

# August Institute

August 24, 2022  
9:00-11:00 AM

ALVERNO COLLEGE



# Wednesday Agenda

## Opening Session: 9:00 – 11:10am

- Land Acknowledgement
- Welcome and Introductions, *Joseph Foy*
- Reflections and Opening Prayer, *Sr. Bernardin Deutsch*
- Board of Trustees Update, *Kathy Hudson*
- Administrative Updates
  - President's Office - *Joseph Foy*
  - Student Development and Success –*Heidi Anderson-Isaacson*
  - Enrollment and Marketing - *Kate Lundeen*
  - Finance and Administration – *Dawn Peterson*
  - Academic Affairs - *Joseph Foy*
  - Advancement – *Jill Desmond*
- Closing Comments, *Joseph Foy*

## Break: 11:10 – 11:30am

## Presidential Search Discussion: 11:30am – 1:30pm

- Spencer Stuart Team Members

## Afternoon Session: 2:00 – 4:00pm

- Belonging and Access, *Ronett Jacobs*
- Perspectives from NSSE, *Denise Sanders and Kathleen Minik*
- Bowman Scholars Panel Discussion, *Angela Frey*

## All College Social: 4:00pm

- Special Presentation by Alverno Athletics





**Alverno College acknowledges that, as a part of the Milwaukee community, we are on traditional Potawatomi, Ho-Chunk and Menominee homeland along the southwest shores of Michigami, North America's largest system of freshwater lakes, where the Milwaukee, Menominee and Kinnickinnic rivers meet and the people of Wisconsin's sovereign Anishinaabe, Ho-Chunk, Menominee, Oneida and Mohican nations remain present.**



# Opening Reflection

**Sr. Bernardin Deutsch, SSSF, Ph.D.**



# Updates from the Board of Trustees

Kathy Hudson, Board Chair



Updates from the President's  
Office:

Reintroducing Alverno





# Navigating by the Stars

- Know your constellations
- Find the North Star
  - Or the Southern Cross
- Find East/West
- Calculate Latitude and Longitude
  - The right tools help (but not required)
- Set Sail!





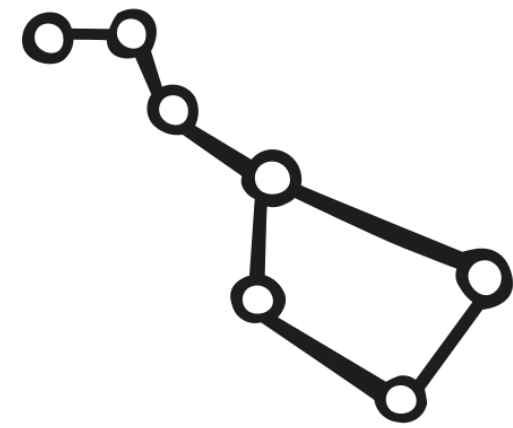
Know Where You are Going!



# Positioning for the Journey

- Sr Joel Read: “The emphasis at Alverno College is upon learning, doing and demonstrating responsible competence which is required if today is to become the tomorrow we desire.” (*Alverno Today*, 1974)
- Strong tradition of serving the underserved
  - Women's college (DEIAB)
  - Abilities-based curriculum and co-curriculum
  - Assessment-as-learning
  - Developmental curriculum
  - Non-competitive pedagogy/andragogy





# Positioning for the Journey

## Goals

- Key Goals for 2022-2023
  - Achieve core mission
  - Offer appropriate mix of high quality, student-centered programs
  - Meet enrollment and retention goals and enhance student experience
  - Enhance visibility and reputational strength
  - Strategically align resources to strategy

## How We Get There

- Diversity, Equity, Inclusion, Access and Belonging
- Enrollment and Marketing
- Student Experience and Retention Efforts
- Arizona Expansion
- Program Portfolio Evaluation and Prioritization
- Fundraising
- HLC QIP – Creating a Culture of Graduate Education
- Supporting Operations:
  - EAB Recruitment
  - IT Managed Services
  - ADP and Payroll Modernization
  - IESP/Hanover and Grant Services

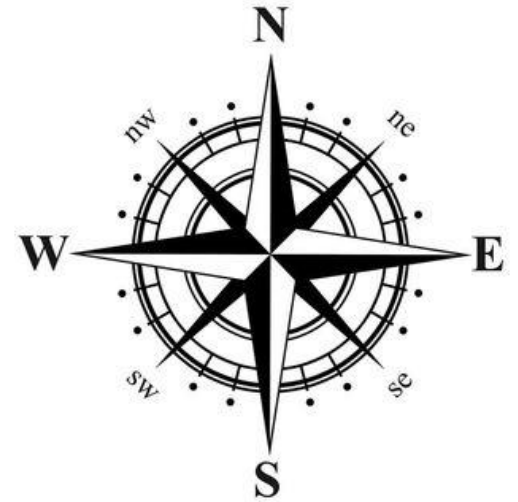
# Positioning for the Journey

## 21<sup>st</sup> Century Skills

- Communication
- Critical Thinking
- Creativity
- Collaboration

## 22<sup>nd</sup> Century Skills

- Care
- Connection
- Culture
- Community



Alverno's eight abilities remain a critical framework for students engaging, and leading, in the world. We must help them connect those abilities to these 22<sup>nd</sup> Century Skills to truly provide that transformational education and experiences that will help them navigate their journeys.

To accomplish this, we must work to advance our campus culture to create greater sense of belonging for students.



