STATE OF THE MOUNT ADDRESS

August 17, 2022
Agenda

State of the Mount
- New Employee Recognition
- FY22 in Review
- Updates
- Public Safety Planning
- Current Strategic Assessment
- Looking to the Future
- FY23 Focus Areas
- Talking about the Mount’s ‘Value Proposition’
- Questions

Employee Celebration of Excellence

Community Picnic in Patriot Hall
University Mission Statement

As a Catholic university, Mount St. Mary’s graduates ethical leaders who are inspired by a passion for learning and lead lives of significance in service to God and others.

Mount St. Mary’s

Live Significantly
FY22 in Review: A few key accomplishments...

- Total enrollment remained strong and residence halls were filled at 96% of capacity in the fall. These factors led to good overall net student revenue.
- The Seminary formed 158 seminarians and is the largest in the country.
- Students won two Fulbrights, an NSF Graduate Research Fellowship, and a DOD Scholarship with the help of the Office of Competitive Fellowships and support of faculty.
- Phenomenal growth of our newest academic offering: MS in Applied Behavior Analysis
- Athletic teams won two conference titles and appeared in three NCAA championship tournaments.
- We neared completion of three major construction projects: Blessed Mother’s statue, Knott AC, and Urgent Care Center.
- We achieved overall solid financial results due in large part to the last of federal higher education relief funds.
- We made significant advances in key strategic initiatives such as the School of Health Professions, the Rother House of Formation, planning and resourcing the expansion of the Coad Science Building, and transitioning to the Metro Atlantic Athletic Conference (MAAC).
Updates on a Few Topics
COVID-19 Policies for Fall 2022

New guidelines from the CDC were issued last week that recognize the new treatments that are available and the high level of vaccination.

Students on the main campus are required to be vaccinated (unless they are granted an exemption).

We strongly recommend staying Up-To-Date on boosters.

Mount Health Alert Level 0: Monitor and Prepare

Masks are not required (except as noted below).

If you test positive and have mild illness, isolate for 5 days, then wear a mask for 5 days.

If you test positive and have moderate to severe illness, isolate for 10 days*.

If you are a close contact, wear a mask for 10 days and get tested on day 5*.

No mandatory surveillance testing; Go to Health Center to get tested if you have symptoms.

*New guidance from CDC
Enrollment Trends

**Total Enrollment Trends**
- **Total FTE**
- **UG FTE**

**Triple Threat**
- **Freshmen**
- **New Transfers**
- **Retention Rate**

Values represent counts at the fall census date. *2022 values are forecasts.*
Construction

Knott Academic Center Expansion & Renovation

Blessed Mother Statue Refurbishment

Frederick Health Emmitsburg Urgent Care
Fundraising Campaign: Goal is $50 million
Now at about $20 million committed or expected

Standing up the School of Health Professions: $20 million

Coad Science Building Expansion & Renovation: $20 million

Strengthening the Future of Mount Athletics: $10 million
Rother House of Formation: Implement the Propaedeutic Stage

• New 1st year requirement of the Program of Priestly Formation

• Emphasis on human and spiritual formation as well as vocational discernment

• Must be done outside of the major Seminary

• Renovating space in “C Wing” of St. Joseph’s House at the National Shrine of St. Elizabeth Ann Seton in Emmitsburg

• Opening planned for Fall 2023
Highlights of DEI Task Force Efforts

- Good progress:
  - Hiring to diversify our workforce
  - Training for students, employees
  - Faculty development opportunities
  - Curricular innovations
  - Advancing the universality of the Catholic faith

- Area of greater emphasis this year:
  - Fostering an inclusive climate for both staff and faculty
  - Implementation of the USCCB Eucharistic Revival Initiative (2022-2025)
Public Safety Threat Preparation

Prevention
• Measures we take to avoid, prevent, or disrupt a security threat.

Preparation
• Our cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action to avoid security threats.

Mitigation
• Efforts we implement to reduce loss of life and property by lessening the impact of a security event.

Response
• Actions taken for life/property/environmental safety during an event.
Public Safety Strategies

Prevention
- Developed a Behavioral Intervention Team.
- Coordination with the Mount Cares team to connect students with appropriate resources.
- Regular intel sharing with local and state law enforcement officials.

