THANK YOU FOR JOINING US!
We will get started shortly

UNIVERSITY
town hall

December 2025

THANK YOU FOR JOINING US
virtual housekeeping

LAND
acknowledgement

Non nobis solum sed omnibus.

not for ourselves alone, but for all.

Gemeinschaftsgefühl

state of social connectedness and interest in the well-being of others.

ADLER UNIVERSITY

Non nobis solum sed omnibus

1952

PEOPLE

Our students, faculty, staff, and the lives we change by working in community, not for one, but for us all.

PURPOSE

Anchored in Adlerian principles of social interest – we educate public health changemakers, breakaway thinkers – scholars, researchers & practitioners – who reimagine global health models to de-stigmatize perceptions of mental health emphasizing partnership reciprocity and community co-creation.

PARTNERSHIP

We pursue cross/multi-generational, multi-national, and multi-sector collaborations that accelerate transformational and impactful community outcomes.
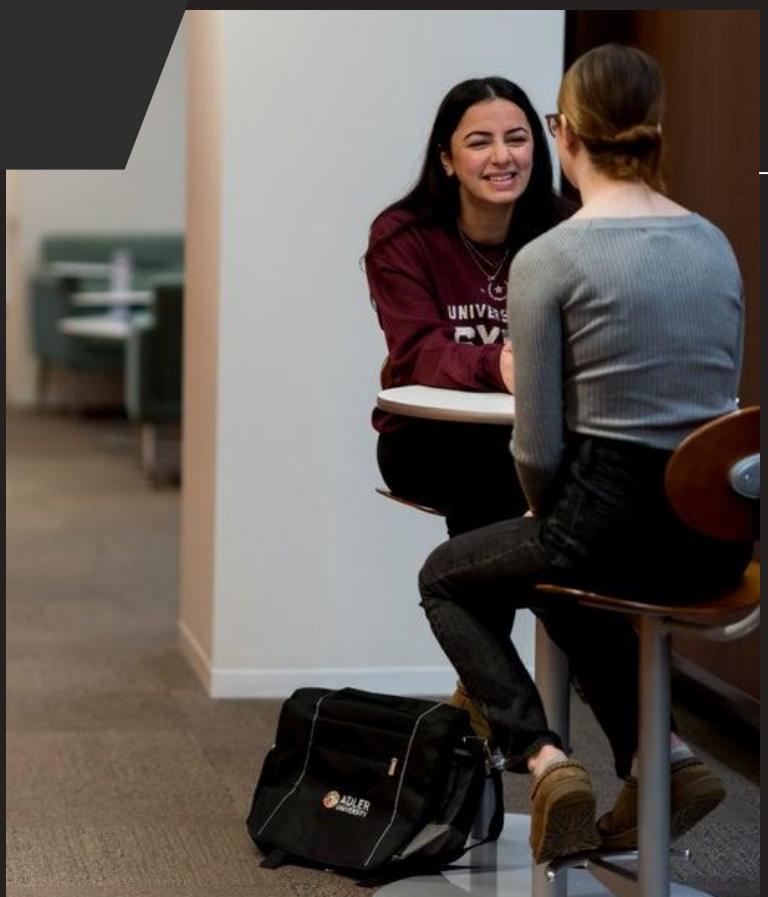
"We cannot protect our children from life. Therefore, it is essential that we prepare them for it." - Rudolf Dreikurs

AGENDA

Welcome + Land Acknowledgement

President's Update

Academic Affairs

Finance + Fundraising + People & Culture

Communications + Marketing

Community Engagement

Q&A

CHICAGO + ONLINE + VANCOUVER
commencement

Welcome Highlights

Refreshed Look

Challenges External & Internal

Institutional Investments

The Headwinds & Necessary
Cuts if Goals are Not Met

Our Collective Goal

To deliver on the promise of education for our students & the investments of our alumni

PRIMARY GOAL
purpose

Position the University for ongoing success with a focus on excellence in *leadership and organizational operations* to ensure long-term *institutional growth* as Adler continues to deliver on the promise to *educate our students and sustain the investments of our alumni.*

BOOST ORGANIZATIONAL RESILIENCY

The Headwinds & the Reality

We are not alone higher education. Institutions change or they cease to exist.

Expertise Community Engagement

SWOT Analyses

- Cannon Design
- EIN
- EAB
- ID
- ACE
- AAU
- AACU
- CIC

The Market

- 2023: 37+ public or private institutions merged or announced mergers. Some closures categorized as administrative.
- 2024: 24+ private & public mergers
- 2025: Ongoing closures & mergers – ex: GA, TX, MA, VT

The Headwinds & the Reality

We are not alone higher education. Institutions change or they cease to exist.

*Expertise
Community Engagement*

SWOT Analyses

- Liabilities Program Growth or Consolidation
- Streamlining Efficiencies
- More Cooperation vs. Competition (big ideas)

The Market

- **Argosy University** shut down in 2019.
- Approx. 50,580 students impacted by private nonprofit college closures since 2020.
- For-profit & Tuition-Driven institutions led closure rates from 2012-2019. *If unable to shift to market needs and since the pandemic, private nonprofit colleges and universities have increasingly closed.*
- Ontario colleges alone cutting nearly 10,000 positions, suspending hundreds of programs, and facing billions in lost tuition, while British Columbia also sees significant layoffs.
- New predictive modeling from the Federal Reserve Bank of Philadelphia has identified more closures ahead

The Headwinds & The Law

- Social Justice & Social Interest
- Practicums & Our Students
- Lawsuits
- Protections for the University

WE MUST FOLLOW THE LAW
even if we do not agree - we are an institution - your personal decisions are yours; the university decisions are not.

How Do American **UNIVERSITIES** Make Money?

8% State

18% Federal Gov.

ADLER

1% Capital Investments (state)

1% Private Sources

67% Tuition and Fees

.05% Revenue

1% Other Sources

Source: National Center for Education Statistics. Public institutions only. Figures rounded.

VORONOI BY VISUAL CAPITALIST | Where Data Tells the Story
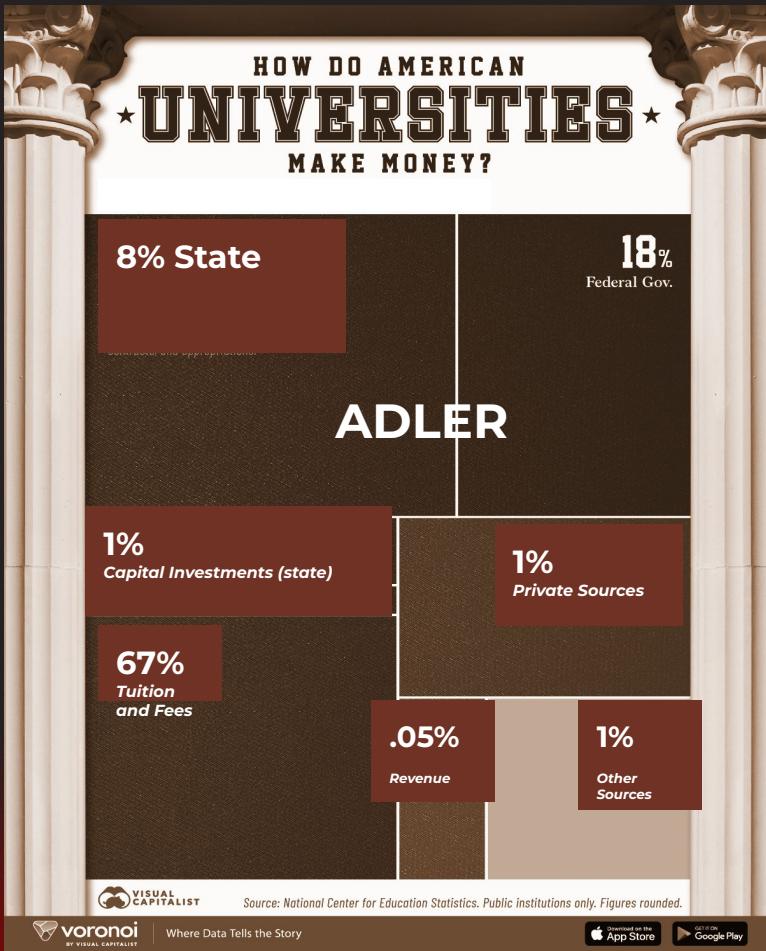
Comprehensive Research 1, 11, 111
Tuition Driven vs Endowment
For Profits
HBCUs
Tribal Colleges
Women's Colleges
Institutes
Boot Camps

Canadian Universities:
Government Funding 42%;
Tuition and Fees 30%;
Grants 7%;
Donations 4%;
 Investment Income 8%;
Other 9%

