

Jane Fernandes' First Year Goals
Submitted to Board of Trustees for Approval
10/18/2021

- Attend to and strengthen campus culture and customs -- *partner with Vice Presidents, Community Manager, and Board on plans to improve campus culture*
 - Engage with students in formal and informal ways; become a known and reliable quantity. Respond clearly and publicly to their concerns.
 - Engage faculty and staff -- meet each faculty and staff member individually with an eye toward building faculty leadership¹. Build upon interviews conducted by prior VPAA of every faculty member's aims and interests if possible.
 - Observe councils and committees as much as possible.
 - Build an understanding of community governance by doing. Lead the College Council which is defined as a new group.
 - Engage alumni -- work with the Alumni Office on a plan to meet alumni, benefactors, and attend selected alumni chapter meetings.
- Increase enrollment through incremental growth and admission planning² -- *partner with the Dean of Admission*
 - Understand and promote current winter (5-10 new students) and fall 2022 (50 new students) expectations for enrollment. Current enrollment is 132 students.
 - Implement relevant, realistic, and imaginative efforts to strengthen fall 2022 enrollment.
 - Engage the entire campus community in establishing and implementing high-impact retention strategies during the current year.

¹ Two of our most senior tenured faculty members declined the role of VPAA. The current VPAA has committed to a one-year term. The difficulty of leading a divided faculty may have been a factor in their decision.

² In a report on enrollment scenarios by former vice president Gariot Louima and former provost Kevin McGruder, assisted by current vice president of academic affairs, David Kammler, Antioch modeled projections based on a variety of assumptions. They believed that the most accurate predictions -- assuming no changes in academic program offerings, faculty, and marketing allocation -- are reflected in the scenario called "incremental growth per year." Assuming incremental growth, they projected 55 new students in 2022-23 with incremental gains through 2027-28 when the projections increase to 75 new students and a total enrollment of 195.

- Advance Antioch College -- *partner with trustees, advancement and communications*
 - Search for and hire a Vice President for Advancement.
 - Strategically and succinctly identify Antioch's distinctive niche and value proposition.
 - Understand and address Antioch's current market position and perceptions of our "product," i.e., general non-ranking in US News as well as having persisting campus climate concerns.
 - Determine community engagement and public relations strategy, with an eye toward reviewing effective initiatives already in place.
 - Determine Antioch's ideal profile within higher education and Yellow Springs.
 - Develop an assertive annual advancement plan with goals for each staff member, the whole department, the vice presidents, and the president.
 - Raise funds to support the operating budget for the current year and future years.³
- Strengthen College infrastructure -- *partner with vice president of business and operations, vice president of academic affairs, vice president for equity and strategic development & executive director of the Coretta Scott King Center, and other vice presidents*
 - Review feedback from students about infrastructure (e.g., kitchen, food, bathroom cleanliness, response to work orders, student spaces, curriculum).
 - Organize feedback into categories and plan responses.
 - Recognize issues of equity immediately as they arise and plan more strategically to build an equitable campus.
 - Respond transparently with decisions about the academic concerns of students such as those with expressed interest in areas we do not cover, the main ones being:
 - Business, management, economics
 - Education
 - Communications
 - Criminal Justice
 - Computer Science
 - Nursing and allied health
 - Respond to unresolved issues related to "areas of study" that seemingly divide faculty and create academic climate concerns visible to students.
 - Complete searches for clinical and social psychologists, a highly valued area of study, currently in need of additional faculty.

³ Advancement has agreed to raise \$4M to assist with the operating budget for the current year. Due to staff turnover and other issues, they are behind with the current year goal. They will push harder between now and the end of the year to make up lost time.

- Manage the budget -- *partner with the vice president of finance, vice president of equity and strategic development & executive director of the Coretta Scott King Center, Board finance committee, budget managers, faculty and staff*
 - Develop an in-depth understanding of where all Antioch's assets are: restricted, unrestricted, liquid, real estate, sold properties, etc.
 - Forecast enrollment growth and its contribution to the operating budget.
 - Consider and create additional sources of revenue from partnerships and new programming,
 - Set strict controls for all expenditures. Establish clear paths of accessibility and accountability for budget managers.
 - With the Board and president's team, agree on a strategy for budget management for the remainder of 2021-2022.
- Organize my administration -- *president, Board chair and vice-chair, with wide consultation*
 - Revert senior vice presidents who served with presidential authority to their previous role as trustees, in two cases, and to a vice president, in one case.
 - Lay down the senior vice president title. Instead use vice president with specified domains of responsibility.
 - Determine and establish the optimum organization structure for the foreseeable future. Current president's team: community manager, dean of admission, vice president for equity and strategic development & executive director of the Coretta Scott King Center, vice president for academic affairs, vice president for finance, vice president for operations and business, interim vice president for advancement, vice president for student affairs (search in process).
 - Develop shared understandings for how we work together, how we resolve problems or issues among us, expectations for behavior with each other and with campus communities.
 - Craft with the campus community a shared vision for Antioch's future.
- Board development -- *partner with Board chair and vice-chair, Board executive committee*
 - Collaboratively establish working parameters for how the president, VPs, alumni board, staff and others will communicate and work with the Board, and how the Board will support the president.
 - Collaboratively establish decision-making parameters with the Board; determine how the Board will reinforce them when working with the campus community, the donor and alumni community, and the community at large.
 - Collaboratively determine how strategic priorities will be developed, and the timeline for their completion.

- Submit a comprehensive response to the Higher Learning Commission's requirement that Antioch submit an interim report by June 21, 2022 -- *partner with vice president, operations and business, vice president, academic affairs, other vice presidents and constituencies*
 - Interim report due June 21, 2022 covering plan to eventually recruit sufficient numbers of faculty to drive and manage effective faculty evaluation and faculty development.
 - Establish measurement metrics for Antioch's strategic plan, goals, and objectives by using measurable Key Performance Indicators.
 - Develop a strategic plan that flows from the mission and incorporates student learning outcomes in addition to its other priorities.
 - Look forward to planning a second interim report on other academic priorities due by June 21, 2023. Work must begin now on liberal arts learning outcomes, creation of a formal assessment plan for general education, the language and culture program, co-op, and the bachelor's degree. Also we need a formal assessment plan for the co-curricular programs, including determining meaningful outcomes and the use of data to systematically drive improvement.
 - Submit a comprehensive response to the Higher Learning Commission's requirement that Antioch submit an interim report by June 21, 2022.
- Strengthen diversity, equity, inclusion and social justice across all facets of the campus community -- *partner with the vice president for equity and strategic development & executive director of the Coretta Scott King Center, the community manager, vice president for student affairs, and other vice presidents*
 - Create a dashboard of indicators to track student data. Collect information about student admission, retention, completion, transfer, acceptance rates, graduates' employment, earnings, revenue trends, fundraising, etc.