for Staff, Faculty, and Administrators	A) Staff renewal B) Professional development C) Improved performance D) Higher quality campus services E) Improved conflict management	Develop a performance appraisal / evaluation process for all employees. Use these processes to develop and offer training and development opportunities.	B	B	DAF

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STUDENT LIFE AND COMMUNITY SERVICE

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Advance Community Service Program	A) Improved community relations	1) Develop an experiential learning transcript	C	A	DOF/DOS/DC
	B) Increased student participating in community service programs	2) Create community service links w/ alumni in Miami valley area	D	A	DOS/DAR
	C) Stronger bond with area alumni	3) Outreach to prospective students about community service opportunities	A	D	DOS/DAFA
	D) Alumni mentoring opportunities	4) Establish a transportation service to support community service participating & individual student needs	A	B	DOS
		5) Establish community service links with Miami Valley area schools	A	D	DOS
Improve Quality of Life	A) Increased student satisfaction	Offer life-long skill development workshops	D	A	DOS
	B) A healthier student body - as well as faculty and staff				

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STUDENT LIFE AND COMMUNITY SERVICE (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Improve Quality of Community Live	A) Increased student satisfaction B) Greater empowerment of students	Offer educational programs & workshops promoting a greater sense of community	D	A	DCS
Improve Quality of Residence Life	A) Increased student satisfaction B) Improved campus climate of "the other Antioch" which exists when offices are closed C) Improve connection between residence halls and classroom	1) Facilitate use of dorms & residence life program as campus resource 2) Clarify Hall Advisor/Coordinator program expectations	D A	A A	DCS DCS

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COOPERATIVE EDUCATION

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop Relationships Between Employers and the Academic Campus Community	Increased integration of co-op experience in the larger educational experience	Arrange visits by co-op employers to campus to develop better relationships	C	C	DC
Streamline Processes of Co-op Placement and Crediting	Increased student satisfaction	Develop a co-op information video	C	C	PRES

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COOPERATIVE EDUCATION (cont.)

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Improve Alumni Outreach	A) Nurture and sustain relationships	1) Establish Senior Gift campaign	A	A	DAR
		2) Publish an Alumni Directory	C	C	DAR
	B) Identify externally based resources that can assist & support the Colleges' agenda	3) Increase size and frequency of alumni mailings & publications (i.e. ANTIOCHIAN 3 issues/year)	C	C	DAR/PRP
	C) Additional educational experiences for alumni		A	D	DAR
	D) Improved sense of alumni ownership in affairs of the College	4) Establish electronic networks for sharing information with Alumni			
	E) More two way communication				

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DEVELOPMENT AND ALUMNI RELATIONS & PUBLIC RELATIONS AND PUBLICATIONS

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Improve Information sharing with Internal and External Audiences	A) Create realistic expectations B) Better inform alumni & community C) Reduce rumors D) Increase student satisfaction E) Improve institutional image and messages F) Increased "ownership" in College agenda	Investigate the practicality of merging publications and development departments	C	A	PRES

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Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Implement and Stabilize Interdisciplinary Majors	A) A more fully interdisciplinary curriculum B) General education reflect curriculum	Continue to develop General Education program and to stabilize majors	D	A	DOF
Improve Quality of Faculty Life	A) Improve faculty morale B) Increase effectiveness in recruiting new faculty C) A faculty development model D) Improved overall faculty performance	Address faculty needs through effective relationship among Dean of Faculty, FEC, Faculty Chair, President	D	A	PRES/EXEC VP

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Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Insure a Solid, Academically Challenging Program	A) A clearer college catalog B) Assure small class size, faculty accessibility & stability, and a diversity of courses C) A predictable schedule of key course clusters within majors D) Assure a solid general education program	Complete development and implementation of learning assessment plan	C	A	DOF
Assure Size and Configuration of Faculty is Sufficient to Deliver Academic Program	A) Clarify definition of liberal arts B) Better allocation of faculty resources C) Meet students curricular demands and interest more effectively	Consider alternative approaches to achieving flexibility in faculty staffing	A	A	DOF

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Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop Structures to Aid Students in Professional, Career, and Graduate School Planning	A) Greater student satisfaction	1) Explore centralizing information about GRE, LSAT, GMAT test taking, career databases and on-line resumes	C	A	DOS/DC
	B) Greater understanding of how to use our curriculum	2) Develop means to assist students in their transition from the College upon graduation	C	A	DOS
	C) Increased clarity about the value of an Antioch Education				
Further Integrate Multiculturalism in the Academic Program	A) A curriculum that meets student expectations	Develop experience sharing programs and fora for returning AEA students	D	A	DOF
	B) A curriculum more in line with the Colleges' mission				

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HUMAN AND PHYSICAL RESOURCES

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Develop a New Employee Orientation Program	A) Introduce institutional goals, educational philosophy & campus policies	1) Develop an employee handbook and survival guide	C	B	DAF
	B) Increased community participating by staff, faculty and administrators	2) Develop an employee newsletter	C	A	DAF
	C) Improved performance				

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STUDENT LIFE AND COMMUNITY SERVICE

Goal / Objective	Expected Outcome	Action Steps	When	Cost	Who
Advance Community Service Program	A) Improved community relations B) Increased student participation in community service programs C) Stronger bond with area alumni D) Alumni mentoring opportunities	Establish a Community Service Advisory Committee	AD	A	DOS
Improve Quality of Residence Life	A) Increased student satisfaction B) Improved campus climate when offices are closed C) Improved connection between residence halls and classroom	1) Increase the credibility, effectiveness and centrality of the Hall Advisor/Coordinator program 2) Recruit more Hall Advisors/Coordinators who define themselves as people of color, LGBT 3) Improve, secure and maximize trunk room potential	D D C	A A C	DOS DOS DAF

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