Types Of Higher Educational Institutions In The US

1 Public Universities	2 Private Universities	3 Technical Institutions	4 Liberal Arts Colleges	5 Community Colleges
University of Texas	Harvard University	California Polytechnic Institute	Amherst College	De Anza College
University of Florida	Stanford University	MIT	Williams College	Glendale Community College California

UniAcco
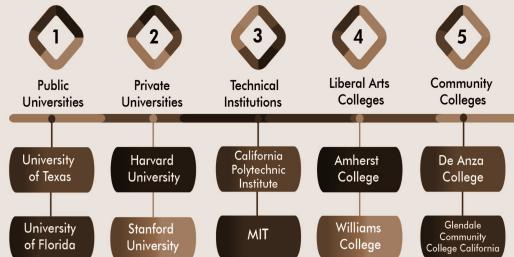
OT, Headwinds & the Reality

Higher Ed Is One Missed Update Away from a Blockbuster Moment

For decades, universities have operated like they're too big to fail. So did Blockbuster.

It wasn't ignorance that killed Blockbuster; it was inertia. They saw "them" coming. They even had the chance to buy some competitors; or to change strategies. They just couldn't imagine a world where people would choose streaming over shelves.

We are blockbuster; Kodak; taxis → need to be APPLE

The Apple Effect: Steve Jobs returned to Apple: a paradigm-shift that created a vision for innovation which changed the world. Jobs' innovative vision created the demand for Apple products that they needed to stay relevant.

Think Different

Characteristics of Organizational Transformation (OT)
= *2-4 years depending on organizational challenges/opportunities*

OT planned, comprehensive process —undergo to remain competitive or address new challenges.

- **Comprehensive Realignment:** involves fundamental changes:
  - **Structure**
  - **Culture**
  - **Operations**
  - **Shifting roles**

- **Adaptability and Change Management**
- **Strategic Planning**
- **Leadership-Driven**
- **Response to Disruption**
- **Focus on Outcomes**

In essence, startups embody change from inception, while organizational transformation changes existing structures that are no longer workings; and thus strategic disruption is essential.

LEADERSHIP
Co-creation, Incubation & Innovation

Senior LEADERSHIP
positions update

Academic Affairs + Provost

a. Provost— interim structure
b. Enrollment restructure in process — new strategy
c. Global Leadership work - Fulbright, etc.
d. Faculty development and alumni outreach
e. Best practices - Student success, alumni and career focus

SVP/COO Senior Advisor

a. SVP/COO new position
b. Senior Advisor - Global & COS
c. COS restructure anticipated reframed position spring/summer '26

CFO

a. CFO - Melody Sousa
b. Senior Advisor - James Patti

Thank You
Interim Provost &
Executive Dean Vancouver

Brad O'Hara

Welcome
SVP/COO

Sean Corlett

Welcome
Senior Advisor

Monroe France

Melody Sousa, CFO   &   James Patti, Senior Advisor

Congratulations & Thank You

POLICY TASK FORCE UPDATE

Phase 1 | Completed
- Over 200 existing policies identified and reviewed.

- Urgent, federal, and out of compliance policies addressed immediately.

- New policy drafts or edits reviewed by the task force in partnership with departments.

- Drafts of a Policy Template and a Policy on Policies completed.

- Researched digital policy repository platforms & developed an accountability system.

Phase 2 | In process:
- All policies to be finalized and translated to new templates.

- Policy on Policies will be finalized and approved. Includes a decision making protocol:
  - Policies live under Compliance.
  - Establish a standing Policy Committee.

Phase 3 | Spring/Fall
- Communicate policy changes, digital accountability process via SharePoint, and launch policy website page.
- **Academic Policy Review**

UNIVERSITY SENATE & SHARED GOVERNANCE

Adler
Internal Leadership

Leadership
& Staff

Faculty Leaders

Student Leaders

The University Senate

To serve as the primary deliberative and legislative body for university-wide policies, fostering collaboration and ensuring inclusive input from all key stakeholders in alignment with Adler's mission of social interest and to deliver on the promise of education for our students and the investments of our alumni & is the primary forum where diverse stakeholders debate and reach conclusions on institutional policies, embodying a system of shared governance.

