President’s State of the Mount

JANUARY 23, 2020
Agenda

- Select Highlights:
  - Academics
  - Seminary & Grotto
  - Student Life
  - Athletics
  - Finances
  - Fundraising
  - Facilities

- Student Enrollment
- Strategic Assessment & our Way Forward
- Our Value Proposition
- Q & A
University Mission Statement

As a Catholic university, Mount St. Mary’s University 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
Select Academic Highlights

Rankings: On 6 U.S. News lists in Best Regional Universities North; ranked in top 10% of universities nationwide for 30 and 40 year ROI in Georgetown study

13 students invited to interview for prestigious National Security Scholars Program

Veterans’ work-study program, funded by U.S. Department of Veteran Affairs, starts

Study abroad program is growing, with 50-plus students in Dublin in Fall 2019, students in Florence and Cuenca in Spring 2020 and other opportunities of varying lengths

Lighted Corners earned gold medal from Columbia Scholastic Press Assn.; 4 students also recognized

Veronica Balick named as Fulbright semifinalist for United Kingdom Study Award to U. of Nottingham

Five Semester of Service students volunteered 750 hours in Fall 2019

Partnership agreement signed with Food & Drug Administration
Select Faculty Accomplishments

- Faculty Published 30 Scholarly Articles in 2019.
- Christine Blackshaw edited a book on the history of Spanish TV and Cinema.
- Patrice Flynn published *Introduction to Business: A Primer of Basic Business Operations*.
- Dozens Presented at Scholarly Conferences.
- Faculty Submitted Grant Proposals for $2.7 Million. Our Grants Culture Is Improving.
Celebrated 97 UG and Graduate students that completed degrees in the Division of Graduate, Professional and Continuing Education.

Mount St. Mary’s University moves into the ROOT office building in Downtown Frederick.

The Mount strengthened its relationship with the Veterans Affairs Acquisition Academy and celebrated our largest W2W Cohort.

The Mount Celebrates 20 years in Frederick

“A gem for the adult learner in Frederick” -Frederick News Post.

Celebrated first Frederick students with first Student Appreciation Week.

20th Anniversary Lecture Series – Dr. Christina Yoder and Dr. Tim Wolfe.

Partnerships became the focus in 2019. The Mount partners with Women in Bio and Frederick National Lab to bring more events to the Frederick region.

Celebrated 97 UG and Graduate students that completed degrees in the Division of Graduate, Professional and Continuing Education.
Seminary Highlights

- The “Go Forth” mission to deliver Thanksgiving food to the poor reached 139 households and 420 people

- **Forward!** Capital Campaign goal of $1.25 M has been reached and the present total exceeds $1.7 M

- The Student and Exchange Visitor Program of the US government has approved the Seminary’s English as a Second Language program to accept seminarians who need full-time ESL instruction prior to beginning their studies

- The Fall Evangelization Mission Trip was held at West Chester University

- The deacons went on pilgrimage to the Holy Land during the Christmas break
- **Forward!** Project, raised over 70% of goal
  - “The Way” from Mount Saint Mary’s Seminary to the National Shrine Grotto
- **Poland Pilgrimage November, 2019**
  - 24 pilgrims traveled to Poland, Hungary, Austria and Czech Republic
- **Launched Online Store July, 2019**
  - Sales in 10 states
- **St Bernadette Shoppe exceeded revenue goals FY 2019**
  - Poised to increase again this year
New Teammates in Student Life

Dr. Russ Hamer
eSports Director

Elizabeth Kellett
Assistant University Counselor

Scott Kachmarik
Assistant Director of Res Life
Student Life Highlights

Over 800 participants in student organizations in Fall 2019

AMP hosted 34 events in Fall 2019 and opened the CAC

Looking ahead:
- Transitioning CAC to PAC
- Late Night Breakfast and Homecoming Dance to start the semester
- Easter Egg Hunt returns

Bingo in the PAC

Block Party
# Counseling Services Trends

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<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Scheduled Sessions</td>
<td>624</td>
<td>1,659</td>
<td>2,519</td>
</tr>
<tr>
<td>Conducted Sessions</td>
<td>534</td>
<td>1,314</td>
<td>2,012</td>
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<table>
<thead>
<tr>
<th>Fall 2019</th>
<th>Caucasian</th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Other</th>
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</thead>
<tbody>
<tr>
<td>% of Sessions</td>
<td>68.9%</td>
<td>9.9%</td>
<td>10.1%</td>
<td>6.2%</td>
<td>4.9%</td>
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<table>
<thead>
<tr>
<th>Fall 2019</th>
<th>Men</th>
<th>Women</th>
<th>Athletes</th>
<th>First Gen</th>
</tr>
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<tbody>
<tr>
<td>% of Intakes</td>
<td>23.2%</td>
<td>76.8%</td>
<td>26%</td>
<td>26%</td>
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<table>
<thead>
<tr>
<th></th>
<th>Fall 2018</th>
<th>Spring 2019</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Transports</td>
<td>16</td>
<td>8</td>
<td>10</td>
</tr>
</tbody>
</table>

