State of the Mount

JANUARY 27, 2021
Key Topics

- Recognitions
- COVID-19 response and return plan
- University update on key areas
- Mid-term assessment of our Strategic Plan and priorities moving forward
- Q & A
President’s Excellence Award Nominations

Lisa Martin, Assistant Director, Campus Recreation for Fitness
Lisa has been incredible at taking her passion and skill set to the PAC and anywhere she can set up an exercise program. