

“The needs of the time are the
will of God for us.”

Mother Alexia

Alverno Board considered 3 Potential Paths in 2017

- 1. Keep doing what we have always done**
- 2. Seek a compatible consolidation or merger partner**
- 3. Preserve the women's college by building revenue-generating options around it.**

Alverno Board Decision – March, 2017

1. *Keep doing what we have always done*
2. *Seek a compatible consolidation or merger partner*
3. **Preserve the women's college by building revenue-generating options around it.**

Alverno Board Decision – June 2017

3. Preserve the women's college by building revenue-generating options around it.

How?

“Alverno should preserve and strengthen the women's college by making it the centerpiece of a **diverse galaxy of related 2-year. degree completion and graduate programs that will “spread out” Alverno's revenue pressures and expand its academic and partnership opportunities by building revenue-generating options around it.”**

“Hope begins in the dark, the stubborn hope that if you just show up and try to do the right thing, the **dawn** will come. You wait and watch and work. You don’t give up...”

Anne Lamott



MISSION

Alverno College prepares women for lives of personal and professional distinction and meaningful engagement with the world. Alverno extends this mission by offering graduate and adult programs to women and men. Inspired by its Catholic, Franciscan and liberal arts heritage, the College intentionally creates an inclusive community that engages students in active and collaborative learning and fosters academic excellence.



ALVERNO COLLEGE STRATEGIC PLAN

1. New and improved academic programs
2. Institution-wide focus on student success
3. Improved operations and processes

PERMEATORS

WOMEN | COMMUNITY | D,E & I, | ABILITIES

CORE STRATEGIES

KEY ENABLERS



Alverno, 2017

5 Destination Metrics

1. Alverno's core mission elements are understood & embraced by everyone.
2. Excellent education programs address workforce needs & student demand.
3. Enrollment & degree completion goals are met or exceeded.
4. Alverno's reputation & visibility reflect our current identity & strategic vision .
5. Systems, finances & operations effectively serve students and our strategy.

24 for 24

On our way to 2024

Key Strategic Targets

What's Been Accomplished?

What's Currently in Progress?

What lies “urgently ahead”?

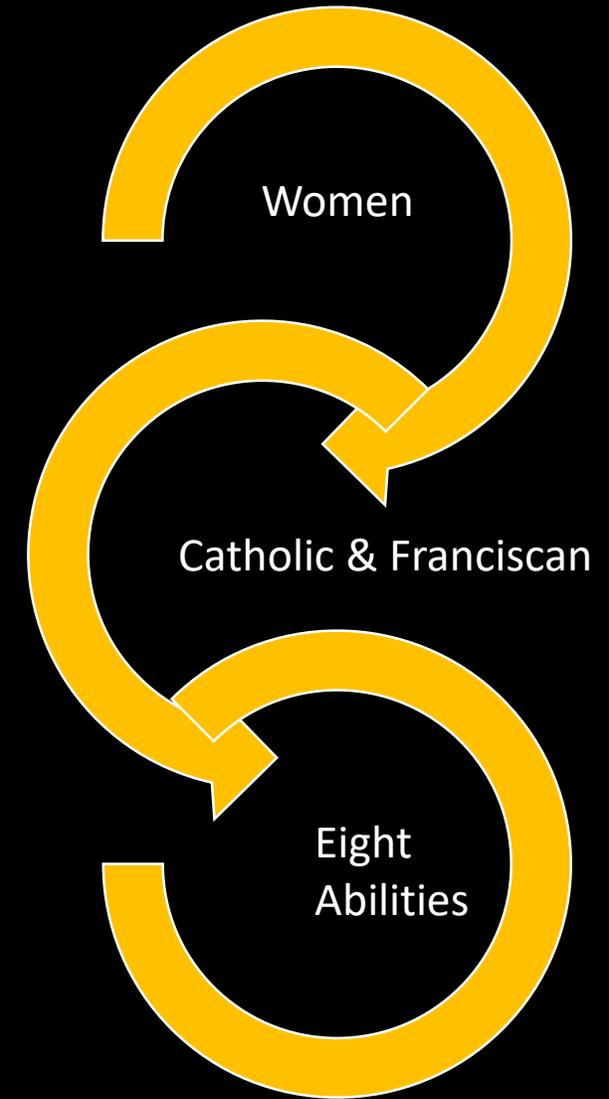


1. Mission

- Alverno's tripartite mission is broadly understood and integrated
- D, E & I work and shared leadership model are positioned in light of mission; our HSI designation is fully embedded; hiring, retention and climate goals are met
- Collaboration and divisional integration are embraced as high order priorities
- Time for deeper thinking on "What's Next" is protected

CORE MISSION ELEMENTS:

- ❖ **Women**
- ❖ **Catholic and Franciscan**
- ❖ **Alverno's Eight Abilities**



□ What's Accomplished?