**Navigating Rough Waters**

# Learning and Working in Isolation



# Clamorous Engagement!



Find Joy in the Journey





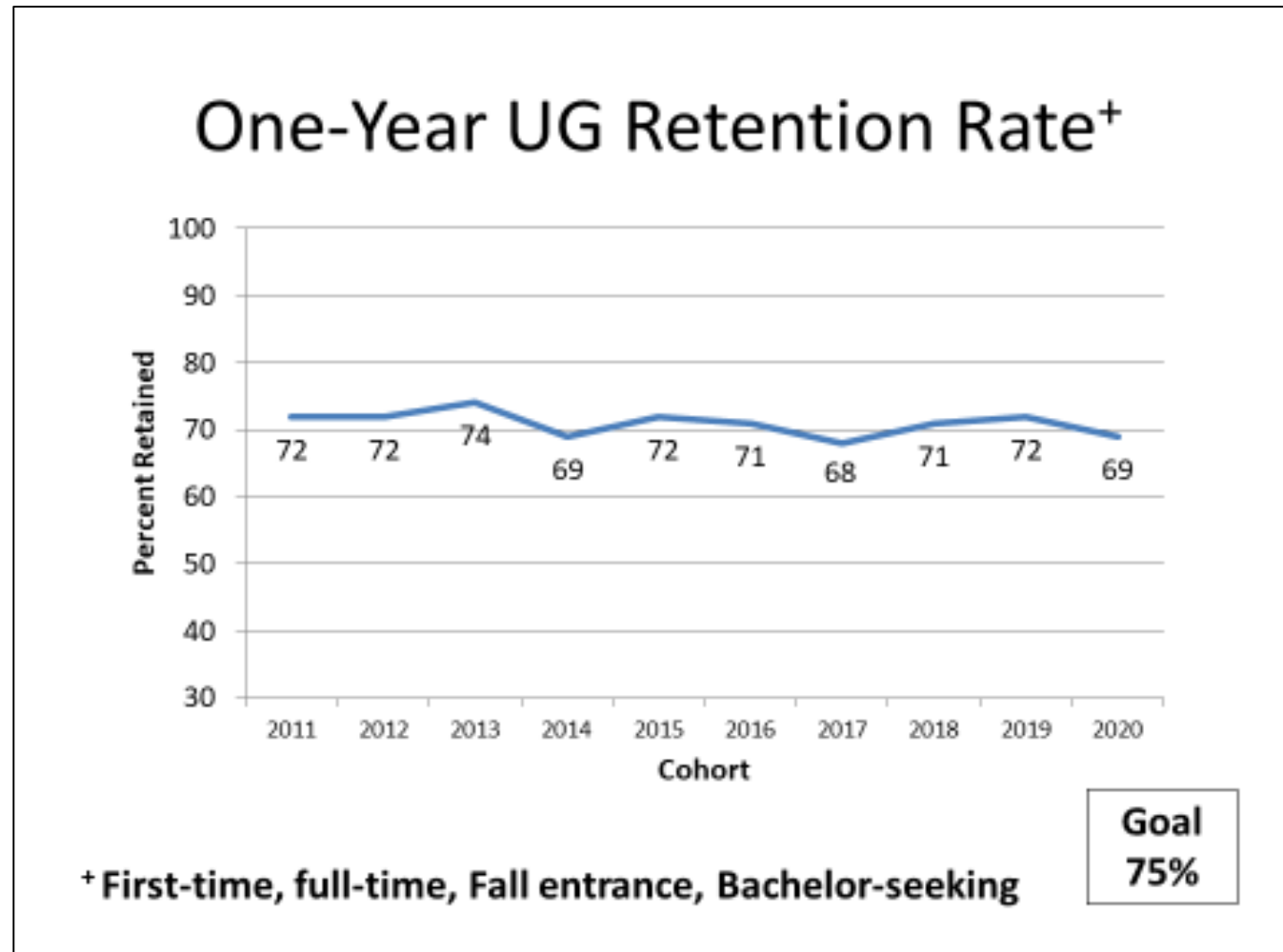
# Division of Student Development and Success

