

This presentation is not to be
shared outside of the Alverno
Community.

Enrollment Trends and Financial Sustainability

August Institute 2021

Joseph Foy, Vice President for Academic Affairs

Kate Lundeen, Vice President for Enrollment and
Student Success

Marlene Neises, Director of Institutional
Effectiveness and Sponsored Programs

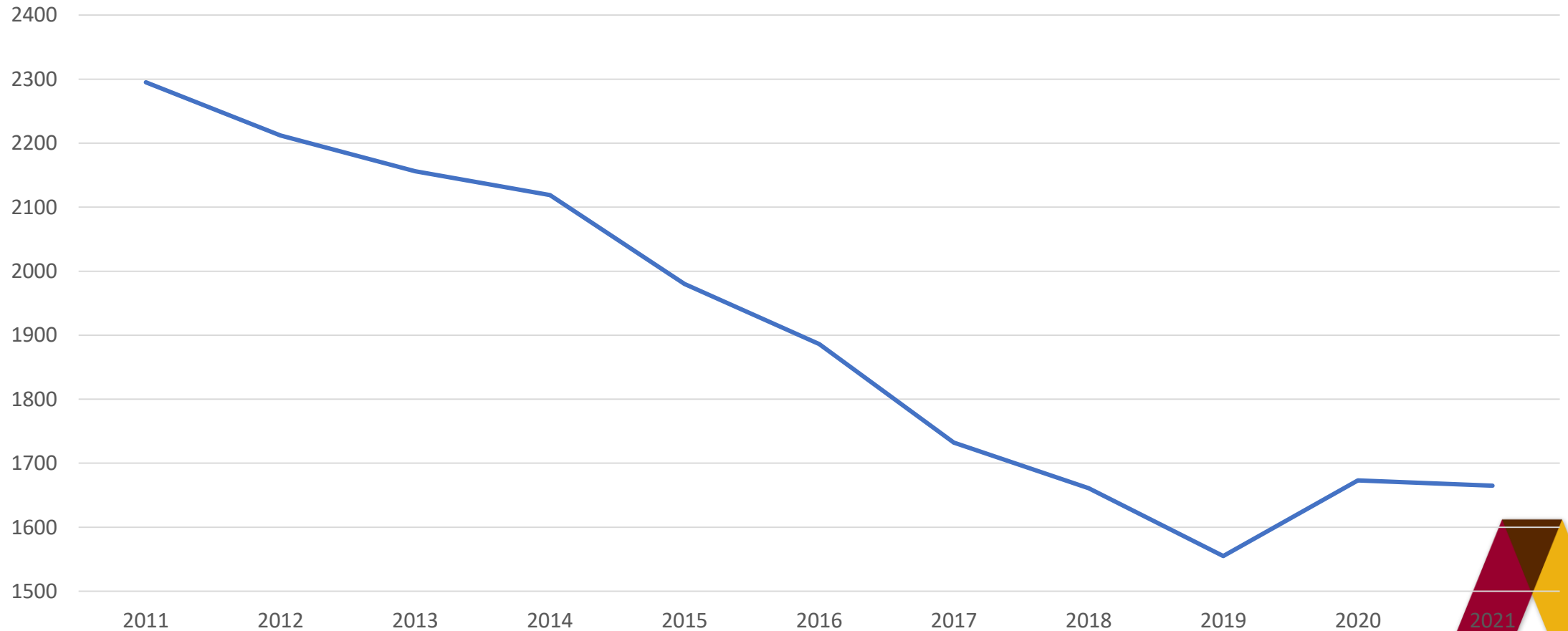
ALVERNO COLLEGE



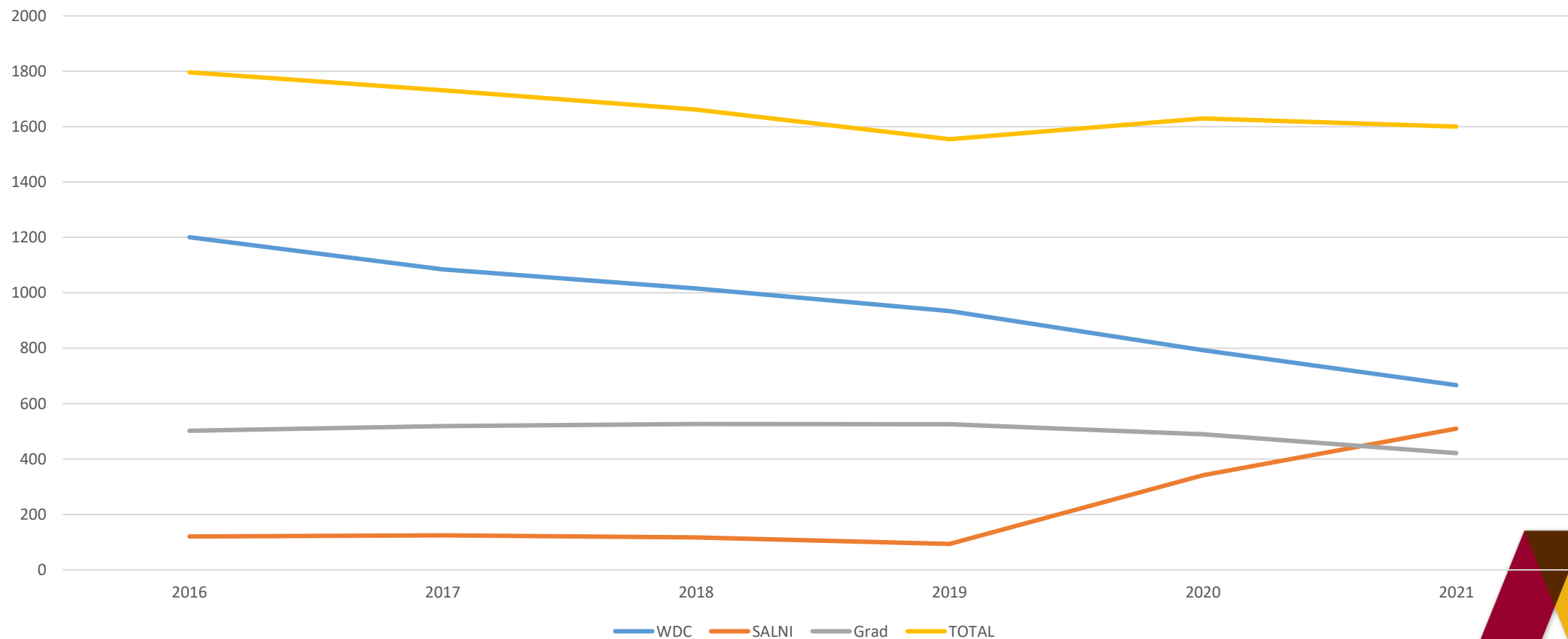
Alverno College Enrollment- Past, Present, Future



Total Enrollment FTE



Enrollment by Program – includes Total FTE



PRESENT

Our Trend Line is Not Unique

- Our largest local public university has also seen a consistent decrease in their undergraduate population since 2013, with significant declines in both direct from high school and transfer students over time.
- Another UW school in our region is down 1,700 students since 2016 (or 15% of their UG population) and numbers for this fall don't show a likely rebound from this *white watery* rapids ride
- A local catholic college whose population was historically twice Alverno's has seen a drop of 50% in their incoming first year numbers and a 70% decline in transfer students in the past 5 years. They are anticipated to have *stretched* up a slightly larger first year class this year, but continued decline in transfer.
- Most WAICU schools are projecting a decline in their incoming transfer students this fall (Only one school has *engineered* a significant increase in transfer students)

Nor is it Universal

- Two WAICU schools will see their largest income first year classes in recent history
- Despite a LOT of local press, a large Jesuit school in the area is holding flat undergraduate numbers and seeing growth in many graduate programs



FUTURE

- Loan aversion
- Time to degree paired with immediate career outcomes
- Maximum flexibility- on ground, online, interchangeable courses
- Individually tailored experiences in a community
- Career changing and reimagining
- Responsiveness over reputation (yield)