- Clear, contemporary articulation of mission statement approved in 2017
- Tripartite mission better understood and embraced by most
- Clearer understanding that success requires mission clarity and full-hearted adherence

□ What's currently in Process?

- Deepening our understanding of and need for integration of mission within and through campus ministry, curriculum evolution, and student success integration
- Integrating mission within D, E & I work and HSI work
- Struggling with “problems du jour” & inadequate budget to support the work

• What lies “urgently ahead”?

- Intensified attention to mission within faculty and staff orientations
- Fuller understanding that success requires mission clarity and full-hearted adherence
- Ensuring mission is universally regarded as the lens through which major decisions are considered
- Intensified work on both the discrete and integrated meanings of core mission elements
- Integration of mission awareness and consideration at the governance levels

Diversity, Equity and Inclusion



□ What's Accomplished?

- “Shared equity leadership” model launched in 2021
- 3 talented women co-leading this effort – 1 faculty, 2 staff (1.0FTE)
- Alumnae D E & I Council launched (6 members, all current DEI practitioners)
- Internal work focused on curricular integration; climate improvement; hiring and retention

□ What's currently in Process?

- Deepening our understandings of Alverno's most effective approach to this work
- Developing written plan that's known and understood by all; integrating with strategic plan
- Imagining future HR Director and Campus Minister as close collaborators
- Adding space and budget \$\$\$ to support work

□ What lies 'urgently ahead'?

- Clearer understanding that success calls for full-hearted adherence
- Greater and clearer integration of D, E & I work with Alverno mission
- Greater and clearer integration of D, E & I work with Alverno's HSI designation
- Greater and clearer integration of D, E & I work with Alverno's identity as minority-serving
- Fund raising for Thea Bowman program & scholarships; success in HSI grants procurement
- Significant focus on faculty and leadership level hires

Designation as Wisconsin's First Hispanic-Serving Institution



□ What's Accomplished?

- **D,E&I co-leader Elena Hernandez Burke named to prestigious HACU Leadership Academy cohort**
- **Effective bilingual Admission recruiters and Student Development and Success staff**
- **STEM HSI grant success**
- **Initial website work**

□ What's currently in Process?

- **Understanding HSI work as central to the Alverno mission**
- **Task Force work on curricular and co-curricular integration**
- **Ongoing website adaptation and enhancement**

□ What lies “urgently ahead”?

- **Clearer understanding that success calls for full-hearted adherence to our identity**
- **Greater and clearer integration of HSI work with Alverno's mission**
- **Greater and clearer integration of HSI efforts with Alverno's DE&I work**
- **Visible incorporation of HSI designation within Alverno marketing efforts**
- **Fund raising and further HSI grant work**
- **Significant focus on faculty and leadership level hires**

Collaboration and Integrated cross divisional work



□ What's Accomplished?

- One of Alverno's strongest and most precious attributes
- Collaboration at Alverno is known, recognized, and regularly practiced

□ What's currently in Process?

- Deepening this work at every level – internal, Board, as well as with external partners
- Intensified collaborative focus within HERA on degree completion, micro credential development, and employer links; Alverno leadership at Goal #1 level (degree completion)

□ What lies 'urgently ahead'?

- Increased opportunities for young faculty and staff to engage in high profile work
- Campus engagement in presidential search process
- Ongoing assessment of the effectiveness, as well as the challenges, in collaborative work
- When outcome is important, 'making the time,' e.g., Career Center evolution , *Alverno Accelerate*

Protected time for
'What's Next' thinking

**WHAT'S
NEXT**



□ What's Accomplished?

- Not Alverno's strongest suit, primarily due to time constraints, and a stream of “unavoidable” issues
- Departments and divisions may practice this more regularly and effectively

□ What's currently in Process?

- Some reading/discussion groups, notably in D, E & I
- Alverno's HERA engagement pulls us into important collaborative work in the region – important work ‘beyond ourselves’ that requires engagement & compromise

□ What lies ‘urgently ahead’?