GOVERNANCE
Co-creation, Structure & Policy

UNIVERSITY SHARED GOVERNANCE SYSTEM

Legend:
.... Advise
←——————→ Report/Recommend

BOARD OF TRUSTEES

GENERAL COUNSEL

FOUNDATION BOARD

UNIVERSITY PRESIDENT

ALUMNI COUNCIL

UNIVERSITY SENTATE

I. FACULTY COUNCIL

II. STAFF COUNCIL

III. STUDENT LEADERSHIP COUNCIL
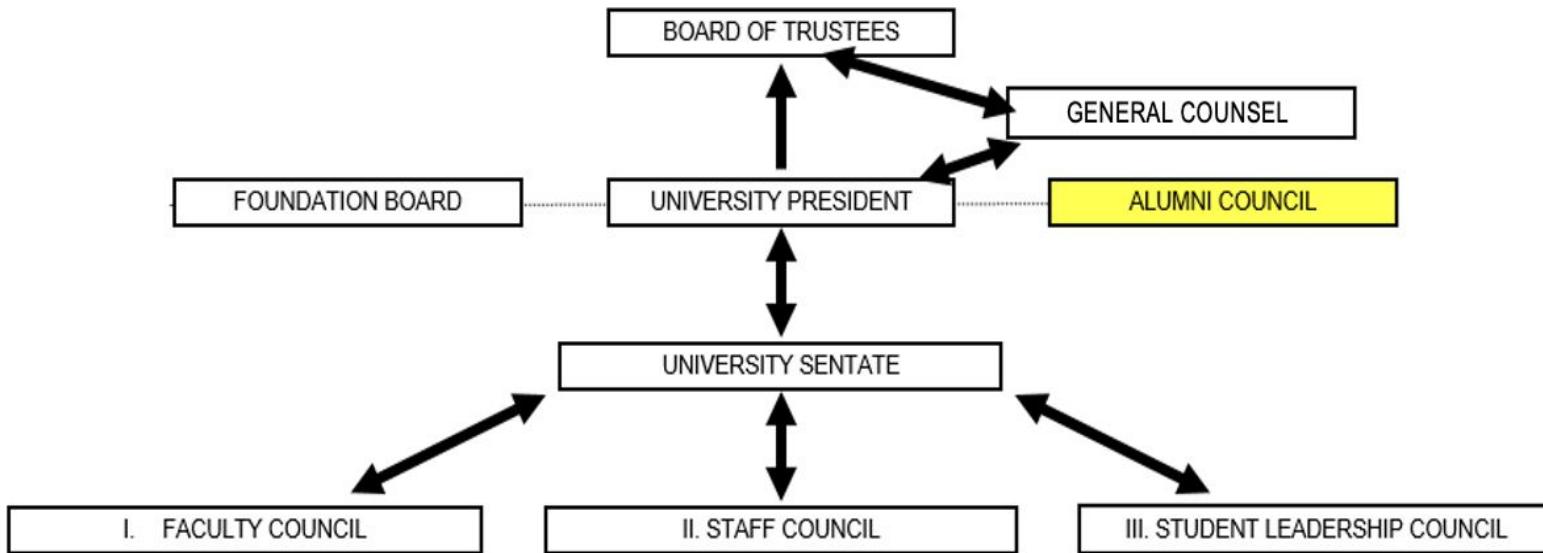
I. A. Committee 1
I. B. Committee 2
I. C. Committee 3
I. D. Committee 4
I. E. Committee 5
I. F. Committee 6

II. A. Committee 1
II. B. Committee 2
II. C. Committee 3
II. D. Committee 4
II. E. Committee 5
II. F. Committee 6

III. A. Committee 1
III. B. Committee 2
III. C. Committee 3
III. D. Committee 4
III. E. Committee 5
III. F. Committee 6

Faculty Engagement & Representation

ADLER UNIVERSITY FACULTY COUNCIL (AFC)

Mission Statement and a framework for AFC & Bylaws
rules and procedures

Staff Engagement & Representation

ADLER UNIVERSITY STAFF & ADMINISTRATORS COUNCIL (ASAC)

Mission Statement and a framework for ASAC & Bylaws
rules and procedures

Student Engagement & Representation

ADLER UNIVERSITY STUDENT COUNCIL (ASC)

Mission Statement and a framework for ASC & Bylaws
rules and procedures

ACADEMIC AFFAIRS +
student success

OVERVIEW
provost

- Restructuring underway
- Shared governance - Faculty Council Drafted
- Improving programs & operations for student success
- Program Assessments

OVERVIEW
provost

- Enrollment and trends
- HLC and governance
- Academic Affairs realignment
- Partnerships (strengthened + expanded)
- Grants (strengthened + expanded)
- New programs: Academic + leadership
  - Certifications
  - Partnerships i.e FNHA
- Improving programs and operations for student success

