



**OFFICE OF THE
PRESIDENT**

UNIVERSITY TOWN HALL

WITH PRESIDENT COLEMAN AND MARK BRANSON

LAND ACKNOWLEDGMENT

A photograph of a library bookshelf. The shelves are filled with books, and a person's hand is visible reaching for a book on one of the lower shelves. The image is in a warm, reddish-pink color palette.

AGENDA

General updates

Organizational report + findings

Strategic enrollment planning

Q&A



adler.edu/President

- EAB State of the Sector
Tuesday, Oct. 15 at 1 p.m. CDT/11 a.m. PDT.
[Watch the recording on YouTube.](#)
- President's Town Hall
Wednesday, Sept. 18 at 2 p.m. CDT/noon PDT.
[Watch the recording on YouTube.](#)

- Overview
- Announcement
- Campus Communication
- Upcoming Events
- Previous Events | Recordings

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Info

GENERAL UPDATES

ORGANIZATIONAL REPORT

Report Highlights

1. Sunset the 2023-2026 strategic plan.
2. New organizational leadership, cabinet, and related structures.
3. Focus on health justice and health equity as Adler's precise value proposition.
4. Streamline systems and processes.
5. Review and develop policies aligned with mission and legislative guidance.
6. Socialize the concept of "One Adler" by creating more parity between Chicago, Vancouver and online communities.
7. Professionalize the University through the hiring of a COO, relevant administrative support.
8. Create more accessible avenues for resolving conflicts and reporting identity-based harm.

Rebuild Trust

- Develop a regular cadence of meetings between the president, provost and faculty co-chairs.
- Continue to roll-out employee and student engagement models (town halls, etc.)
- Accountability models - i.e. strongly encourage faculty co-chairs to attend University Town Halls to report back to faculty colleagues. Deploy the same model with staff co-chairs. Strengthen relationships and collaboration



Student Services & Career Advancement

- Analyze the connections between and among student-facing offices such that enrollment and admissions, "student services," and faculty departments provides more streamlined and efficient processes for student enrollment, cultivation, communication, and support.
- Strengthen administrative supports.



Recommendations Cont'd

- Revise employee handbook.
- Strengthen, restructure and align all areas related to policy, institutional compliance regulations, DEI, training and implementation of policies in and on all campuses.
- Strengthen engagement with experts in higher education, DEI, employment and health policy law.
- Devote one full board meeting to a mini retreat involving a focus on key governance topics.
- Focus DEI work. Leadership, training, conflict resolution through education and clear protocols to report and address identity-based harm.
- Reorganize all identity-based groups into Community Resource Groups (CRGs) with equal standing, equitable resources, and clearly written constitutions that ensure legal compliance.



NEXT STEPS + WHAT'S AHEAD

Upcoming Work



Infrastructural & Organizational Recalibration

Fiscal analyses, organizational reset; process improvements; enrollment strategic planning; faculty, staff administrative councils, etc.

Policy Identification & Implementation

Accelerated development needed.

Brand Refresh & Alignment

Messaging, imprint, student-focused; higher education market alignment; digital assets.

Friend & Fundraising

Identify opportunities; realign leadership structures to support advancement efforts.

Leadership Institutes launch

Build out educating leaders who are changemakers — micro-credentials.

Timeline

Phase 1: Reorg Leadership Team, Cabinet and some offices per report; policy alignment

Phase 2: Continuation of Leadership Reorg; Continuation of policy alignment; Hires for key positions; Shared Governance reimagined; reorganized constituency groups

Phase 3: Continuation of Leadership Reorg; Continuation of policy alignment; Goal Setting

Phase 4: Strategic Planning & Implementation

ENROLLMENT



OVERVIEW

STRATEGIC ENROLLMENT MANAGEMENT PLANNING

SEM: What it is + why we're doing it

Common pitfalls

Approach, process, timeline

Strategic Enrollment Management (SEM)¹⁶

What it is and why we're doing it

THE WHAT

- A market-informed, strategy-aligned, data-driven enrollment management plan.
- Includes tradeoffs, investments, and priorities to help achieve realistic enrollment goals.

THE WHY

- Enrollment will continue to be main driver of revenue and touches every aspect of operations.
- Demographic changes, increasing competition make it challenging to maintain, sustain, and grow enrollment.
- Retention is a critical component of total enrollment.

Key Components

- Current data: Enrollment numbers and performance metrics.
- Trends analysis: Insights from local, state, and national trends.
- Peer benchmarks: Comparison with peer and aspirant institutions.
- Strategic targets: High-level goals, such as new and total student headcount.
- Tactical plans: Prioritized action steps to achieve enrollment targets.

Common Pitfalls

- Lack of prioritization: Too many actions, unclear focus.
- Avoiding hard trade-offs: Failure to allocate resources wisely or address tough decisions.
- Unrealistic targets: Goals not rooted in historical trends or market realities.
- Competitor oversight: Ignoring actions and trends among peer institutions.
- Scope challenges: Plans too narrow or overly broad.
- Focusing on the easiest or most familiar strategies, tactics, or radical new approaches, rather than less-sexy, higher-impact opportunities.

Our Approach

- Develop a real strategy with clear perspective on priorities.
- Address the competitive landscape, segmented appropriately.
- Incorporate job market data at a regional and local level.
- Estimate the size of opportunity by segment.
- Develop appropriate timing and staging.
- Identify capacity constraint.
- Estimate cost of required investments

Process and Timeline

Phase 1: Readiness Assessment (in progress)

→ Includes formation of a planning committee.

Phase 2: Goal Setting

→ Includes benchmarking and market assessment.

Phase 3: SEM Plan Design

→ Includes committee working sessions and stakeholder workshops.