- Maintaining Alverno's unique identity without isolating ourselves unproductively
- Making more time at Board, Institute and regular meetings for deeper discussion on critical issues facing higher education and Alverno
- Finding ways to avoid “we are completely unlike any other college” thinking
- Engaging in some serious reading and thinking

2. Educational Programs

- Program prioritization planned, implemented & institutionalized
- Curriculum to feature (at least) 24 new, strengthened, sunset, or reimagined academic programs
- Continued focus on several special and/or new academic programs and initiatives, grouping or 'bundling' them for marketing and fundraising purposes

24 for 24 EAB Work – Academic Program Prioritization



PRIORITIES

1. Build, strengthen, reimagine, or sunset programs
2. Pay attention and respond to the market and to professional development needs
3. Align resources with strategy

□ What's Accomplished?

- Social Work (BSW)
- Music Therapy (MA)
- Community Psychology (MS)
- School Psychology, (MS)
- School Psychology (EdS)
- Music and Liturgy (MA)
- Neonatal Nurse Practitioner (MSN)
- *Alverno Accelerate* (BA)
- Paraprofessional to Teacher Licensure (BSED)
- Doctor of Nursing Practice (DNP)
- Doctor of Education (Ed.D)
- Direct Entry Master of Science in Nursing (DEMSN)

□ What's currently in Process?

- At least 8 more – see next slide

□ What lies “urgently ahead”?

- More of the same with much more attention on pre-program development “market assessment”
- Greater alignment of faculty and admin roles in program identification & development
- Streamlined “fast to market” processes
- Seamless alignment between developers and admissions recruiters

24 for 24



New Programs (launching or in development)

Undergraduate (4-year):

Public Health (developed and grant supported; launch fall 22)

Creative Arts in Practice (developed)

Spanish for the Professions (developed)

Data Science (developed; launch fall 22)

Community Engagement and Activism (CENA; combined Sociology and Political Science)

Undergraduate (2-year):

Occupational Therapy Assistant (grant supported)

Medical Assistant w/ Spanish Emphasis (grant supported)

Web Design (initial concept phase)

Graduate:

Masters in Social Work (in development; fall 23 launch)

Psychology Doctorate (initial concept phase)

Other SALNI:

Numerous micro-credentials (always in development)

24 for 24



Sunset Programs

Programs for Sunset or Pause

Associate of Arts and Sciences Degree (Sunset)

Philosophy (Sunset)

Sociology (Sunset, Collapse into CA&E)

Adult Education Minor (Collapse into Business track)

Accounting (Sunset)

Montessori Education (Enrollment Paused Due to Low Enrollment, Risk)

Women and Gender Studies (Enrollment Paused Due to Low Enrollment and No Assigned Faculty to Program)

24 for 24



Programs Being “Reimagined or Strengthened”

DEMSN (Expansion and Curricular Redesign)

Psychology (Curricular Contraction/Reimagining)

UG Business (Curricular Redesign to 3-year Program, IIBA Accreditation)

Communication and Technology (Fully HyFlex Curriculum Design)

Substance Abuse Counseling Certificate for Social Work
(Strengthening)

Dual Enrollment (New Partnerships & Programs; Pathways to Market-Oriented Associate Degrees)

Doctor of Nursing Practice (Curricular Reimagining)

