

24 Key Strategic Targets by 2024

Mission

1. Alverno's 3- pronged mission broadly understood and integrated: Catholic and Franciscan, women-focused; and transformational liberal arts education expressed through the 8 Abilities.
2. Diversity, Equity and Inclusion work positioned in the light of mission; institutional census statistics, training and satisfaction meet articulated targets.
3. Collaboration and divisional integration in crucial areas optimized as priorities of high order.
4. Time for deeper thinking on "What's Next?" protected for Board, senior staff and internal groups.

Academic Programs

5. Program Prioritization work planned, implemented and institutionalized.
6. The Curriculum features 24 new, strengthened, or reimagined (including sunset) academic programs.
7. Areas of curricular strength, for example, Education and the Healing Professions and Therapies (Nursing, Music Therapy, Art Therapy, Social Work, Community Psychology and School Psychology) are improved, expanded, packaged and grouped effectively for marketing, reputational and fundraising purposes.

Enrollment

8. **2400** degree-seeking students enrolled: 1000 Women's Weekday College students; 700 non-SALNI graduate students and 700 degree-seeking SALNI students.
9. SALNI's other revenue and program targets are met and the School of Adult Learning and New Initiatives well-integrated into Alverno.
10. Marketing's role, influence, and effectiveness in Enrollment work evident.

Student Experience and Success

11. Contemporary, student-centered Success model designed and fully operational.
12. Four and six-year graduation rates reach planned targets.
13. Retention goals met for Weekday College.
14. Discount rate goals achieved.

Resources: Finance and HR

15. Financial outcomes meet targets, and reporting capacity is improved.
16. HR faculty and staff engagement goals meet targets.
17. Compensation levels within 90% of goal (median of comparably sized and resourced institutions).

Resources: Fund-raising

18. Alverno Strong Campaign is completed successfully.

Resources: Technology and Operations

19. Technology takes center stage in planning for Alverno's future.
20. Systems and operations focused on enrollment improved for efficiency and effectiveness.
21. Systems and operations focused on academic programs improved for efficiency and effectiveness.
22. Systems and operations focused on business/administrative functions improved for efficiency and effectiveness.

Governance

23. Anticipated Board membership and engagement, as well as sponsor governance horizons are met.
24. Planned horizons of faculty and staff engagement in governance achieved.

For each area:

What questions do I have?

What might be missing?

Any other questions, questions of concerns about this DRAFT?

- KEY Areas:
- What's Been Accomplished?
 - What's Currently in Process?
 - What Lies "Urgently Ahead"?

MISSION (Destination Metric 1)

- ▶ Mission (Destination Metric 1)
- ▶ Diversity, Equity and Inclusion
- ▶ Designation as Wisconsin's First Hispanic-Serving Institution
- ▶ Collaboration and Integrated cross-divisional work
- ▶ Protecting Time for "What's Next" Thinking

EDUCATIONAL PROGRAMS (Destination Metric 2)

ENROLLMENT and STUDENT SUCCESS (Destination Metric 3)

REPUTATION and VISIBILITY (Destination Metric 4)

RESOURCES (Destination Metrics)

- ▶ **Finance**
- ▶ **HR/Compensation**
- ▶ **Fundraising**
- ▶ **Technology**
- ▶ **Operations & Systems**
- ▶ **Governance**
