Historical Perspectives
1800’s

- Pennsylvania Female College (Chatham University’s predecessor) founded in 1869 to provide women an education equal to that available to men at the best colleges of the time.

- About **access** then.
1950s and 1960s

• Heyday for women’s colleges
• Change afoot at PCW
• Beginning of hard times for women’s colleges.
• From white gloves to bell bottoms at Chatham College
Historical perspectives

1980s

- Hard times hit Chatham.
- “Fire sale” of college property to stay alive.

Pelletreau Apartments

Benedum mansion and the property now occupied by townhouses on Fifth Avenue

Gate House
1990s

- Coeducation considered (1990)
- Esther Barazzone hired as President (1992)
- 3 years to survive unless Chatham could innovate way out of problems.
- Gateway program represents 40% of UG enrollment
- Board and Barazzone decide to “do both”: re-invest in the women’s college and in coed grad programs (1994).
① What was the process?
Evolutionary Process

Feb. 2013

• Per routine practice, Board appoints Board Committee to examine UG education across the University. (CCW, CCPS, Falk School)
Process

Oct. 2013

• Board charges administration with conceptualizing way to honor philosophy/tradition of the women’s college while expanding UG enrollment.

- Administration/Faculty Committee
- UG faculty discuss Zemsky, Checklist for Change calling for innovation in higher education
  - Recommendations on transfers, curriculum, etc. but internal consortium viewed as de facto coeducation
Feb. ’14 Board meeting

Administration makes recommendation based on Chatham’s past, present and future potential.
On February 14, Chatham University’s Board of Trustees unanimously passed the following resolution:

The Chatham University Board of Trustees, having worked for more than two decades to assure enrollment growth and quality undergraduate education to women only, has nevertheless now felt it necessary to study other options to continue to assure academic quality and access. As a consequence, the Board is receptive to a proposal to make undergraduate education at Chatham University coeducational.

The Board intends formally to consider a proposal on or before its June 2014 meeting. Both the Board and the administration welcome input from the Chatham University community on this important issue.
How Administration Came to its Recommendation
Support for CCW Education

• Since ‘92, Chatham has made unprecedented investment in CCW education.

• Over $150 million in fundraising since ‘92.
Fundraising

Buhl Hall of Science
(2000) $10.5M

Athletic & Fitness Center
(2004) $18M

Art & Design Center
rehab (2004) $1.6M
Fundraising

Pontious Chair

Sigo Falk Chair in Social Justice and Sustainability

Karen Lake Buttrey ’67 Chair in Religion and Society

Dietrich Fund for Faculty Excellence, Dietrich Chair
Investments in faculty

• Increased size, salaries, and research support.
Investments in students

- Financial Aid
- Scholarships, *e.g.*, Barbara Heffer ‘68 (former Trustee) $750K endowment to support UG students
- Study Abroad
“Collateral” Programs

2004
• 3-2
• Add students

2007
• Become university
• “home” for all
Financial Support

• Nearly all Financial Aid to UG students ($9M of $50M budget for UG financial aid; only $250K of it for Grad).
• All of Annual Fund goes to UG students.
Results?

• The investment in UG education brought great students, faculty and recognition, but mixed results with UG enrollment.
Enrollment

CCW - Enrollment FTE

Source: Chatham Office of Institutional Research
Enrollment

• Since all-time high 702 (FTE) in ‘08, CCW has declined every year since.
• FT FY students declined nearly 50% from fall ‘08 to fall ‘13.
• CCW’s avg. decline in each incoming class from ‘08 through ‘13 was -9% (-11% FT FY, -2% Transfers)

Source: Chatham Office of Institutional Research and Office of Enrollment Management
# Incoming Class Enrollment Headcounts