Heidi Anderson-Isaacson

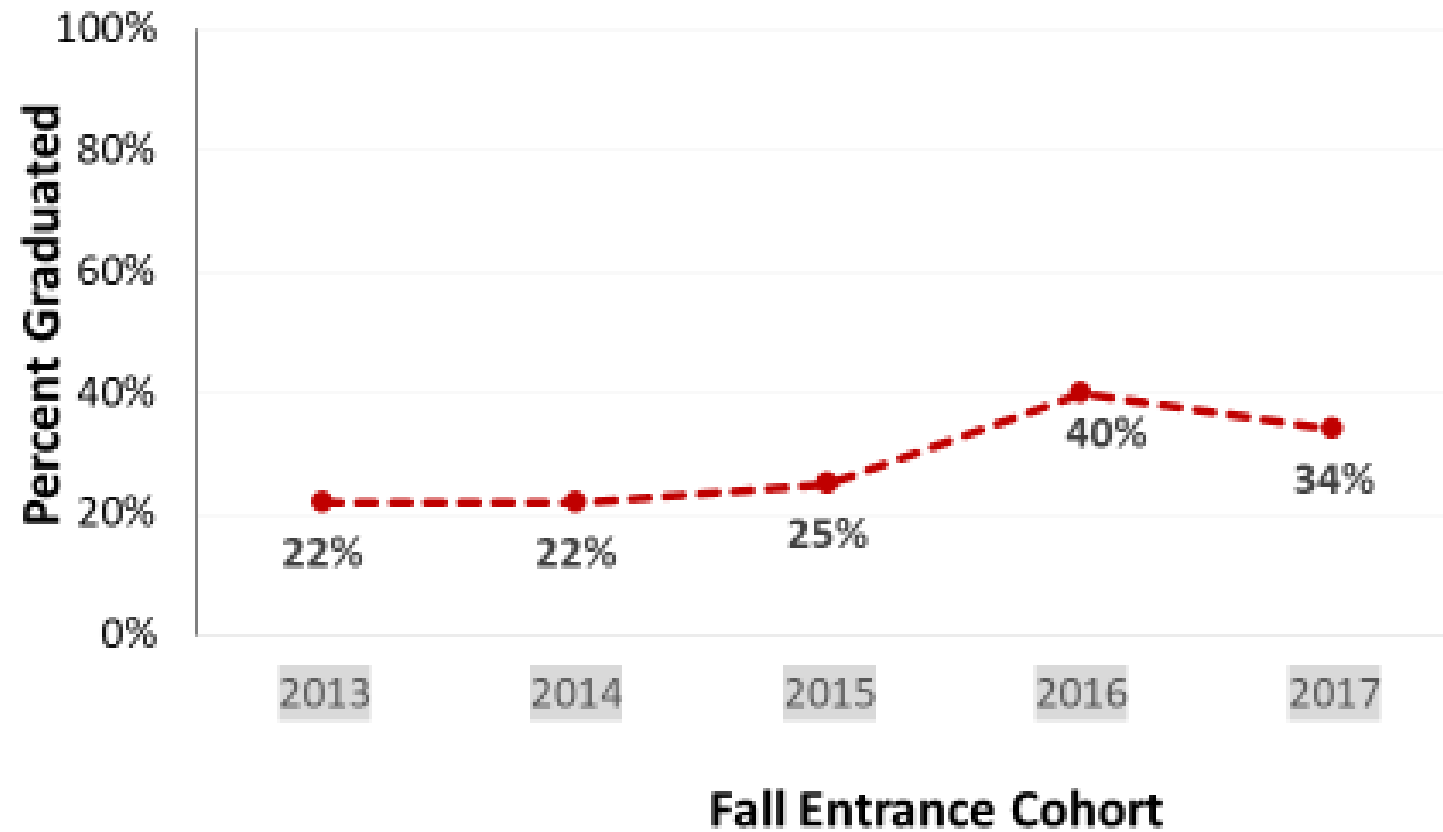
ALVERNO COLLEGE



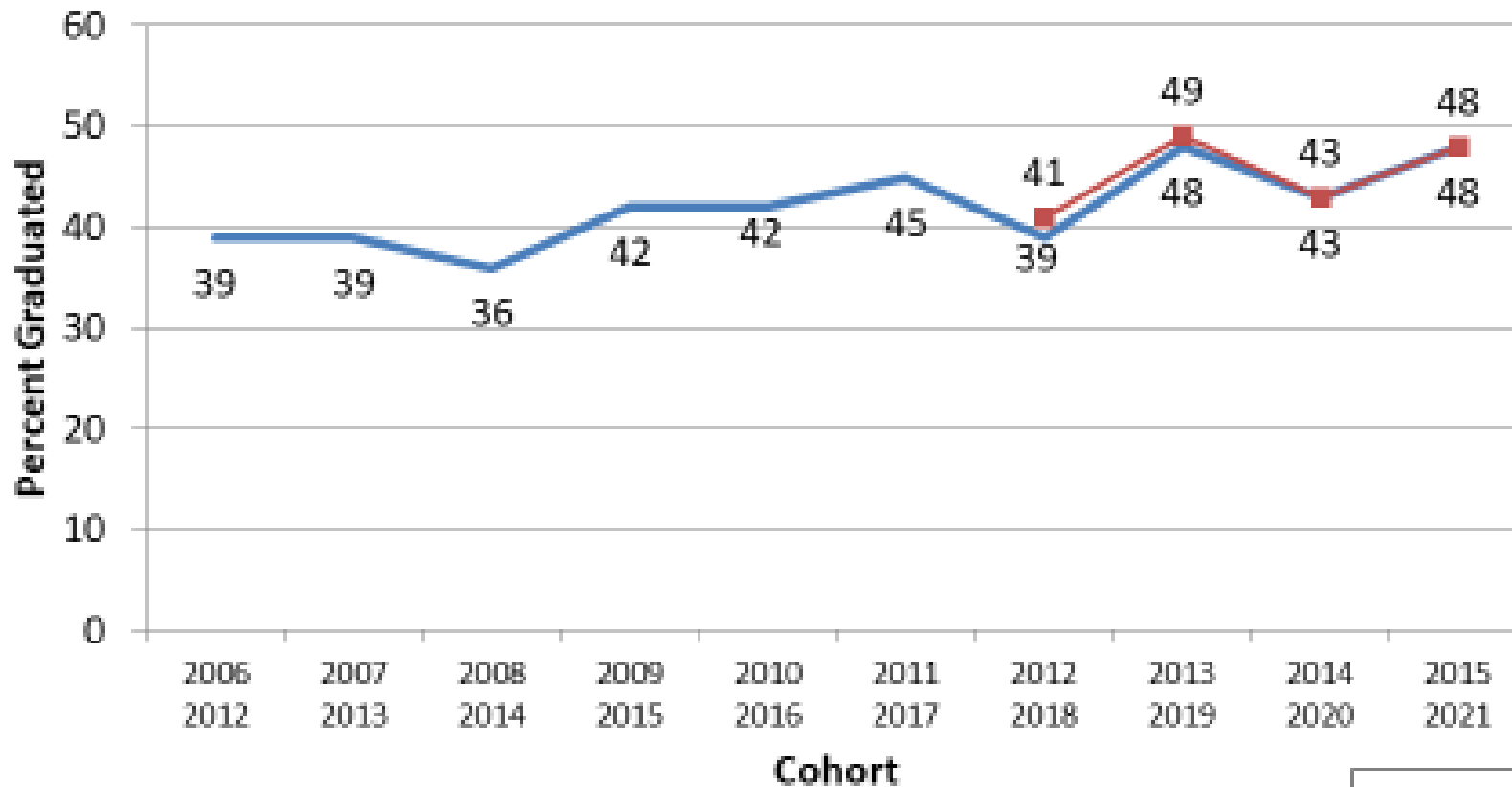
# Current State



## Four-Year Bachelor Degree Graduation Rates for First-Time, Full-Time Students



# Six-Year UG Graduation Rate<sup>+</sup>



<sup>+</sup> First-time, full-time, Fall entrance

**Goal  
50%**

■ Includes those who received AA degrees within 150% of expected completion time.