4 Reimagined Programs Include

2+2 Articulations to Ease Transfer

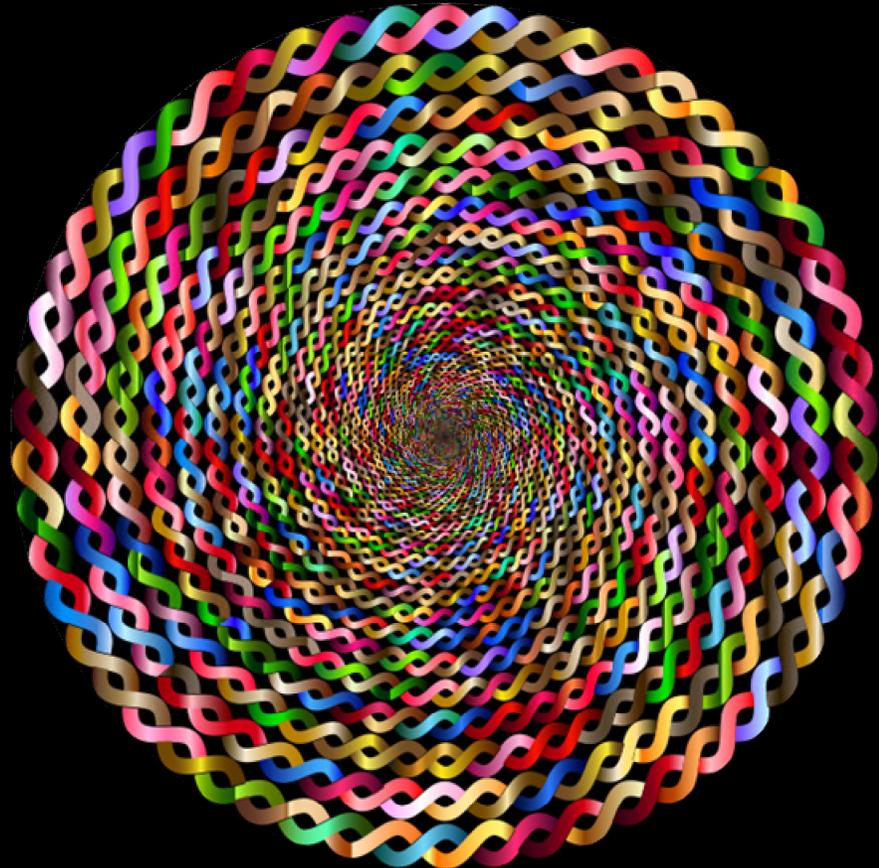
Business Analysis

Education

Social Work

Nursing

Featuring our Strengths in the Healing Professions



Social Work

Nursing

Art Therapy

Music Therapy

Substance Abuse Counseling Certificate

Community Psychology

School Psychology

Occupational Therapy Assistant

Medical Assistant

Playing our Strengths in Education



K-12 Teacher Education

School Leadership

Art Therapy

Paraprofessional to Licensure

Lubar Scholars

Social Work

Early Childhood Education

Music Therapy

Substance Abuse Counseling

School Psychology

Educational Leadership K-12 & Higher Ed

School & District Partnerships

Some Other Special and New Initiatives

Thea Bowman

Up and running; admitting 3rd cohort; needs annual academic program and endowed scholarship support

Research Center for Women and Girls

Supported with generous endowment gifts; faculty engaged and active, especially in community-based research with students; well-received published work

STEM Advances

Greenhouse built and operating with philanthropic support; work includes Alverno student engagement, research and K-12 outreach

Arizona

Opened on March 24; 1st cohort in August; Donor underwriting \$1MM start-up costs; Director hired; discussing Tucson expansion

SALNI

Up and running with strong dean and staff; housing *Synergis*, Alverno Accelerate; microcredentials; dual enrollment; serving as incubator for new initiatives - grad, UG, and not for credit learning options



THEA BOWMAN INSTITUTE FOR EXCELLENCE AND LEADERSHIP

Some Special and New Initiatives

Thea Bowman

- Up and running; admitting 3rd cohort
- **The Thea Bowman Institute for Excellence and Leadership** at Alverno College is an academic, full-tuition scholarship program for Black undergraduate students with a strong desire to serve as leaders
- Needs annual academic program and endowed scholarship support



**Research Center
for
Women and Girls**

Some Special and New Initiatives

Research Center for Women and Girls

- Supported with generous gifts
- Faculty engaged and active
- Published report and presenting work within community (*Women in Public Life – Elected Officials*, Alverno Report 2020-2022)

STEM Advances



Some Special and New Initiatives

STEM Advances

Greenhouse built and operating with philanthropic support; work includes Alverno student engagement, research and K-12 outreach

Arizona



Some Special and New Initiatives

Arizona

Opened on March 24; 1st cohort in August; Donor gift underwriting \$1MM start-up costs; Director hired; discussing future expansion

Arizona



March 2022:

- Mesa DEMSN Director Hired – Dr. Linda Shanta
- Grand Opening Celebration March 24
- Space Occupancy granted by City of Mesa

Currently:

- Job postings for Mesa: 2.0FTE faculty, Clinical Liaison, CCE Manager, Admin Asst;
- AZ Board of Nursing Site Visit complete
- All classroom and most simulation equipment in place
- Arizona “Smooth Start” meetings involving reps from across campus

Fall Enrollment Projections:

Goal: 24 (up to 30 in first cohort)

Admitted as of 5/2: 29

Current Apps in progress: 81

Other:

- Mesa Faculty and Linda attending June Assessment Workshop to meet Milwaukee faculty in-person
- Large building sign up this summer
- Notification to CCNE accreditor within 90 days of start
- Mesa students taking prerequisite courses online through Alverno



SALNI

School of Adult Learning and New Initiatives



Some Special and New Initiatives

SALNI

School up and running with strong dean and staff; houses *Synergis*, Alverno Accelerate; micro credentials, including Pivot Your Skills; dual enrollment; incubator for new initiatives - grad, UG, and not for credit learning options

□ What's Accomplished?

- Exceptional faculty/staff energy/imagination in program development at every degree level
- Program Prioritization work well underway
- EAB consultants bringing necessary outside perspective
- New Arizona site opened and ready to go
- Effective online offerings at the doctoral, masters, baccalaureate level
- Ongoing micro credential development

□ What's currently in Process?

- Reckoning with a sharply shifted balance within the student body – UG/GRAD
- Defining the edges, boundaries and interconnections among the 4 schools
- Determining the right array of program offerings
- Developing “suites” of programs aligned with our curricular strengths in the healing professions, education, STEM and the arts

□ What lies “urgently ahead”?

- Alignment of resources with strategy
- Meeting ‘service needs” for graduate and online students
- Better integration of marketing efforts
- Considering “multiple paths” for the future of the Weekday Women’s College

3. Enrollment & Student Success

- 2400 degree –seeking students enrolled – 1000 WWC;
700 non-SALNI grad and 700 SALNI degree-seeking students
- SALNI's other revenue and program targets met and school is well-integrated into Alverno
- Contemporary student success plan implemented
 - 4 and 6-year graduation rates reach planned targets
 - Retention goals met for WWC
 - Discount rate goals achieved.

Enrollment

ENROLLMENT	Fall 2015	Fall 2016	Fall 2020	Fall 2021	GOAL for 2024
Women's Weekday	1385	1250	837	719	1000
Graduate	651	604	597	515	700
Adult/WEC/ SALNI	173	163	442	588	700
TOTAL	2209	2017	1876	1822	2400



Student Success

	First Years who Entered in Fall 15	First Years who Entered in Fall 16	First Years who Entered in Fall 17	GOAL for 2026
4 year graduation rate	25% Graduated in Spring '19	40% Graduated in Spring '20	36% (pandemic influence) Graduated in Spring '21	46% goal 53% aspiration
	48% Graduated in Spring '21	Not yet available	Not yet available	60% goal
	Fall 18-Spring 19	Fall 19-Spring 20	Fall 20-Spring 21	
1st to 2nd yr retention	72%	71%	69%	75% goal 82% aspiration



Student Success Toolbox

□ What's Accomplished?

- Onboarding newly promoted VP
- Deepened understanding that retention is everyone's job
- New coaches and staff in athletics focused on recruitment and retention
- SOAR to Success Seminars for first year students supporting them with "just in time" information
- More emphasis on "30 to thrive"
- HSI task-force formed with work in progress
- Development of a Four-Year co-curricular map

□ What's currently in Process?

- Re-branding and reimagining Student Employment
- Change IIC to a *Center of Belonging* to support historically under-served students
- Communication/Research with students not retained...how can we do better to help you do better?
- Re-brand and better utilize *Blaze* to inform targeted retention efforts
- Summer Leadership Retreat for new students
- Title III Grant Work
 - Financial Wellness Coach
 - Develop ACCESS (Alverno College Community Engagement Scholar Support Network)
 - Focused effort to work with our students on leave

□ What lies "urgently ahead"?