Preparation
- Extensive emergency action planning.
- Updated evacuation plans.
- New emergency signage throughout campus.
- Emergency preparedness training course for community members.
Public Safety Strategies

Mitigation

- Enhanced access control processes at residential halls and other critical locations on campus.
- Established an Incident Response Team to identify, assess and respond to situations.
- Deployed over 250 cameras to monitor and record interior and exterior campus locations.

Response

- The Public Safety Staff maintains first aid, CPR, and Stop the Bleed (STB) certifications.
- Medical bags were purchased and outfitted for Public Safety staff to carry to assist with medical emergencies. STB kits are in 13 of the 21 AED locations.
- Information, including active assailant material, is regularly distributed to students, faculty and staff through various platforms.
Public Safety Enhancements

Notifications
- Interactive Mount Alert system.
- Emergency phone app.
- Campus-wide digital signage.

Training
- Emergency Preparedness course offered to staff and students.
- Emergency signage with QR code throughout campus.

Physical Security
- Added cameras in public spaces.
- Enhanced access control technology.

Visit msmary.edu/emergency-procedures or scan the QR code with the camera app on your smartphone or tablet for more information.
Assessing our current state and looking to the future

2018-2025 STRATEGIC PLAN: Creating Ethical Leaders Who Lead Lives of Significance
Key Performance Indicators for Strategic Priority 1: Student Success

### Fall Enrollment (FTE)

- **Target:** 2,510
- **MSP Goals:** 3, 10

### 1st-Yr Retention Rate (%)

- **Target:** 85%
- **MSP Goal:** 3

### 4-Yr Graduation Rate (%)

- **Target:** 70%
- **MSP Goal:** 3

### Employment Rate (%)

- **Target:** 99%
- **MSP Goal:** 4
Key Performance Indicators for Strategic Priority 2: Faith & Values-Based Campus Environment

**Supportive Environment & Belonging**

- **Belonging Index**: 2021 & 2022
  - 2016: 40%
  - 2019: 50%
  - 2022: 60%

- **Supportive Envt. Index**: 2016 & 2019
  - 2016: 40%
  - 2019: 50%
  - 2022: 60%

**Undergraduate Diversity (%)**

- **2018-2022 Crime Rates**
  - MSMU: 0
  - MD Schools: 1.0 - 3.0

- **Supportive Envt. Index**: MSMU & National Ave.
  - 2016: 40%
  - 2019: 50%
  - 2022: 60%

- **Belonging Index**: 2021 & 2022
  - Target: 90%
  - MSP Goal: 8

- **Undergraduate Diversity (%)**
  - 0% - 100%
  - 2009-10: 20%
  - 2020-21: 20%
  - 2021-22: 20%

- **Target - % people of color in MD**
  - 2019: 53%
  - MSP Goal: 6
Looking to the Future: State of the Higher Education Sector

Latest Update from EAB, Our Global Research Partner
Competition, Not Disruption, Determines the Future

1. Winner-take-most dynamics concentrates the market

2. The competitive set—for both students and talent—is rapidly expanding

3. The pool of higher ed consumers is shrinking
### Ultra-Winners Come to Higher Ed?

Instead of “Disruption”, **Concentration** Reshaped the Market

#### Pandemic Accelerated UG Enrollment Flight to Larger Institutions

*Pct. Change in UG Enrollments¹, 2012 to 2020*

<table>
<thead>
<tr>
<th>Public 4-Yr Institutions</th>
<th>Large Publics Grew Rapidly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large, More Selective²</td>
<td>+16%</td>
</tr>
<tr>
<td>Large, Less Selective</td>
<td>+19%</td>
</tr>
<tr>
<td>Small, (All Selectivity)</td>
<td>+1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Private 4-Yr Institutions</th>
<th>Less-Selective Privates Shrank</th>
</tr>
</thead>
<tbody>
<tr>
<td>More Selective</td>
<td>-4%</td>
</tr>
<tr>
<td>Less Selective</td>
<td>-14%</td>
</tr>
</tbody>
</table>

#### Concentrated Growth in Research, Endowment Funds

- **$27.6B**
- In federal research funding was allocated to the top 50 institutions in FY2020 (compared to $18.5B for all other institutions)

- **19%**
- Of institutions hold 83.7% of all endowment assets¹

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¹ Of institutions that responded to a national survey

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Your Biggest Competition May Be No Institution

The Non-Consumer Market is Getting Bigger Every Year!!!