<table>
<thead>
<tr>
<th></th>
<th>First Years</th>
<th>Transfers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall ‘08</td>
<td>176</td>
<td>74</td>
</tr>
<tr>
<td>Fall ‘09</td>
<td>131</td>
<td>87</td>
</tr>
<tr>
<td>Fall ‘10</td>
<td>151</td>
<td>75</td>
</tr>
<tr>
<td>Fall ‘11</td>
<td>130</td>
<td>65</td>
</tr>
<tr>
<td>Fall ‘12</td>
<td>117</td>
<td>63</td>
</tr>
<tr>
<td>Fall ‘13</td>
<td>92</td>
<td>64</td>
</tr>
<tr>
<td><strong>Fall ‘14</strong></td>
<td><strong>85</strong></td>
<td><strong>64</strong></td>
</tr>
</tbody>
</table>

*Source: Chatham Office of Institutional Research and Office of Enrollment Management*
CCW Enrollment Has Declined Despite:

- Quality indicators rising (e.g., up 19 spots - from 67 to 48 - since 2011 in *US News* ranking).
- Discount rate rose from 39% - 47%
- 2X spent on marketing/recruiting CCW as all other University units combined ($4.5M vs. $2.2M).
Meanwhile, Graduate Enrollment Has Increased

CCW to Grad FTE Comparison

Source: Chatham Office of Institutional Research
Meanwhile, Graduate Enrollment Has Increased

Source: Chatham Office of Institutional Research
And our population has changed

**Student Headcount**

**Active Alumni (Today)**
- Grad & Online 70%
- CCW 60%
- Grad & Online 40%
- CCW 60%

**Active Alumni (3 to 5 years)**
- Grad & Online 50%
- CCW 50%

Source: Chatham Office of Institutional Research and Office of Institutional Advancement
③ Why Consider Coed Now?
Why now?

Budgetary Pressure
Why now?

• In 1992, Chatham College was losing **$3 million** a year and had $9 million before going out of business.

• Diversification through graduate programs turned this around; however, the women’s college still required a **$2 million** dollar subsidy from other units as of 2008.

• The Board was willing to continue this financial support as part of honoring the mission, but revisits the issue regularly.
Why now?

• Based on current enrollment, this subsidy has grown to $5 million as of 2013.

• At a projected enrollment decline of 10% annually, we project 320 CCW students within 5 years.

• This will require an additional $4.5 million subsidy for CCW within 5 years—bringing this to an unsustainable level of $10 million in total subsidy.
Why now?

CCW Subsidy

$12,000,000.00
$10,000,000.00
$8,000,000.00
$6,000,000.00
$4,000,000.00
$2,000,000.00
$-

$3,000,000.00
$2,000,000.00
$5,000,000.00
$10,000,000.00

1992  2008  2013  2018
Why now?

External Forces
Why now?

We are not alone: entire higher education sector is undergoing structural change and needing to innovate to lower costs, create greater opportunity and reach more students.
Why now?

The Chronicle Review

$1-TRILLION
in student debt—and the worst job market in years.

12th
Rank of United States in college degrees held by 25- to 34-year-olds. Down from No. 1.

Increase in number of new students enrolled in for-profit colleges.

236%

41 MILLION
Visitors to the Khan Academy over the last 18 months.

160K
Participants in Prof. Sebastian Thrun’s free TED-Ed course on artificial intelligence.

INNOVATE
YOUR WAY OUT OF THAT

by ANN KIRCHNER
Why now?

“THE OUTLOOK FOR THE US HIGHER EDUCATION SECTOR REMAINS NEGATIVE.”

Moody’s Investors Service

“2014 Outlook—US Higher Education and Not-for-Profits” 2013
Why now?

“WE EXPECT THE NEXT FEW YEARS TO BE PARTICULARLY DIFFICULT FOR … SINGLE SEX INSTITUTIONS.”

Standard & Poor’s 2014

“Many Factors Burden The U.S. Higher Education Sector In 2014”
Why now?

• Demographics:
  – Decline in # US high school grads since ’12 peak
  – Decline in # Pennsylvania HS grads (9% since peak in 2009-2010)
  – 80% HS grads go to a college w/in 200 miles of home; 90% w/in 500 miles

Why now?