- Stabilize women's college enrollment by achieving specific "Tier 2 plan" goals
- Increase student employment wages
- Identify grants and funding to support Student Success work
- Develop a model of support with mentorship as a focus

4. **Reputation & Visibility**

Marketing's role , influence, & effectiveness in Enrollment work is evident

❑ **What's Accomplished?**

- Plan is in place to PLAN more effectively
- Consultation with nationally recognized marketing expert and author of “Big Vision; Small Budget”
- Beautiful and effective Alverno magazine
- Greater attention to web effectiveness

❑ **What's currently in Process?**

- Hiring a new Director of Marketing, focused primarily on enrollment
- Assessing role and placement for internal communication
- Discussing need to find effective and accurate descriptors for the Alverno of today without losing our legacy descriptors. “Both /and; not either/or” approach

❑ **What lies “urgently ahead”?**

- Internal and Board ‘training’ re consistent messaging on the “Alverno of today”
- Aligning marketing budget with institutional strategy
- Completing the marketing plan and sticking to it
- Website undergoes constant improvement and change

5. Resources

- Financial outcomes meet targets and reporting capacity improved
- HR faculty and staff engagement goals met
- Compensation levels within 90% of goal (median of comparably sized & resourced institutions)
- Campaign completed successfully
- Technology center stage in planning for Alverno's future
- Systems and operations focused on enrollment, academic programs and business and administrative functions improved in both efficiency and effectiveness
- Board membership and engagement, as well as sponsor governance horizons, met.
- Planned horizons of faculty and staff engagement in governance achieved

Finance



Finance

- * Includes \$4.5MM now-forgiven PPP loan
- ** -48% reduction in debt excluding PPP

Financial Health Element	FY 2016	FY 2021	Change %	Change \$\$\$
Total Assets	\$106,843,580	\$116,321,822	+8.9%	\$9,478,242
Long Term Debt	\$19,204,442	\$14,575,422*	-24%**	\$(4,628,520)
Total NET Assets	\$78,318,904	\$88,925,072	+13.5%	\$10,606,168
Tuition and Fees	\$44,046,818	\$40,983,797	-7%	\$(3,063,021)
Financial Aid	(\$12,963,909)	(\$12,187,913)	-1%	\$775,996
Revenue Share	0	(\$3,234,959)		
Discount Rate	29.4%	29.7%	+1%	
Endowment	\$25,424,125	\$50,875,175	+200%	\$25,451,050
Total Investments	\$46,482,845	\$63,628,376	+137%	\$17,145,531

□ What's Accomplished?

- Cash position is strong
- Endowment has doubled in 5 years
- Debt reduced by nearly half in 5 years
- Short term investments and cash reserves funding strategic plan
- Faculty, staff and admin generally live within their means
- Made it through a global pandemic – no layoffs, no furloughs, no pay cuts, no TIAA reduced
- Debt Covenant never tripped
- Clean audits every time

□ What's currently in Process?

- IT Transformation will ease reporting challenges of managers
- Lean years mean fewer cash reserves to fund strategic initiatives
- Some alignment of resources to strategy still to be accomplished
- Onboarding talented new CFO

□ What lies “urgently ahead”?

- Weaker women's college & external environment made fiscal fragility a pervasive reality
- Need to find a way to more stable predictive variables re enrollment
- Need forecasting capability to ramp up

HR and Compensation



❑ What's Accomplished?

- Invested \$1,350,000 in comp increases over 5 years
- All regular FT/PT employees now making at least \$15/hr
- Faculty rank floors raised twice in 2019 and 2022 to \$53, \$57, and \$63,000
- Salaried administrative staff moved to \$40,000
- Compensation philosophy adopted by Board in 2019
- No furloughs, layoffs or pay cuts during pandemic

❑ What's currently in Process?

- Developing longer range market, discipline, & position-based faculty and staff compensation plan
- Deciding on right group of peer and aspirant schools

❑ What lies "urgently ahead"?

- Complete and make implementing the comp plan a budget priority
- Initiate discussions on merit, position banding, market-based differentials; retention strategies
- Standardize "extra comp" policies across the College
- Needed investment most likely 4-5x the amount we have been able to offer

Fund Raising



It's gotta be talked about!

□ What's Accomplished?

- Hired new VP & Campbell & Company to prepare for public phase of Campaign
- Two enthusiastic trustees leading Campaign effort
- Director of Corporate and Foundation Giving hired
- Matrix developed to map strategic plan with funding priorities and potential donors
- New approach to grant development with outside consultant
- About 1/3 of campaign goal raised (exclusive of Annual Fund and grant \$\$)

□ What's currently in Process?

- Pausing Campaign through Presidential Search, but
- No stop to fundraising efforts for strategic plan priorities
- Considering optimal structure for Campaign
- "Bucketing" strategic goals and curricular strengths to develop "menus" for donors, e.g., Mental Health, Urban Education; Healthcare, SALNI

□ What lies "urgently ahead"?