ENROLLMENT
rebound strategy

- Enrollment trends - reorg of enrollment
- Working with academic Programs to identify areas for improved processes
- If not redefined, consolidated, and and closures will ensue
- service centralization & liability - cannot operate as if separate unit and still under Adler umbrella

ENROLLMENT = *everyone's job*
QUALITY & STUDENT SATISFACTION = *everyone's job*
PROFESSIONALISM = *everyone's job*

FUNDRAISING & FINANCE

FUNDRAISING + FRIENDRAISING

Rita Dibble
VP, OIA

Updates

1. **Focus on Alumni Engagement - Alumni Council/Advisory Board**
2. **Presidential Commitment**
3. **Meeting with Community Members (friendraising)**
4. **Restructuring Office**

FINANCE
$42.5M - *FY26 budget*

Operating Budget

- Revenue: $42.5M
- Expenses: $41.5M

- Enrollments and net tuition: $39.5M
- Price increase, 3%
- Student volume decrease of 140 students.
- Scholarships and tuition discontinuing: New policy = savings

Capital Budget
- Limited in FY to:
  - Facility renovations and furnishings
  - Technology
  - Library resources
- Ill. grant providing capital expenditure reimbursement
- Facilities and report about space

High Level Next Steps

CONVERSION & IMPLEMENTATION

Collaboration & FriendRaising
    We act with responsibility to invite others to join our community -
    Expand students
    Alumni Engagement
Investments
    Faculty
    Research
    Grants
    Supports for the Institution - Efficiencies

If not… there are realities

COMMUNICATIONS +
marketing

REBRAND

Grounded in who we are, focused on where we are going & providing
legibility to external audiences

MISSION | VISION | VALUES

Grounded in who we are, focused on where we are going.

MISSION

Anchored in the scholarship of Alfred Adler and the enduring principle of *Gemeinschaftsgefühl* — a deep sense of ***social interest and mutual responsibility*** — Adler University prepares students to be global leaders who improve health outcomes through applied research, community co-creation, and immersive education.

This mission results in three core outcomes:

1. Leadership: Through curiosity, courage, and collaboration, graduates emerge as global scholars and practitioners whose leadership transforms systems, advances well-being, and promotes social interest at every level of society.

2. Collaboration: Students practice reciprocity and co-creation, fostering community connection and responsibility that leads to healthier systems and lasting impact.

3. Impact: Students, faculty, and staff advance research, knowledge, and applied practices that create measurable and sustainable improvements in health and well-being — locally and globally.

VISION
Adler will be…

The leading graduate institution advancing global health and well-being through
community-rooted education and partnerships,
courageous leadership,
and systems-level transformation.

VALUES

TRANSFORMATIVE LEADERSHIP: We uphold the highest standards of quality, rigor, and integrity across our global education, scholarship, and outcomes.

COURAGE + CURIOSITY: We challenge convention with intellect and ask fearless questions to strategically pursue new possibilities.

EMPATHY + CO-CREATION: We create new knowledge and design solutions that reflect understanding, foster connection, and drive sustainable impact.

SOCIAL INTEREST: We act with responsibility to others, advancing systems of care that support healthier communities at every level.

EARLY RESULTS

Grounded in who we are, focused on where we are going & providing legibility to external audiences

HOW WE GOT HERE + WHERE WE ARE GOING
vision + collaboration

PRESIDENTIAL VISION + REMAPPING

President guided team and institution through comprehensive rebranding processes, which included navigating shifts in law mid-process. Developed new goals, new mission, and vision to be considered — Board approved

> **Discovery:** *stakeholder and user interviews; focus groups across campuses.* **Workshops:** *Brand Sprint, Messaging, UX + Content, Design Discovery.* **Brand Matrix:** *Defined Adler's purpose, culture, and differentiators as a foundation for creative work.* **Design Rounds:** *Multiple iterations of logo, colors, typography, and visual system, refined with leadership input.*