Phase 4: SEM Plan Implementation

Sample Plans

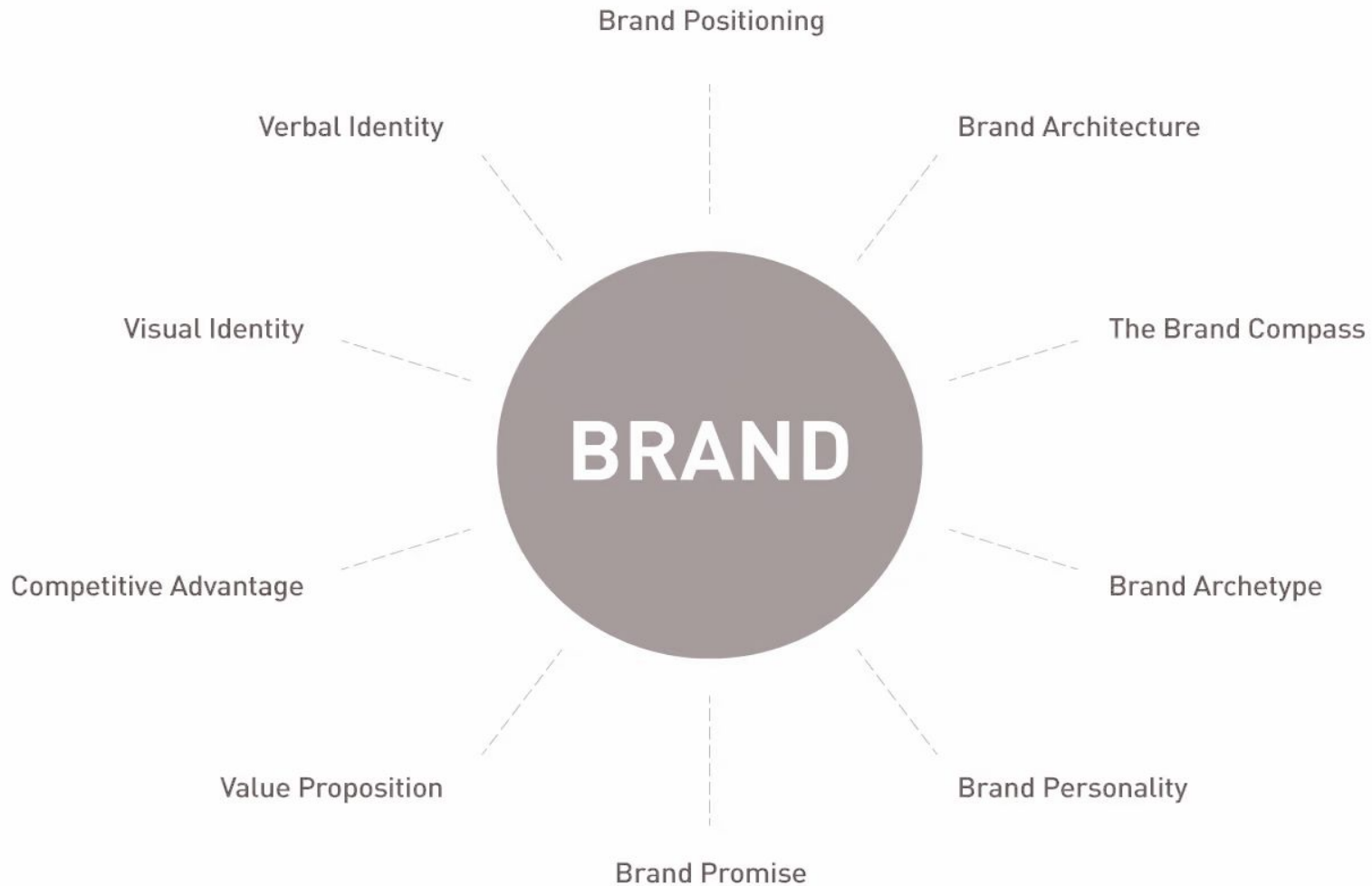
Canadian universities:

- [Thompson Rivers University](#)
- [University of Victoria](#)
- [Simon Fraser University](#)

U.S. universities:

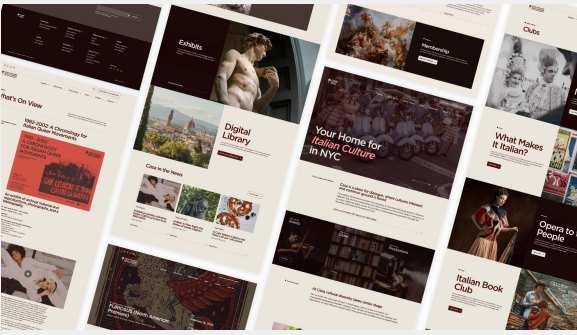
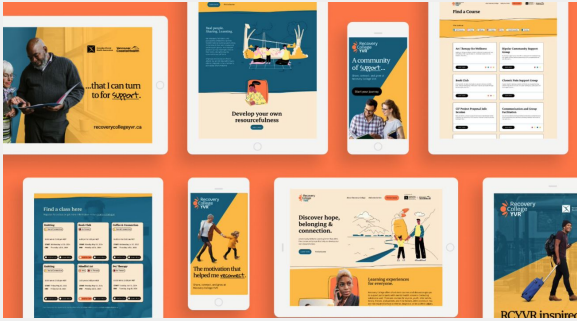
- [Kansas State University \(Huron\)](#)
- [Southern Connecticut State University](#)
- [University of Hawaii Maui](#)

BRAND



Massive / Takt

A strategy-led design agency that works with Leaders, Founders + CEOs to design brands and digital experiences worth rallying around.



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ENERGY								
FINANCE								
NON PROFIT								
REAL ESTATE								

Presidential Closing Comments

Q&A