- Corporate & Foundation giving priority
- Grant development activity focused on Nursing, HSI and Thea Bowman
- Annual as well as Endowed gifts for scholarships and faculty development
- Developing role of deans and VPs in fundraising

Technology



□ What's Accomplished?

- Modernization project well underway
- Elucian managed services contract signed and in implementation process
- Significant advances in cybersecurity protection
- Our own staff member hired as Elucian Business Analyst
- Multifactor authentication process implemented
- Substantial assistance provided to HR and Financial Aid

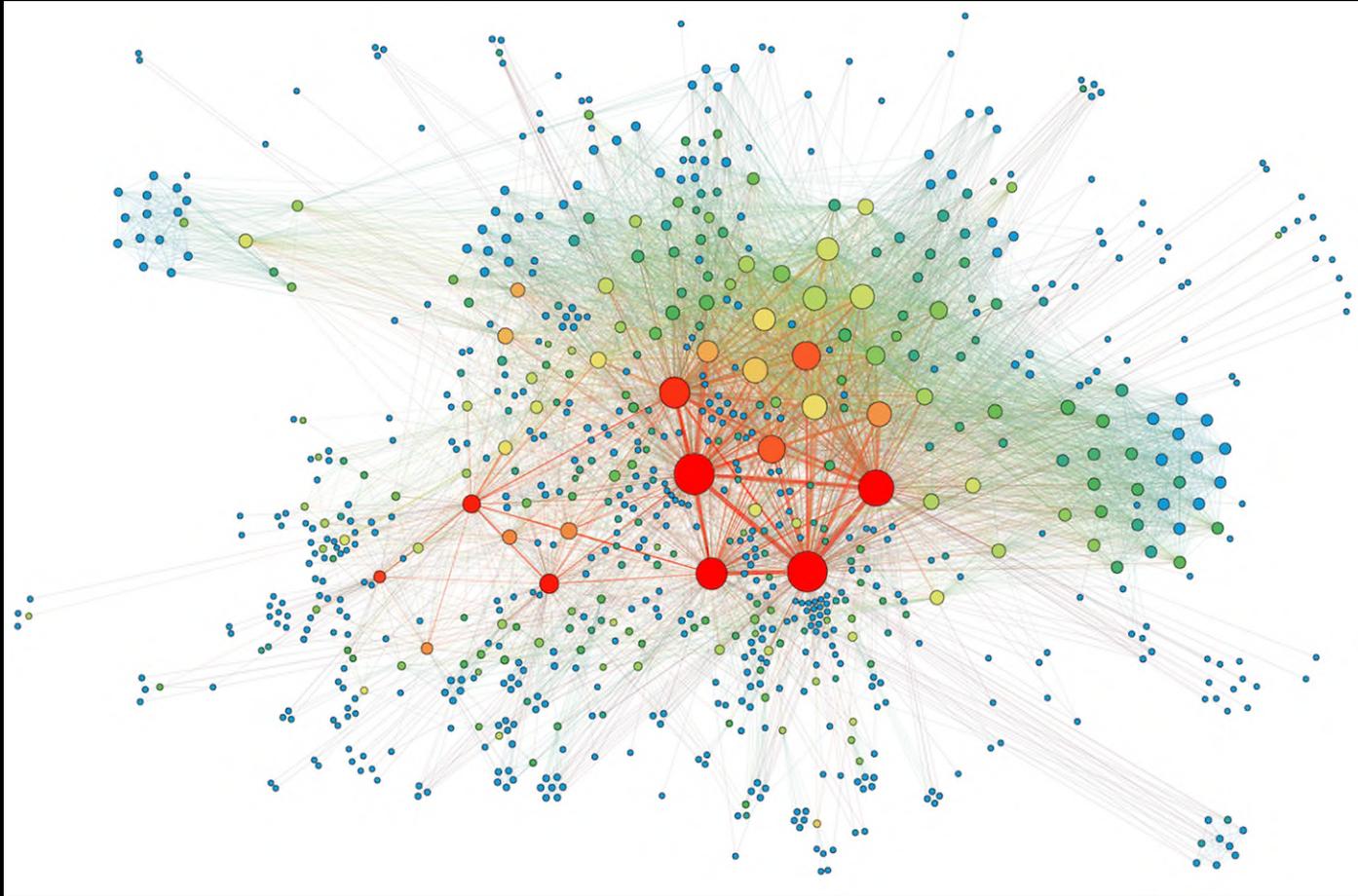
□ What's currently in Process?