VISION + GOALS + BRAND = New narrative

New president, new advancement alignment, expanded alumni cultivation, prospective students, donors, new partners and programs — comprehensive communications strategy
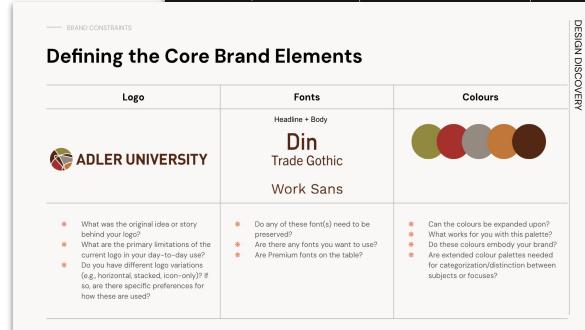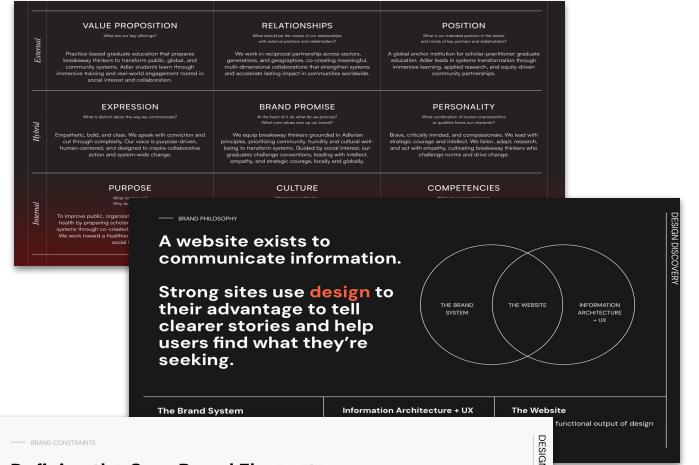
SOCIAL + WEBSITE

- Facebook: 104% increase in interactions

- Launched President Coleman's account (@adlerpresident)

- Became "official" on Instagram

- We forecasted that views would be between 4,633 and 7,782. Actual views: 10,385. This was an increase of 70.1%'

- We forecasted that the event count would be between 13,556 and 22,018. Actual event count: 28,500. These are actions taken by clicking, submitting forms, and scrolling. This was an increase of 62.6%

- Average engagement time per session went from:

  9:13 (9 minutes + 13 seconds)
  to
  16:59 (16 minutes + 59 seconds)
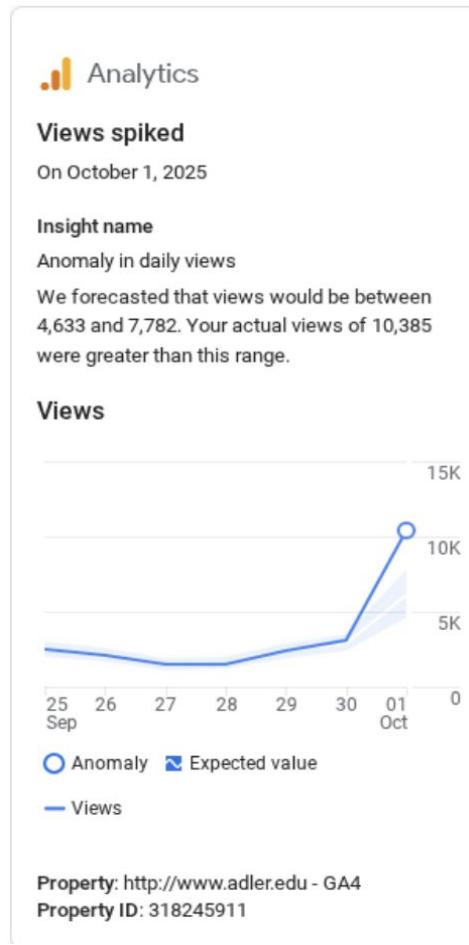
EXECUTIVE SUMMARY
June-Sept. 2025

Summary of digital enrollment campaigns KPIs and insights

Building Brand Awareness

684 Total Conversions
from Digital Campaigns

699,662
Digital Impressions

15,560
Clicks from Digital

Creating Consideration

2,037 Inquiries

32,298
Unique Campaign Contacts

938
Inquiries Engaging with Campaign Forms

Driving Application Urgency

313 Apply Form submissions since launch

30%
of apply form engagement from non-partner provided sources

11%
Inquiries engaged 3+ times with campaign

Please note these are the just the enrollment KPIs

Other KPIs include information relevant to advancement, advancing story and vision and narrative alumni engagement, etc.

