Our founder, John DuBois, was a man of faith, courage and vision. He selflessly served the Catholic Church, and he had the power to believe in the beauty and wonder of his dreams. Today, his vision for a joyfully Catholic academic community can be vividly seen on our campus. His faith and courage are alive in our faculty and staff as we go about the work of forming virtuous citizens to serve our nation. Fr. DuBois was not just our founder but also today’s inspiration for Mount St. Mary’s University. As we begin a new year and pursue our goal of academic excellence with faith and courage, we are all Fr. DuBois.”

— Thomas H. Powell, President
UNIVERSITY COMMUNITY
1. Facilitate the search for and the transition to the Mount’s 25th President.
2. Achieve reaccreditation by the Middle States Commission for Higher Education.
3. Complete new Campus Master Plan.
4. Host the 3rd Annual Alumni Hall of Fame.
5. Develop an inclusive excellence strategic plan, using the Inclusive Excellence framework, to enhance a supportive campus environment.
6. Meet all Federal Title IX regulations to ensure community safety and educational opportunity.

CATHOLIC IDENTITY
1. Continue to enhance and promote our Catholic Identity throughout the University by means of the following:
   • Review the position of Vice President for Catholic Identity and Mission and determine how to proceed;
   • Engage in efforts to sustain and strengthen the faith and athletics programs;
   • Engage in campus-wide discussion of Gaudium et Spes, through a small grant from the Lilly Foundation;
   • Engage the community in discussions about “How is the Mount Catholic?” led by the Catholic Identity Council; and
   • Generate a statement on the meaning and importance of the Catholic Intellectual Tradition at the Mount.
2. Assign eight Seminarians to regularly assist with Grotto and Campus Ministry operations.
3. Expand faith and leadership opportunities for Hispanic students.
4. Continue to implement the Lilly Grant in support of parish priests.
5. Develop a “stand and deliver” exercise for our pre-theology students.
6. Continue to enhance and promote our Catholic Identity throughout the University by means of the following:
   • Initiate a small grant from Gaudium et Spes;
   • Provide at least two major campus diversity events.
7. Expand faith and leadership opportunities for Hispanic students.
8. Meet Federal Title IX regulations to ensure student safety.
9. Develop a strategic plan for athletics, sports fields renovation, and the PNC Fitness Center.
10. Ensure excellent staffing through the following hires:
    • Student-Athlete Academic Advisor
    • Head Coach, Women’s Lacrosse
    • Strength & Conditioning Coach
    • Assistant Director of Residence Life
    • Assistant Director for Student Diversity
    • Assistant Director for Dining Services
    • Assistant Director of Leadership/Student Activities
    • Music Librarian Director
    • Director for Social Justice

ACADEMIC EXCELLENCE
1. For class of 2018, 82% retention rate, 1st year to 2nd year.
2. For class of 2015, 4-year graduation rate: 65%.
3. For class of 2013, 6-year graduate rate: 70%.
4. Exceed the NEC averages for Academic Progress Rate (APR) for student athletes on all teams—950.
5. Seminar Enrollment: 162 (Fall, 2014).
6. Doctor represented at Seminar: 25.
7. Prepare for re-accreditations through the Association of Theological Schools (Seminary) and International Assembly for Collegiate Business Education (Business).
8. Launch year 3 of the Veritas Program.
9. For the Leadership Institute, offer leadership courses and prepare to hold the first oral interviews with the Class of 2016 in Fall 2015.
10. Apply for a chapter of Phi Beta Kappa.
11. Generate strategic plans for each of the four College/Schools, and begin to integrate them with University needs as a new strategic planning process gets underway.
12. Recognize the Frederick campus to clarify leadership and all roles and responsibilities.
13. Continue efforts to recruit and hire diverse faculty with the goal of two minority faculty.
14. Complete searches in the following areas:
   • Communication Studies
   • Logistics
   • Mathematics
   • Philosophy
   • Theology
15. Furnish 10 classrooms in the Knott Academic Center and the Cord Science Hall; engage in upgrades of hallway space on the 2nd and 3rd floors of the Academic Center.
16. Strengthen the Third Century Scholars Program and the St. Labre Native American program by hiring a mentor and recruiting students (1 Third Century, Fall 2014; 4 Third Century, Fall 2015; 2 Native American).
17. Provide at least two major campus diversity events.
18. Host students from South Ural State University (Chelyabinsk, Russia); develop a Business and Culture in China course.

STUDENT LIFE
1. Enhance club sports through funding and coaching improvements.
2. Average occupancy rate: 95%.
3. $1,400,000 in auxiliary revenue.
4. One team winning an NEC championship.
5. Secure national accreditation for Outdoor Adventure Program.
6. Develop a strategic plan for athletics, sports fields renovation, and the PNC Fitness Center.
7. Enhance academic support to student-athletes via a full-time academic mentor and strengthened oversight of that area.
8. Meet Federal Title IX regulations to ensure student safety.
9. Renovate and enhance the dining experience in Patriot Hall and the Mount Café.
10. Ensure excellent staffing through the following hires:
    • Student-Athlete Academic Advisor
    • Head Coach, Women’s Lacrosse
    • Strength & Conditioning Coach
    • Assistant Director of Residence Life
    • Assistant Director for Student Diversity
    • Assistant Director for Dining Services
    • Assistant Director of Leadership/Student Activities
    • Music Librarian Director
    • Director for Social Justice

MARKETING
1. Develop and implement the strategic marketing plan for 2014-15 to coordinate University marketing efforts (with an emphasis on the Veritas Program, Frederick programs, the Grotto, and athletics).
2. Complete the digital photo library.
3. Develop a “responsive design” website to ensure its compatibility with mobile and tablet devices.
4. Extend the marketing for new academic programs.
5. Monitor, assess, and promote the Mount’s social media platforms.