- Significant increase in competition for BIPOC and nontraditional students



Financial Sustainability

Process, Planning, and Implementation



Four Areas of Opportunity

- **Academic Efficiency**

- Examining organization of academic departments and programs
- Evaluating administrative and faculty capacity
- Reducing small and underfilled sections; putting courses on rotation

- **New Program Launch**

- Identify next horizon program opportunities and breakeven points

- **Student Retention**

- Identify barriers to retention and strategies to remove those barriers

- **Portfolio Assessment and Prioritization**

- Understand performance of each program against value drivers
- Identify financial implications associated with reorganizing portfolio of offerings

Process

- Gather data in each of these four areas to provide a common set of workbooks to help inform conversation and planning
 - Marlene Neises = project manager for data collection process
 - Data to be reviewed for validity; open process
- Timeline for Data Collection:
 - Academic Efficiency – August-September
 - Portfolio Assessment and Prioritization – September-October
 - Student Retention – October-November
 - New Program Launch – November-December

Process

- After data collected, teams of campus-based stakeholders will be formed within each of the four areas to review data and identify areas of opportunity to reduce expenses and grow revenue
 - Teams to be identified and process for each established by January Institute
 - Teams will be asked to maintain records of work and solicit feedback from campus community
- First round of implementation to conclude spring/summer 2022
- Ongoing process of continuous improvement



Goals

- Identify areas of opportunity for reducing expenses while delivering high-quality student experience
- Identify areas of growth potential given enrollment shifts
- Align resources to meet strategic priorities
- Establish financially sustainable model of program delivery within the context of enrollment realities

Thank you! – Questions?