Focus on  
Programmatic Efforts:  
Building a Foundation

Maslow's Hierarchy of Needs



# Physiological needs

air, water, food, shelter, sleep, clothing, reproduction

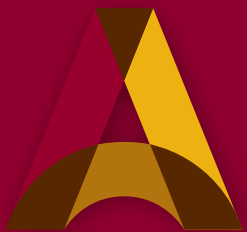
- Increased Food Pantry utilization
- Grab and go snacks in Dean of Students Office Suite
- \$50/semester bus passes for students
- Affordable On-Campus Housing
- Continual discussions around dining needs and the implementation of the [Mobile Ordering App](#) for students/faculty/staff who have tight schedules



# Safety needs

personal security, employment, resources, health, property

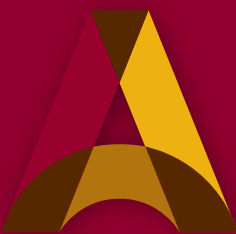
- Implementation of the [RAVE Guardian App](#)
- Student employment re-brand
  - Increased hourly Student Employment Rate
  - Placed over 50 new students into student employment positions prior to the start of school
- Re-envisioning how we use Blaze as a retention tool to connect students to resources
- Counseling saw 225 and Health Services served 200 individual students
- Compliance audit
- COVID tracking
- Student Handbook in Courseleaf
- Moved Academic Nursing Resource Center from pilot to implementation



# Love and belonging

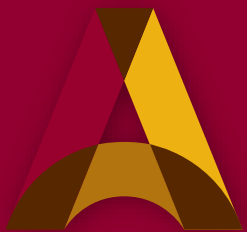
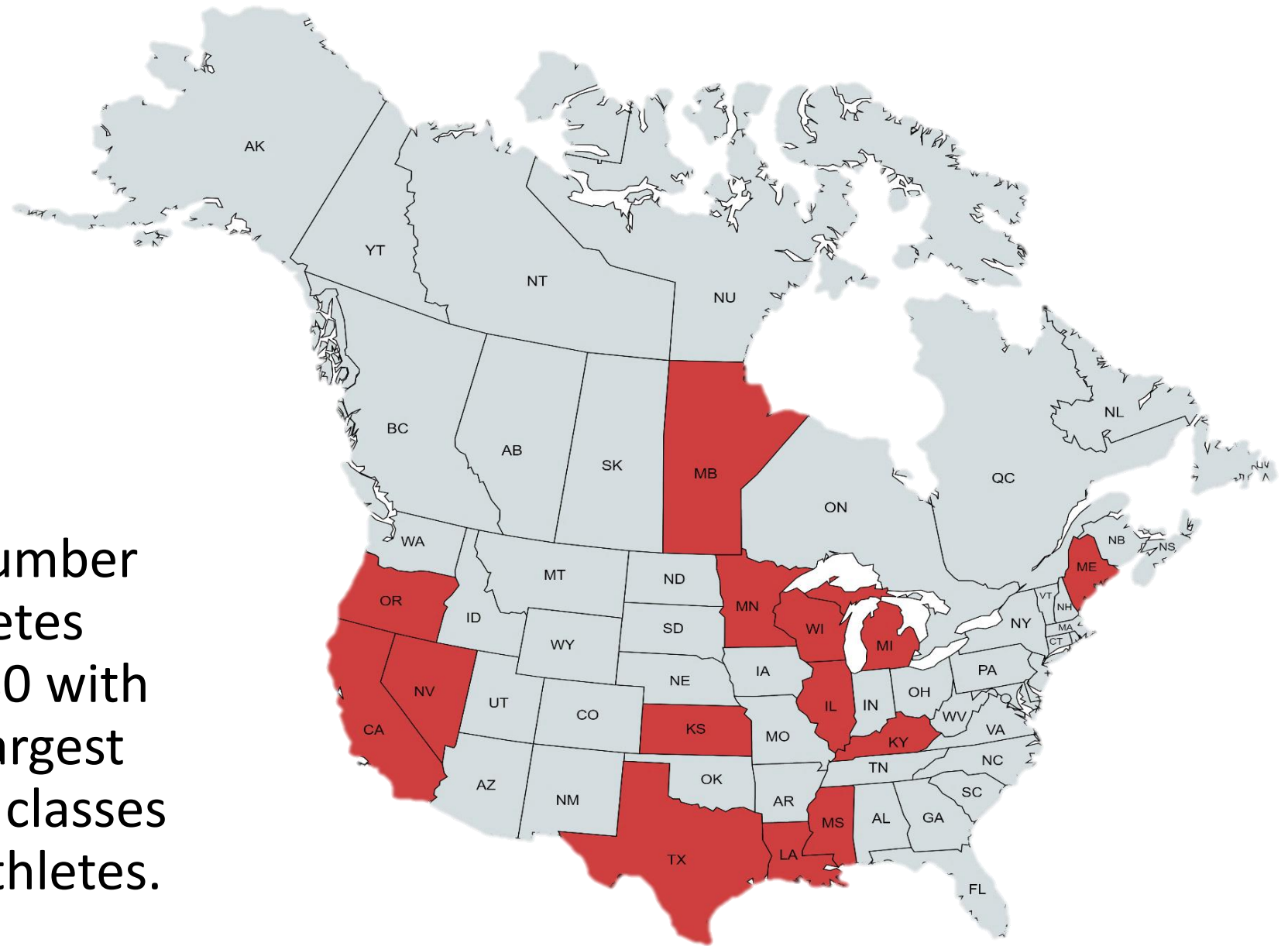
friendship, intimacy, family, sense of connection

- ALPS Project Basecamp
- An event has been planned for Students every day of the week for the first six weeks of school
- Soar to Success Seminars
- Re-imagining the IIC to a space of belonging and unity
- Development of ACCESS for support networks of our students
- HSI Task Force and continued work
- More active Main Street with the student support space
- Four Year Co-Curricular Map
- Increased students in the Residence Halls – Including a floor of DeMSN
- Strengthened our athletics program





Increased number  
of total athletes  
from 61 to 80 with  
one of the largest  
recruitment classes  
of 35 new athletes.