- Working to improve quality and timeliness of reports
- Necessary training and upskilling for staff underway
- Significant advances in cybersecurity protection

□ What lies "urgently ahead"?

- Upskilling tech capability in many offices
- IT support for many business system improvements
- Ongoing advances in cybersecurity protection

Essential Systems & Processes



□ What's Accomplished?

- We know many of our systems – IT & Human -- are antiquated & hold us back
- We are addressing them one at a time; however
- We also know they are all interconnected

□ What's currently in Process?

- Focusing first on systems that directly impact student enrollment
- We are addressing them one at a time; however
- We also know they are all interconnected!
- Carefully adapting payroll processes through an outsourced process
- Adapting system to online students who may never come to campus

□ What lies “urgently ahead”?

- Realizing that change resistance is not a tenable stance
- Wrestling with letting more than one “snake out of the basket” at a time
- Finding a way to preserve the “family-like” community that Alverno prizes while drastically updating the way it does business

Governance



□ What's Accomplished?

- Board of Trustees committees more effectively aligned to strategy
- Growing trustee diversity
- New Faculty Handbook approved
- Faculty serving on Board Academic Excellence Committee
- Administrative Council includes Deans, HR Director and IT Director
- New College Council formed

□ What's currently in Process?

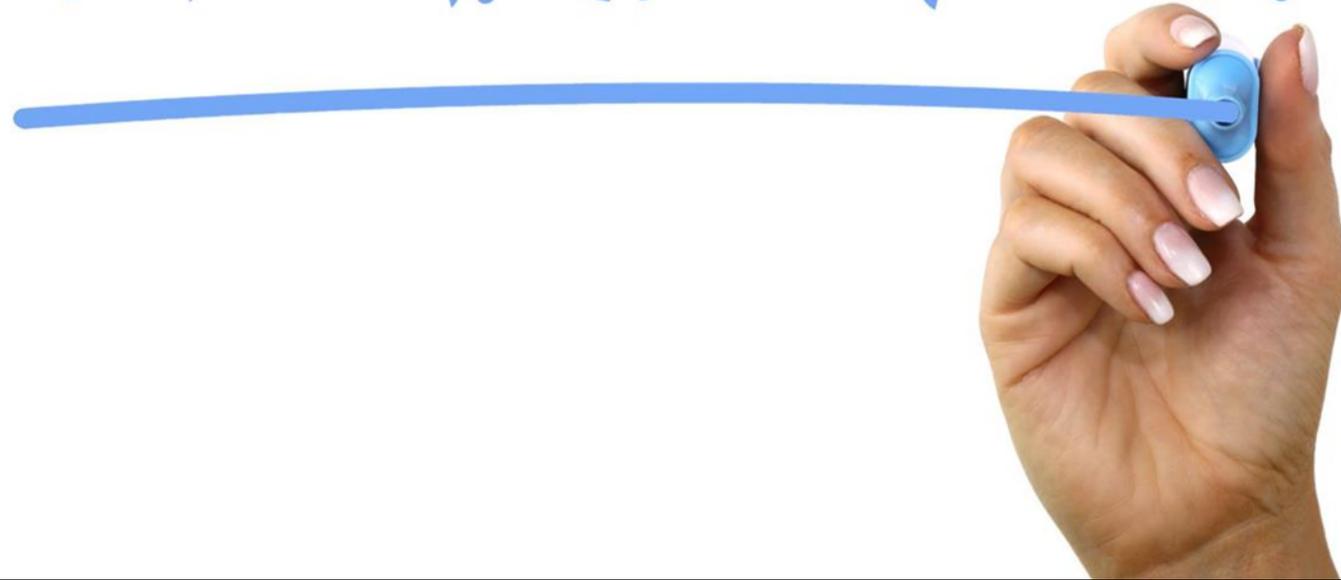
- Trustees engaging in bylaw review
- Faculty Senate more engaged with Administration
- Procedural appendix to new Faculty Handbook

□ What lies “urgently ahead”?

- Greater engagement of all staff through Staff Council model
- More targeted professional development for supervisors
- Completion of Faculty handbook, Part 2
- Greater engagement outside of Alverno re internal & Board governance

The future
favors the
BOLD

THANK YOU



Questions, Thoughts, Suggestions?