Similar to other areas we are building out new KPIs based on Presidential vision of growth for the institution and will be included in dashboard as it is built out.
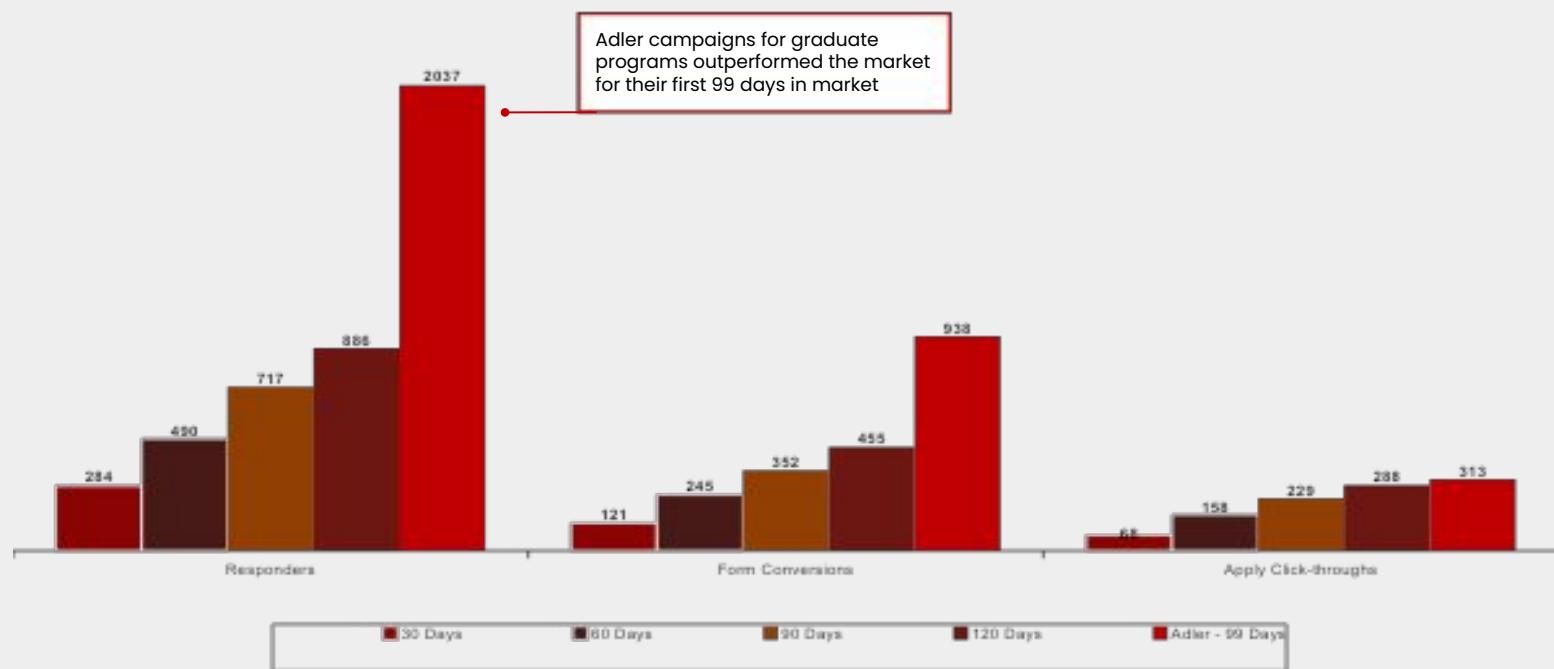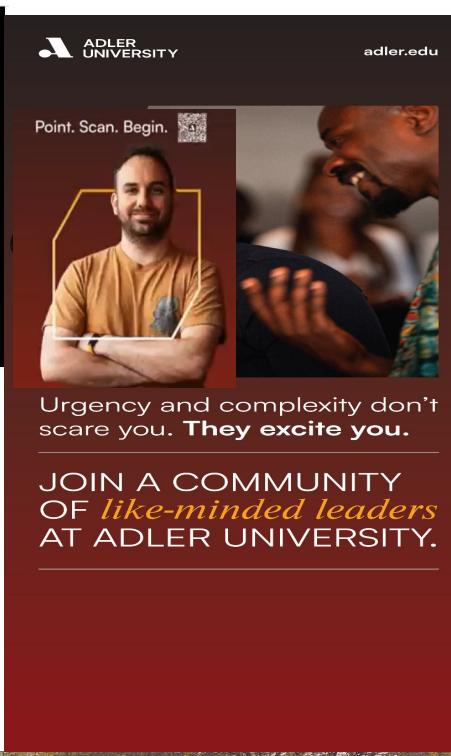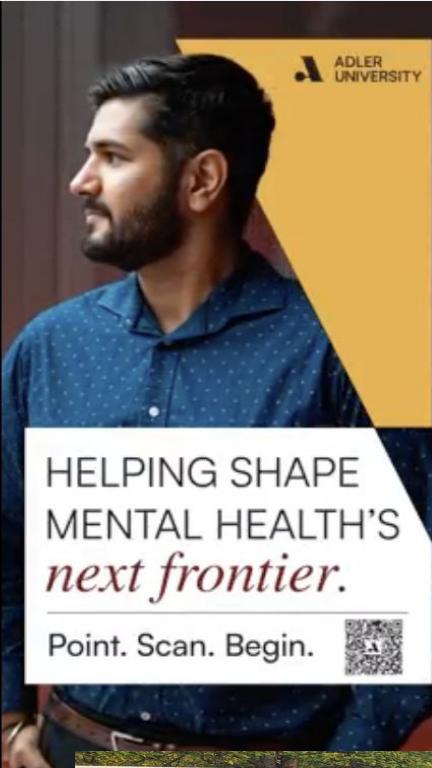
PHASE 2- PRIORITIES 2026-27

