

# Measuring our way to Success

August 2021 Institute

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

ALVERNO COLLEGE



# Introduction to the Strategic Plan

## Session Overview

1. Overview of Strategic Plan Process
2. Introduction of Tiered Metrics
  - Destination Metrics
  - Tier 2 metrics
  - Examples



Academic Services ⊕

Campus Services ⊕

Teaching at Alverno ⊕

Working at Alverno ⊕

## STRATEGIC PLAN

Contact: Last Updated: July 24, 2020

[Mission and Vision Statement of Alverno College](#)

Strategic Directions

[Strategic Plan Placemat](#)

[Strategic Timeline](#)

School Tree Placemats

[May 2018 Institute Presentation](#)

[November 1, 2019 Feedback](#)

[Refresh Steering Committee Members](#)

[Refresh Update - February 2020](#)

# Strategic Planning Timeline

## Fall 2016 Early Planning:

- 4 Open Spaces Sessions
- Formation of SPC
- Leaning on directional paths

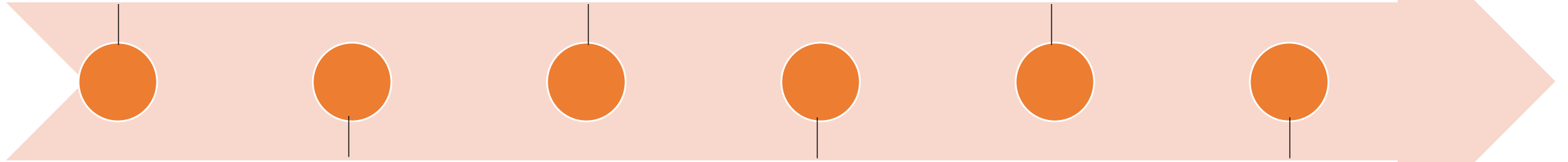
## Summer 2017 – Fall 2019

### Strategic Plan Implementation

- BSW
- School Psychology
- DeMSN and EdD
- Partnerships

## Spring 2020-Fall 2020

- Pandemic interrupts refresh work
- Focus on key initiatives



## Spring 2017:

- Mission Retreat
- Open Spaces Session
- Board approves plan June 2017

## November 2019

- Launch of refresh work
- Refresh committee identifies 3 areas of focus:
  1. Academic Programs
  2. Student Success
  3. Systems and Processes

## Spring 2021

- President leads development of metrics

# Spring 2021: 3 Tier Metric System

**Tier 1:** Destination metrics

**Tier 2:** Strategic priority metrics

**Tier 3:** Milestones embedded in annual operating plans



# Destination Metrics

Alverno College has five destination metric areas:

- **Mission**
- **Educational Programs and Academic Quality**
- **Enrollment and Student Success**
- **Visibility and Reputational Strength**
- **Resources**

*Taken together, destination metrics demonstrate Alverno's overall effectiveness, as reflected through its strategic plan attainment.*



# Destination Metrics: Mission

Alverno achieves its mission through its core mission elements:

- Catholic and Franciscan
- Transformational education grounded in the liberal arts, especially for women
- Enrollment and degree completion, especially for students who have experienced structural or systemic barriers to access or achievement
- A diverse community of satisfied and appropriately engaged students, faculty and staff committed to Alverno's mission and its primary strategic directions.



# Destination Metrics: Educational Programs & Academic Quality

The College offers a high quality, student-centered and market responsive array of academic programs through successful implementation of a master academic plan; and attainment of relevant accreditation standards, as well as established measures of faculty quality, student satisfaction and alumnae success.





# Destination Metrics: Enrollment, Student Success & Experience

Alverno offers curricular and co-curricular programs that support sustainable enrollment and a student's changing and evolving needs – academically, socially and personally – from matriculation to graduation.

Strong collaboration among leaders, staff and faculty in Academic Affairs and leaders and staff in Student Development and Success, provides holistic support for students in developing a strong connection to the campus community.

Mentorship opportunities with peers, staff and faculty assist students in developing a network of support to guide them toward success and timely degree completion.



# Destination Metrics: Visibility & Reputational Strength

Alverno College is recognized for its innovative academic programs, especially in health care and the healing professions; for developing collaborative and inspiring leaders, especially among women who have experienced barriers to educational access; and through the impact of its graduates on their professions, communities and the larger society.

# Destination Metrics: Resources

Alverno demonstrates adequate and growing financial strength as demonstrated through key financial ratios and its ability to fund both operations and its strategic plan:

- Financial health
- Technology
- Operations and systems
- Human resources
- Institutional governance
- Fundraising



# Tier 2: Strategic Priority Metrics

- **Educational Programs and Academic Quality**
- **Enrollment & Student Success**
- **Operations and Resources**



# Tier 2: Educational Programs & Academic Quality

The College offers high quality student and market responsive academic programs

1. Expand & deepen healthcare footprint
2. Grow SALNI
3. Address WDC enrollment challenges through curricular innovation & change
4. Expand and refine graduate programs & enrollment



# Tier 2: Enrollment & Student Success

Alverno offers an integrated array of curricular and co-curricular programs to attract and retain students and respond to evolving student needs.

1. Establish and meet annual recruitment and retention goals
2. Evolve student life model to a curricular and co-curricular student success model
3. Meet athletics recruitment and performance goals
4. Offer the most diversely enrolled graduate programs in Milwaukee
5. Develop integrated marketing plan for recruitment & retention



# Tier 2: Operations & Resources

The College demonstrates adequate and growing strength in its ability to fund both operations and its strategic plan:

1. Finance
2. Operations & Systems
3. Technology
4. Human Resources
5. Alverno Strong Campaign





Questions,  
feedback, or  
input?