### Notes

- **Scheduled Sessions** refer to the number of sessions scheduled for each academic year.
- **Conducted Sessions** are the actual sessions conducted.
- **Fall 2019** demographics include percentage of sessions conducted by race/ethnicity and gender.
- **Hospital Transports** count for the academic years specified.
2019 Fall Athletic Highlights

Overall Fall GPA

- 3.16

Women’s Bowling

- Reached highest national ranking at #15

Water Polo

- Announced the addition of Men’s and women’s water polo

Cross Country All Conference Awards

First place – NEC Canned Food Drive

Soccer All Conference Awards
Financial Update

Fiscal Year (FY) 2019 Audit:
• Received highest level of ‘clean’ audit
• Change in Presentation – Results with and without Donor Restrictions
• Operating deficit of $347K when accounting for non-cash items; better than budgeted
• $11.6M in long term contributions primarily from the Forward Campaign
• $11.8M increase in Net Assets
• Improved liquidity – cash $19.7M
• Invested in facilities, e.g. PAC, Tower renovation, Major Capital Project Planning.

FY 2019-20 forecast:
• Will be another year of deficit but improving
• After 6 months:
  • We anticipate Net Tuition Revenue will be short of budget due to slower growth being experience by GCPS.
  • We will need to be good stewards to ensure all potential budget savings are realized.
  • At this point we believe we can recover to the budgeted operating results of a $1.477M deficit.

We need to continue stewarding well the time, talent and treasure students and seminarians provide for their experience here.
Fiscal Year 2020-21 Budget Development

I have established guidance to develop an FY21 budget that forecasts a balanced budget or better ($0.0 margin) on an accrual basis (including non-cash depreciation). In that regard, we have the following priorities:

- Enhancing academic and other student development offerings;
- Transforming our workforce through natural turnover to align with our strategic objectives;
- Increasing other sources of revenue beyond student tuition;
- Reducing operating expenses;
- Controlling compensation costs while we add capacity in areas critical to the strategic plan;
- Addressing decades of backlog in deferred facility maintenance through capital reinvestment;
- Showing disciplined execution of our actual performance to budget.

This will be difficult due to slower growth being experienced by GCPS, and the declining pool of potential undergraduate students. We must find ways to adapt and evolve to achieve sustainable results.
### Update on Fundraising and the *Forward!* Capital Campaign

<table>
<thead>
<tr>
<th>Fiscal Year (FY)</th>
<th>Dollars Raised</th>
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<tbody>
<tr>
<td>FY16</td>
<td>$6.9M</td>
</tr>
<tr>
<td>FY17</td>
<td>$6.9M</td>
</tr>
<tr>
<td>FY18</td>
<td>$8.6M</td>
</tr>
<tr>
<td>FY19</td>
<td><strong>$11.9M</strong></td>
</tr>
</tbody>
</table>

**Strong start to FY20 now at $5,412,595.18**

**Forward! Together as One Capital Campaign:**
- $30M Campaign Goal
- $19.4M promised and pledged
- Pipeline has several 6 and 7 figure prospects
- In public phase
- Will need to exceed the $30M goal to do all of this
Facilities Update – Fall Projects

Admissions
• Remodeled lobby with additional seating, new offices, and furniture

Baseball
• Primarily donor-funded expansion of dugouts, turf improvements, game-day experience improvements

Seminary
• Repairs to the iconic front porch, improvements to HVAC system.

Horning Tower Planning
• Summer 2020 planning for renovation with new furniture, appliances, flooring, and cabinetry
Knott Academic Center Renovation and Expansion:

- New classrooms, offices and gathering spaces
- Construction management firm retained, final design stage
- Ground breaking scheduled for early June, 2020 with an anticipated construction timeline of 15 months

- Building will be offline for construction summer of 2020, and 2021 to expedite construction
- $5.9M of $7.5M raised; $1M donation pending
Facilities Update – Major Projects

• Construction management firm retained, final design stage

• New athletic performance center project includes 3 multi-use courts, new campus fitness center, dedicated training space for Track team, offices and gathering spaces, 6 new tennis courts

• Ground breaking scheduled for early July, 2020 with an anticipated construction timeline of 15 months

• Will be constructed in phases due to funding: $6M available initially

Rooney Athletic Performance Center:
Significant increase in UG applications and admits likely due to accepting the common app.