I. **REIMAGINE ENROLLMENT MAR/COM** → **COMPREHENSIVE MAR/COM** - In process

II. **WEBSITE INTERNAL PROCESS UPDATES** – ongoing

III. **CONTINUE TO REBRAND THE INSTITUTION with PRESIDENTIAL VISION** - ongoing

Ongoing Community Engagement

PILLARS

PURPOSE   PEOPLE   PARTNERSHIP

PEOPLE – ADLER COMMUNITY

Initial Steps
- Town Halls
- Consultants
- Focus Groups
- Draft Faculty Council & University Senate Model
- Partnership Meetings
- Board Committee Remapping - Mar/Comms, Governance, Fundraising & Finance
- Academic Affairs
  - Faculty Council Draft
  - Campus model/Online restructuring

Next Steps
- University Senate
  - Faculty Council
  - Staff Council
  - Student Council
  - Alumni Council - exofficio
- Partnerships → Fulbright, First Nations, etc.
- Leadership Development and growth models
- Big Ideas

"Big ideas"

Focused on innovative Adlerian leadership, concepts developed;
refined within facilitated structured environments;
taking what is imaginable & turning it into reality

<u>Key Concepts of Big Ideas:</u>
A "big idea" is more than a creative thought; it is a conceptual "lens" that organizes many facts and experiences into a innovative,, novel idea into impactful realities. Adlerian focused.

<u>Big Ideas are:</u>
    a.   aimed at addressing significant real-world challenges and opportunities for greater innovation (internally and externally)
    b.   partnership development → climate change, inequality, healthcare disparities, or workforce mental health challenges; infrastructural (not capital improvements); learning for students; enhanced leadership & mentoring programs
    c.   Creating new connections from array of fields and perspectives crossing traditional silos to generate novel solutions.
    d.   Actionable and impactful - capable of creating real, measurable change, not just theoretical interest.
    e.   Scalability and sustainability - potential to grow sustainable programs

GrounAdlerian Themes

People
Ideas focused on people social interest; leadership

Purpose
Focused on social interest and our purpose of building on Adlerian scholarship and educating our students and investments of our alumni

Partnership
New partnerships to advance our purpose

Faculty, Students & Staff focus on co-creation

"Big ideas"

Focused on innovative Adlerian leadership, concepts developed;
refined within facilitated structured environments;
taking what is imaginable & turning it into reality

Spring & Fall 2026

Selection Process - TwoFold
1. Committee Review - two student, two faculty, two staff and two alum
2. Committee Process - refer to President, & Provost *(Finance & General Counsel)* for review

Initial Criteria (more to follow)
1. Faculty, Students and Staff | across areas, fields & disciplines | $2500 limit
2. 5 projects will be awarded
3. Alumni & Partners expansion focus highly encouraged - VP, OIA

Ideas can be wide-ranging with Adlerian focus

Presidential Speaker Series - Big Ideas

Hosted by our university president, in conjunction with our library, will feature prominent speakers to engage the community on important topics such as mental health, public policy, arts, science, and current events.

"Making History" theme

Will include alumni and faculty

These series will be anchored in advance our purpose; building strategic partnerships; and featuring people committed to our Adlerian mission. It will foster intellectual growth, public discourse.

First Nations Conference

Partnership with Royal Roads University & Fulbright Canada.

Based in Victoria, BC.

Q+A
previously submitted

THANK *you*

December 2025