Change in K-12 to College Pipeline (2010 to 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Change from 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>-8%</td>
</tr>
<tr>
<td>2012</td>
<td>+0%</td>
</tr>
<tr>
<td>2014</td>
<td>+2%</td>
</tr>
<tr>
<td>2016</td>
<td>+4%</td>
</tr>
<tr>
<td>2018</td>
<td>-2%</td>
</tr>
<tr>
<td>2020</td>
<td>-6%</td>
</tr>
</tbody>
</table>

Increase in HS Graduation Rate: +7.2%

Decrease in College Enrollment Rate: -4.6%

Pandemic to Increase Nonconsumption

Short-term Disengagement

+2.3M Increase in Absent Students Grades 8-12

17% Of seniors abandoned college plans

“The latest data from the National Student Clearinghouse Research Center show that undergraduate enrollment across the sector fell 9.4 percent between the spring of 2020 and the spring of 2022, as more people question the value of a college degree and go straight to the labor force to take advantage of higher wages.”

- Chronicle of Higher Education, June 8, 2022

A Major Boon for Graduate Enrollments

Graduate Enrollments Grew at Fastest Rates in Nearly a Decade Through Pandemic

Year on Year Growth of Total Graduate Enrollments – All 4-Year Institutions

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>+2.8%</td>
</tr>
<tr>
<td>2011</td>
<td>-0.1%</td>
</tr>
<tr>
<td>2012</td>
<td>-0.9%</td>
</tr>
<tr>
<td>2013</td>
<td>-0.3%</td>
</tr>
<tr>
<td>2014</td>
<td>+0.5%</td>
</tr>
<tr>
<td>2015</td>
<td>+0.9%</td>
</tr>
<tr>
<td>2016</td>
<td>+1.1%</td>
</tr>
<tr>
<td>2017</td>
<td>+1.0%</td>
</tr>
<tr>
<td>2018</td>
<td>+1.0%</td>
</tr>
<tr>
<td>2019</td>
<td>+1.3%</td>
</tr>
<tr>
<td>2020</td>
<td>+2.4%</td>
</tr>
<tr>
<td>2021</td>
<td>+2.1%</td>
</tr>
</tbody>
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STRATEGIC PRIORITIES FOR FY23
Strategic Areas of Focus for FY23

Strengthen enrollment through recruitment and student success strategies [Goal 3]

a. Implement Credo Move-the-Needle (MTN) plans to improve student retention and success

b. Division of Continuing Studies efforts: increase enrollments and revenue particularly in MBA and adult undergraduate programs

c. Review and revise undergraduate recruiting efforts to match changing market conditions
Enhance the Student Experience through co- and extra-curricular programs and activities [Goals 6, 8]

a. Enhance programming in Student Life and emphasize club activities to increase student sense of belonging

b. Continue advancing DEI education, training and programming
**Implement the Innovations:** Advance the new programs and facilities that will expand student opportunities [Goals 1, 8, 10, 12]

a. Advance plans to open School of Health Professions in August 2024

b. Start Coad expansion/renovation work

c. Break ground on Rooney Athletic Performance Center

d. Prepare to open the Blessed Stanley Rother House of Formation in summer 2023

e. Fundraising: increase annual fund giving by 15% and get to $30M raised in the Our Mission, Our Moment, Our Mount campaign
Strategic Areas of Focus for FY23 continued

Reinvigorate academic assessment methods to improve the quality of our academic programs [Goals 11, 13]

a. Expand participation in continuous improvement efforts across campus

Elevate the Mount brand [Goals 8, 12]

a. Effectively transition from the NEC to the MAAC including integration into academics

b. Define and highlight the Mount brand throughout the campus’ buildings and grounds
Our Value Proposition

Talking Points for the Mount Community to use in speaking with prospective students and their families

1. We prepare students for success after graduation.
2. We provide academic support to students who may have been disadvantaged by the disruptions in learning during the pandemic.
3. We offer a faith- and values-based learning experience.
4. We are a safe and welcoming campus.
5. We prepare our students to thrive in a diverse society.
6. We are continually building, upgrading, and renovating facilities to create a high-quality living and learning experience.

The Bottom line: We are worth the investment.
QUESTIONS

Go Mount!