Hit our goal of adding 30 new UG students this Spring (transfers and new freshmen)

Up 40% in registration for Founder’s Scholarship events Jan 26 and Feb 2

Visits still absolutely the best way to convince students and families to join the Mount – your positive interaction is valued and essential!

SLATE technology is allowing counselors to stay engaged with prospective students

FY20 budget goal is to increase GCPS enrollment by 20%.

Likely on target for a 10% increase

Hopeful that online MBA starting in March will lead to increased enrollment along with a new cohort of M.Ed. students from Anne Arundel County Public Schools this summer
Declining birth rates will make undergraduate education even more competitive in the near future

*Information from presentation by Nathan Grawe, Professor of Economics, Carleton College at the 2020 CIC President’s Institute

**EAB expectation for declining UG enrollments**: expect 1-9% decline in MD, DE, VA; 10-19% decline in PA, NJ, NY from 2017-2029
Pockets of Growth Only in High-Cost Fields

Large number of degrees still conferred in Education, Health and MBA

Future:

0.3%

Projected Annual Growth in Master’s degree conferrals 2019 - 2029

- Growth potential, but slowing
- Students surveyed:
  - Outcomes expected are key to selection of program
  - Want ease in applying (online!)
  - Students prefer online mode of education at rate of 2 to 1
Key Performance Indicators for Strategic Priority 1: *Student Success*

**Fall Enrollment (FTE)**

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

**Employment Rate (%)**

- **Target**: 99%
- **MSP Goal**: 4

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

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

**4-Yr Graduation Rate (%)**

- **Target**: 70%
- **MSP Goal**: 3
Key Performance Indicators for Strategic Priority 2: *Faith & Values-Based Campus Environment*

**Net Promoter Score**

<table>
<thead>
<tr>
<th>Year</th>
<th>Metric Improving</th>
<th>Metric Stable</th>
<th>Metric Declining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2015</td>
<td>-9</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>Spr. 2016</td>
<td>33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spr. 2018</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spr. 2019*</td>
<td>18</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Undergraduate Diversity (%)**

<table>
<thead>
<tr>
<th>Year</th>
<th>White</th>
<th>Black/African American</th>
<th>Hispanic</th>
<th>Other Students of Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019-20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Target - % people of color in MD

53%

MSP Goal: 6

**Crime Rates (# per 1,000 students)**

- Burglary
- Robbery
- Sexual Assault
- Aggravated Assault

<table>
<thead>
<tr>
<th>Year</th>
<th>MSMU</th>
<th>MD Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td></td>
<td></td>
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</tbody>
</table>

Target: < 1

MSP Goal: 9
Key Performance Indicators for Strategic Priority 3: Financial Sustainability & Stewardship

Financial Indicator Tool (FIT) Score

Endowment per Student FTE ($)

Target 3.0
MSP Goal 10

Mid-Atlantic Universities (CIC)  MSMU

Total Contributions ($M)

Capital Expenditures to Depreciation Ratio

Target $15M
MSP Goal 10

Target 1.0
MSP Goal 10

In the current year  metric improving  metric stable  metric declining
Continue pushing on our flywheel: our strategic plan is working and these are the areas I believe we need to prioritize:

- **Get the School of Health Professions resourced** to position the Mount long term for sustainability and growth in both graduate and undergraduate enrollments.

- **Grow our adult student enrollment** through investment in marketing, getting degree programs online (MBA in March), enhancing our admissions process (online) and student support efforts.

- Continue to work **cohort-based undergraduate recruitment** to provide some certainty to future enrollment. This is working but requires investment. Some recent examples:
  - Athletics
  - eSports
  - Pep Band

- **Double down on retention efforts** through engaged and inspiring student advising; student success engagement; student quality of life improvements; online course offerings and incentives to take online courses in the summer.
Why a School of Health Professions...done the Mount way?

- The need for health care professionals is significant and continues to grow (especially at the margins)
- Young people from underserved communities see few opportunities to pursue high-level health care careers
- The Mount faces a challenging landscape for the future of traditional undergraduate education. The School of Health Professions can be a tide that raises all ships at the Mount.
- Most importantly, the Mount has a unique opportunity to leverage “the three c’s” that will set us apart.

- **Connection:** Partnership with Daughters of Charity creates a mutually amplifying combination of excellence in service, health care and education, as well as ideal facility availability.
- **Care for America:** From the margins to the margins. Scholarships can bring health care professions within reach of those historically precluded from access...and then focus a passion for service where it’s needed most.
- **Contemplative Practices:** From a call to service to preparedness to serve. Our graduates will be academically and mentally ready to face the myriad of challenges associated with the profession.