# What's On the Horizon








ALVERNO COLLEGE

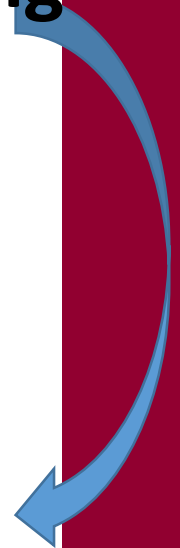
- Onboarding an On-Line Counseling Service to expand support to graduate, Mesa, and on-line students
- More celebrations of our students accomplishments
  - First Gen Celebration – November 8
  - 30 to Thrive
- First Generation Student Support – First Flames
- Digging deeper into the Data and which includes student voice
- Graduate Student Support
- Start to Finish Advising for all WDC students??
- Professional/Promise Scholar Advisors incorporating enhanced career development strategies in their work with students (Title 3)
- Implementation of the new Student Planning Module – improved registration system and streamlined graduation planning (Title 3)
- Re-vitalizing the Student on Leave Program



@ClinPsychDavid

# Belonging

 <p><b>REALITY</b></p>	 <p><b>EQUALITY</b></p>	 <p><b>EQUITY</b></p>	 <p><b>JUSTICE</b></p>	 <p><b>INCLUSION</b></p>
<p>One gets <b>more than</b> is needed, while the other gets <b>less than</b> is needed. Thus, a huge disparity is created.</p>	<p>The assumption is that <b>everyone benefits</b> from the same supports. This is considered to be equal treatment.</p>	<p><b>Everyone gets the support they need</b>, which produces equity.</p>	<p>All 3 can see the game without supports or accommodations because the <b>cause(s) of the inequity</b> was addressed. The systemic barrier has been removed.</p>	<p>Everyone is <b>INCLUDED</b> in the game. <b>No one</b> is left on the outside; we <u>didn't</u> only remove the barriers keeping people out, we made sure they were valued &amp; involved.</p>



# Enrollment and Marketing

Kate Lundeen

ALVERNO COLLEGE



# Early Learning Center

## COVID Response

- Raised age limit to allow children up 10
- Secured grants to support teachers who taught during the very high risk first year of Covid
- Turned kindergarten room into a virtual school room
- Earned funding for playground enhancements
- Allowed faculty, staff, and community families to continue to work on site

## Looking Ahead

- Teacher shortage impacting early childhood
- Vaccine clinics for newly eligible children 6 months – 5 years
- Anticipating national accreditation visit this winter

# Marketing and Communication

Welcome new Director of Marketing and Communication – Hooray!

- Alverno Magazine
- Admissions Viewbook
- DEI webpages
- photoshoots for advertising and promotional pieces
- outdoor media placement
- digital ads
- much more



# Marketing and Communication

## 2022-2023 High Visibility

- **Colorful outdoor and print**
- Great photography of vibrant students
- New partners with new perspectives – photographers, writers, editors
- Multi-platform social media with multiple voices
- Sharing internal successes with the external community
- Robust, responsive, and reportable communication flows for high school students and parents
- Targeted digital advertising by program or “bundles”





# Federal Program Review

Department of Education looks at use of Title IV funds – Pell grant, Stafford Loan, etc

- last date of attendance
- the dates of the academic calendar
- how the student notified the college of a withdrawal
- when veterans benefits were applied
- what date their financial aid was applied against their balance
- if the student ever attended/participated in a course



# Federal Program Review

Failure to be in compliance means that students lose access to federal aid dollars AND students and the college are required to repay all unverifiable/non-compliant grants or loans

Over 20 years since our last program review

Some process and policies were established in 1999 when Colleague was introduced (DATATEL!)

We are unintentionally out of compliance

A few new policies and practices for many of us – faculty, Registrar, Advising, Financial Aid, Student Development and Success, Admissions



# Our Enrollment Story – rough waters, changing winds, steady sailors, and hope on the horizon



Headcount	Fall '20 Actual	Fall '21 Actual	Fall '22 Projected
New 2 & 4 yr	127	110	135
New Transfer	48	38	48
Continuing	663	571	405
<b>WEEKDAY TOTAL</b>	<b>837</b>	<b>719</b>	<b>588</b>
Nursing	253	197	152
Education	170	135	117
All Other Programs	174	183	138
<b>GRAD TOTAL</b>	<b>597</b>	<b>515</b>	<b>407</b>
deMSN	141	289	288
EdD	39	101	113
Adult UG	192	176	123
<b>SALNI TOTAL</b>	<b>372</b>	<b>566</b>	<b>524</b>
<b>GRAND TOTAL</b>	<b>1806</b>	<b>1800</b>	<b>1519</b>

## REMEMBER!

- We budgeted for much of this decline. We are still short across programs
- These are our projections but everything is still moving for 3 more weeks!
- These students are **sticky** but we need to be even stickier. Be the **HONEY!**
- Still living with Covid and covid impact
- It takes time to turn a big ship
- Everyone's work is everyone's success