• Declining interest in women’s colleges
  
  – 4% HS girls would consider attending a women’s college in ‘90s; 2% today
  
  – Decline from 300 women’s colleges in the ‘60s to less than 50 today (two have closed and 13 have gone co-ed in last decade)
  
  – 4 out of 5 Pennsylvania women’s colleges had declining enrollment from 2010-12
Why now?

• **Critical mass and experience**
  – 1/3 of majors at CCW now have five or fewer students
  – Classroom environment can be challenging with such small numbers
  – Makes it difficult to expand and adjust faculty as needed
Why now?

• Recession & Affordability
  – Hard for families and students to afford college
  – Hard on endowment
  – Rising operational costs
  – Harder for alumnae to support CCW
Why now?

- Alumnae giving has declined
Why now?

• Alumnae giving has declined

![Graph showing Alumnae Donors from 1992 to 2013 with number of donors over the years.]}
Why now?

• Real impact to Annual Fund
Why now?

- Endowment is good, but comparatively small

<table>
<thead>
<tr>
<th>Institution</th>
<th>Endowment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smith College</td>
<td>$ 1,409,755,120</td>
</tr>
<tr>
<td>Bryn Mawr</td>
<td>$ 641,173,000</td>
</tr>
<tr>
<td>Mount Holyoke</td>
<td>$ 594,045,153</td>
</tr>
<tr>
<td>Allegheny College</td>
<td>$ 146,516,149</td>
</tr>
<tr>
<td>Washington &amp; Jefferson</td>
<td>$ 103,817,325</td>
</tr>
<tr>
<td>Chatham University</td>
<td>$ 58,867,206</td>
</tr>
</tbody>
</table>

Why now?

• A changing market: women in majority on almost all campuses.
Why now?

• Challenges to philosophy of women’s education:
  – Access or Leadership Education?
  – Breaking “Glass Ceiling”
Why now?

• Current projections will not allow us to grow now (reach critical mass) for campus vibrancy, right faculty and classes.

• Must act while we still have ability and not “eat seed corn”
Why now?

Internal Forces
Why now?

Current Structure Does Not Support University – Wide Enrollment Growth
Why now?

The Growth is in Health Sciences & Applied

• 93% of all grad apps over last 3 yrs. were in Health Scis., Nursing and Psychology.

• Nearly 50% of all current CCW inquiries who have identified a major are interested in health/lab sciences and psychology.

Source: Chatham Office of Enrollment Management
Why now?

• 750 of the University’s 2060 total students are in Nursing or Health Sci., degree and non-degree.
• Those 750 are split between CCPS and CGS.
• The talent to build Health Science and other applied programs is isolated from UG.

Source: Chatham Office of Institutional Research
Why now?

- Better vertical integration will drive:
  - Better mgt.
  - Better use of talent
  - More UG majors
Why now?

And so, at Feb. ‘14 BOT Meeting

• Based on
  • longstanding financial analysis
  • results of the year+ study
  • pending red budget
• administration proposed that Board again choose innovation to its next phase of evolution.
④ Possibilities For Taking Chatham To Its Next Exciting Phase
Presented Possibilities

• A reorganized University with all regular classrooms coed (beginning with Falk School UGs in fall ’14).

• Honors program with reconfigured tutorial and specialty international travel scholarships.
Next Phase

Presented Possibilities

• Chatham Institute for Leadership and Gender Equality w/in the University to serve women throughout the University and public
  • Encompasses CWE, CWP
  • Special research on women and gender
  • Offers a certificate in leadership studies
  • Creates co-curricular opportunities for women across the University
Next Phase

Presented Possibilities

• Programs restructured into integrated schools (graduate/undergraduate) around Health Science; Business, Communications and Design; Arts & Sciences; Continuing Education.
Next Phase

Other Possibilities

• “Douglass Residential College” model
• “Baldwin Scholars” model
• Faculty development along Harvard MBA model
• Use existing faculty expertise on gender (e.g., Ctr. for Social Equality proposal)
Next Phase

www.chatham.edu/ChathamFeedback

and

ChathamFeedback@chatham.edu

Please provide input!
Next Phase

• Conversations with/listening to Chatham community (students, faculty, staff, alumni).

• And now, we’d like to hear from you...