We seek to help break the cycle of poverty by engaging students from the margins of society and providing scholarships to attend Mount St. Mary's School of Health Professions, enabling them to earn a high-paying graduate health care degree, and be fully prepared academically and emotionally to return to the margins and serve the community's health care needs.
EAB 2019 Institutional Awareness and Perception Study of the Mount

The Study Was Designed to Identify:

1. Students’ familiarity with the Mount and peer institutions
2. Student interactions with the Mount
3. Student perceptions of the Mount
4. Characteristics of the Mount that resonate most with students
5. Schools students are considering at this time

1,096 Student Participants:
- 25% from MD
- 50% from Northeast
- Roughly 50% juniors and 50% sophomores

Data collected in March 2019 from students in our inquiry pool

Observations of the Mount:

- Overall, student perception of Mount St. Mary’s University is very good.
- Students ranked the Mount highly for student/campus life, academic reputation, and job prospects for graduates.
- They ranked the Mount #1 for value among competitors
  - Value and a return on investment are important to students: They want to get an affordable education that will pay them back with success after graduation.
- Regarding characteristics associated with the Mount, “welcoming” ranked the highest. We talk about the Mount as a “family” more often than as a “community,” and that could contribute to the welcoming feel.

Top Characteristics Students Associate with the Value of Education:

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job placement upon graduation</td>
<td>43.4%</td>
</tr>
<tr>
<td>Generous financial aid awards</td>
<td>19.3%</td>
</tr>
<tr>
<td>Graduate school placement</td>
<td>19.3%</td>
</tr>
<tr>
<td>Moderate tuition prices</td>
<td>18.1%</td>
</tr>
<tr>
<td>Internships, coops, active-learning exp.</td>
<td>18.1%</td>
</tr>
<tr>
<td>Strong relationships with teachers/mentors</td>
<td>18.1%</td>
</tr>
</tbody>
</table>

What we should take away from this:

Outcomes (i.e. job prospects) from a Mount degree and affordability are top of mind for students looking at us. They also are looking for close relationships with faculty & staff.
Our Value Proposition – or how to talk about the Mount

The Mount:

• Prepares students well for success after college
• Offers faith-based experiential learning
• Prepares students to thrive in our global & diverse society
• Takes pride in our safe and caring environment
• Offers a high-quality learning, living and leadership experience
• Is an excellent investment

These messages are resonating with prospective students and their families
Our Value Proposition – supporting details for why the Mount:

Prepares students for success after college:
- #1 in the state for post-graduate employment in 2018-19 by Zippia;
- 100% of Class of 2018 are employed or in grad school within a year after graduation.
- Mount ranks in the top 10% of colleges for graduate’s earnings after 40 years according to a Georgetown University study.

Offers faith-based experiential learning:
- Our core curriculum emphasizes ethical development in the best of the Catholic intellectual tradition;
- Co-curricular programs such as Campus Ministry, athletics and student life programs enhance our values-based education providing students a moral compass;

Prepares students to thrive in our global & diverse society:
- We provide many opportunities for international study including semester abroad and shorter summer and spring break programs;
- We have an increasingly diverse student body with 40% students of color that allows our students to live and learn with students from many different backgrounds and experiences.
Our Value Proposition – supporting details for why the Mount:

Takes pride in our safe and caring environment:
- We are fully committed to the safety and security of every student and community member
- Students continually remark on the individual care and attention they receive from faculty in helping them succeed; *you belong here*!

Offers a high-quality learning, living and leadership experience:
- We are investing for your future with a newly built student activities center, major residence hall renovations, and $13.5M of construction over the next two years for renovation and expansion of academic space and building a new athletic performance center.
- We have dedicated learning services staff, student success coaches and caring faculty that advise and mentor students to the support resources they need.
- Students gain valuable leadership experience by leading many student life programs and athletic teams.

Is an excellent investment:
- A college degree still has value and you will graduate sooner from the Mount than at most public institutions: the national four-year graduation rate for public schools is about 35% while the Mount’s four-year graduation rate is around 60%.
In Conclusion

- Our strategic plan is working & our operating model and results are improving. To continue this we must:
  
  ▪ **Adapt:** We need to continue adapting in order to grow undergraduate and adult enrollment in an increasingly competitive higher education market.
  
  ▪ **Innovate:** Innovating our academic and other program offerings, and seeking creative ways to bring in new resources is essential to our future.
  
  ▪ **Invest:** We are and must continue upgrading and expanding our infrastructure and systems for the 21st century.

- **We should be bullish on our future. Please** take care of students, your area of responsibility and take care of **yourself**!

GO MOUNT!!