We can do hard things

Thank you

ALVERNO COLLEGE



# PEOPLE, PROCESS & POSSIBILITIES

Dawn Peterson  
VP Finance & Administration  
August 24, 2022

ALVERNO COLLEGE



PEOPLE

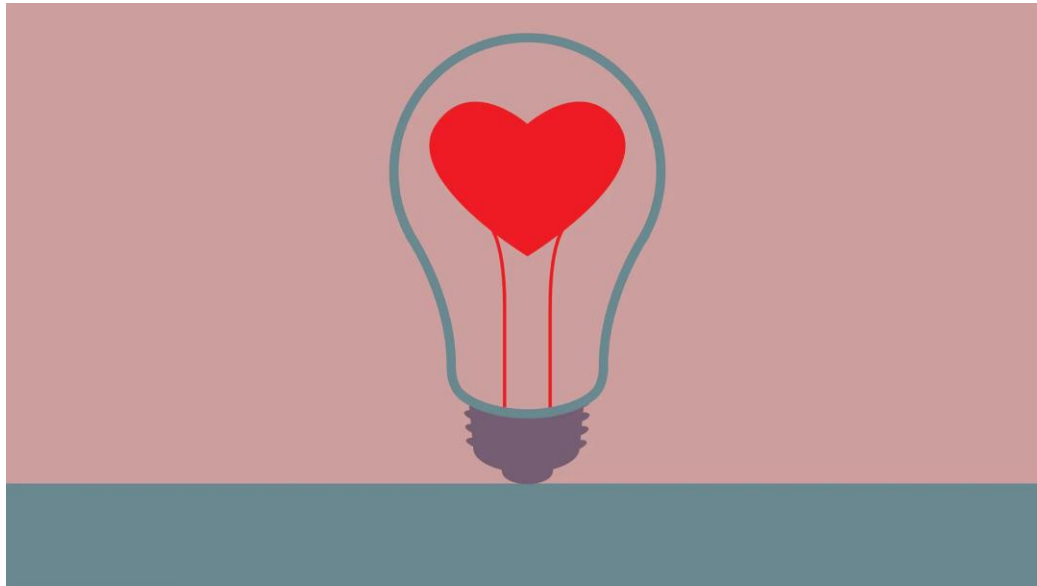


# It takes a community

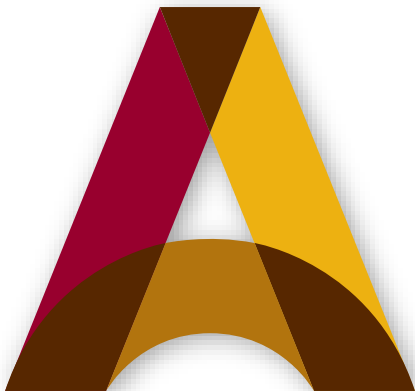




# Our PASSION links and unites us



PROCESS



# Finance

## Tools to Support Decision Making

- Coming off 3 years of COVID impact
- FY22 ended with a slightly larger net loss than forecasted
- FY23 was built in Spring using the mindset of realignment
  - We budgeted a material loss
  - Current fall enrollment is below the estimates we used
  - We'll be digging into the details to better understand
  - We may have to make decisions which look and feel different
- Need you to continue to be good financial stewards



# Human Resources

A Resource for YOU



THANK YOU!

ALVERNO COLLEGE



# New HR Tool: ADP Payroll & Benefits

Go Live is November 2022

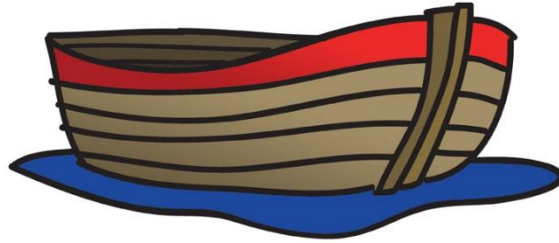
- ADP is a trusted leader in human capital management
- Will help improve how we process payroll and benefits
- New technology will change how we:
  - Hire new employees
  - Enter hours worked
  - Request time-off
  - View paychecks
  - Update personal information
- More information to be shared soon



# Technology Services

## Partnership with Ellucian Managed Services

THANK  
YOU!



remote team

training

cyber security

modernization

help desk tickets

support

on-site team

HELLO  
my name is

Director of  
Technology Services

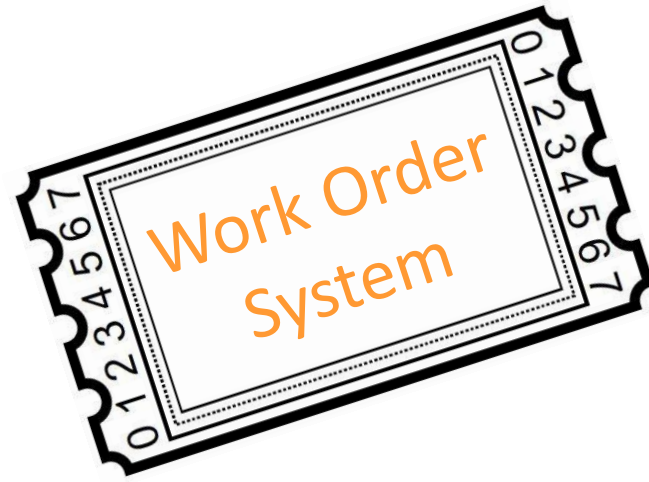
Ellucian  
corporate

ALVERNO COLLEGE

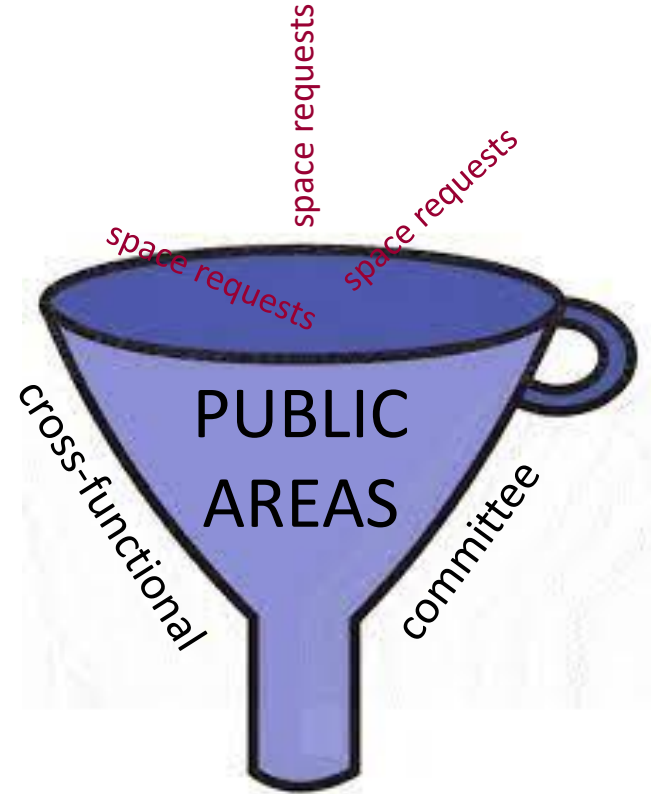


# Facilities

## Amazing Spaces



Small internal team + Contractor network

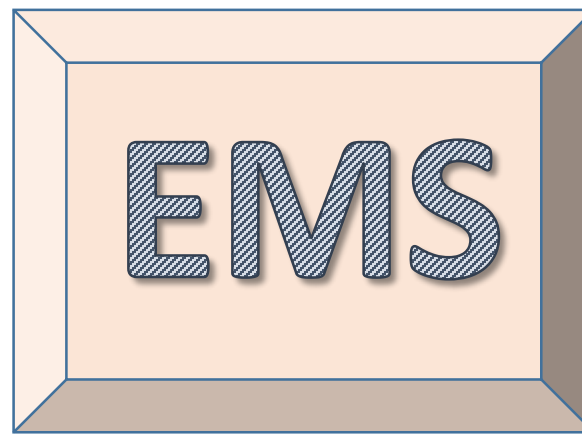


Alverno community

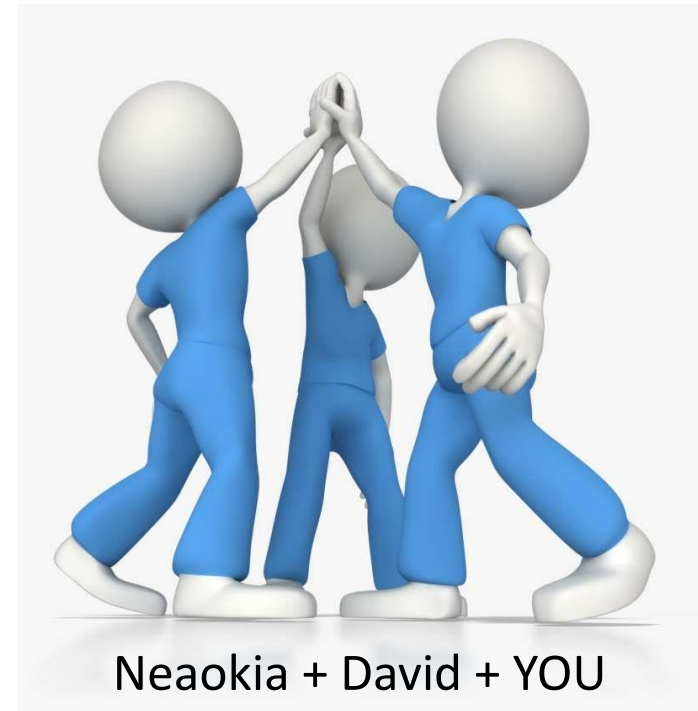
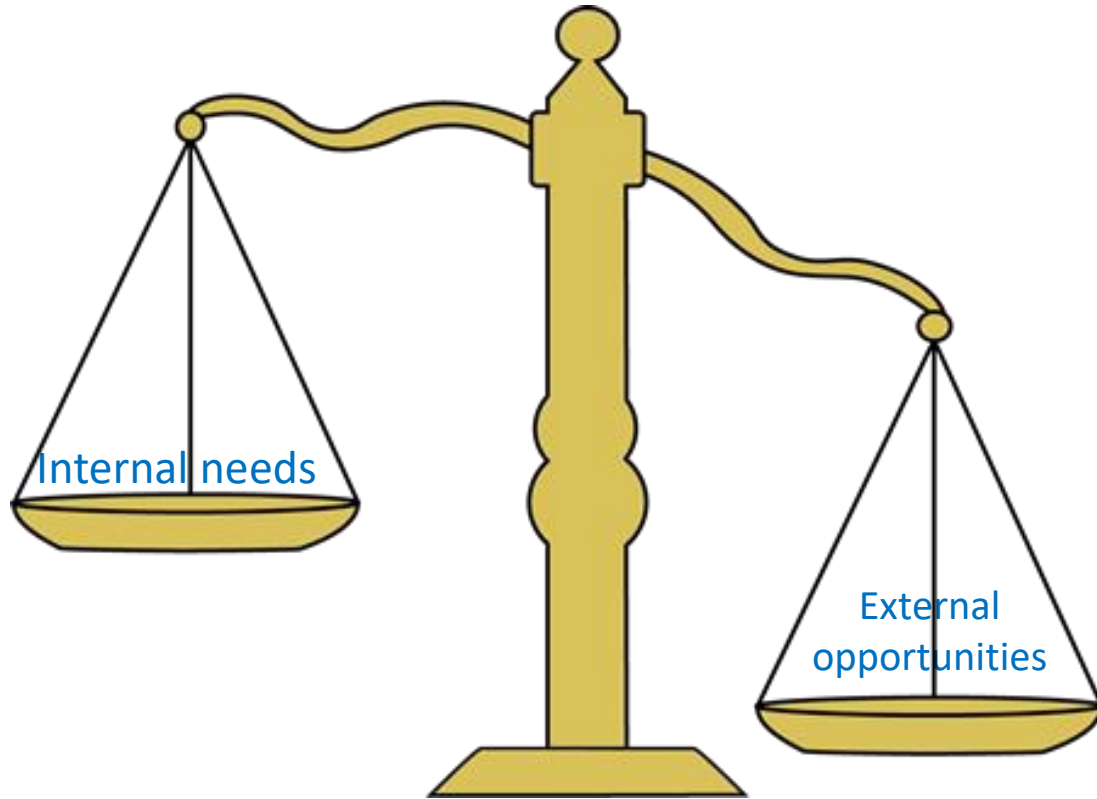


# Event Services

## Showcase Alverno



Use early  
& often!





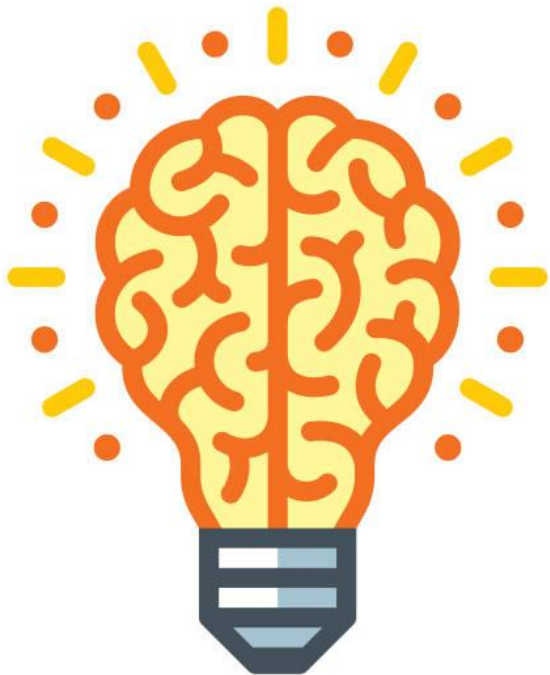
POSSIBILITIES



# It takes a community



Together more things are possible



# Updates from Academic Affairs:

Summer Successes, New  
Programs, New Directions



# Summer Successes



- More activity on campus this summer
  - MAML Concert Celebrating Sr. Thea Bowman including performances of music composed by program faculty
  - Summer courses, including year-round programs
- Music Therapy Partnership with Summerfest and Northwestern Mutual to provide CMTE credits
- DEMSN Launch in Arizona
- Career Studio Renovations
- MS in Community Psychology Accreditation Visit
- National Association of School Psychologist Accreditation in Fall (written materials approved)
- Alverno/MPS Partnership to provide bilingual coaching program for literacy training with Milwaukee Spanish Immersion School
- Alverno partnering with Pius XI and KMSD to provide new concurrent enrollment courses
- Nursing UGR Admissions Revisions
- Publication of *Women in Public Life*

# Financial Sustainability Efforts 2021-2022

- Savings to-date: Total Savings = \$452,422
- Reallocated nearly 100 credits of faculty load to degree and non-degree programs focusing on growth without adding additional expense
- Next Steps: Complete “Program Cost Analysis” model and ongoing work



# 24 (and More) by 2024

- New Programs for Launch

- Undergraduate (4-year):

- Public Health (major and specialization)
    - Data Science
    - Community Engagement and Activism (CENA)
    - Music

- Undergraduate (2-year):

- Occupational Therapy Assistant (Title III)
    - Medical Assistant with Spanish Emphasis (Title III)
    - Web Design (Initial Conception)

- Graduate:

- Masters in Social Work (Anticipated Fall 2023 Launch)
    - Psychology Doctorate (Initial Conception)
    - DEMSN with Public Health Specialization

- New Microcredentials for Development and “Upskilling”



# 24 (and More) by 2024

- Programs for Reimagining/Strengthening
  - DEMSN (Expansion and Curricular Redesign)
  - Psychology (Curricular Contraction/Reimagining)
  - UGR Business (Curricular Redesign to 3-year Program, IIBA Accreditation)
  - Communication and Technology (Reimagining; Fully HyFlex Curriculum Design)
  - Substance Abuse Counseling (SAC) Certificate in MSCP and now in Social Work (Strengthening)
  - Dual Enrollment (New Partnerships and Programs; Pathways to Market-Oriented Associate Degrees)
  - Doctor of Nursing Practice (Curricular Reimagining)
  - Return of the Burke Fellows (Administrative Leadership)
  - MBA (Curricular Reimagining)
- Articulations to Ease Transfer
  - Business Analysis
  - Education
  - Social Work
  - Nursing





# 24 (and More) by 2024



- Programs for Sunset or Pause

- Associate of Arts and Sciences Degree (Sunset)
- Sociology (Sunset, Collapse into CENA)
- Adult Education Program (Sunset)
- 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)

# Institutional Effectiveness & Sponsored Programs (IESP)

## Grant Activities

- **In process:**

- Professional grant to increase mental health support for children and youth
- Grant to increase recruitment, retention, and graduation rates of students pursuing associate or baccalaureate degrees in STEM

- **Waiting for results:**

- Grant to prepare education students to become Special Education teachers
- Childcare grant for low-income Alverno Students

- **Denied:**

- Grant to increase number of students of color and low-income students pursuing graduate and doctoral degrees

- **Future:**

- Grant for Registered Nursing training program to improve program quality and retention rates
- Basic needs grant for student success and development
- Grant for student support services
- School based mental health grant for school psychology program
- Grant with MSOE and MCW to improve STEM student enrollment, retention and graduation

# Goals for 2022-2023

- Diversity, Equity, Inclusion, Access and Belonging (DEIAB)
  - Increase community engagement and cultural competence
  - Continue to evaluate curriculum and practices with eye toward equity
  - Engagement with 8 Abilities and “22<sup>nd</sup> Century Skills”
- Continue Program Evaluation Work
  - Program Cost Analysis modeling to be completed and shared out
  - Align resources and strategies to enrollment and student demand
  - Increasing enrollment and retention across programs
- Reinvigoration of Pedagogical/Andragogical Practices



# August Institute 2022

Advancement Update

Jill Desmond

ALVERNO COLLEGE



# Reintroduction to Alverno Advancement

- Fundraising
  - What do we raise money for?
  - How do we do it?
- How you can help or support Alverno Advancement?



# 2021-2022 Results

**\$4.3**  
MILLION  
RAISED IN 2021-22.

**1,409**  
TOTAL DONORS IN 2021-22.

- 65% alums
- 29.5% friends & trustees
- 5% corporations & foundations
- .5% government grants

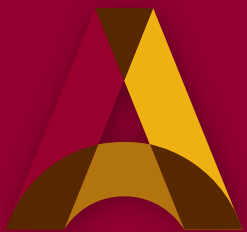


## Gifts by Category

- ↓ Annual Fund
- ↓ Annual Fund Scholarships
- ↓ Campaign
- ↑ Endowment
- ↑ Government
- ↑ Special Programs

# 2022-2023 Goals

- Team rebuild
  - New team members
  - Open positions
- Donor and alumnae engagement/  
re-engagement
- Fundraising Goals



# Closing Remarks





# Break

If you RSVPed, please pick up your lunch in the Commons before our Presidential Search Session with Spencer Stuart

ALVERNO COLLEGE

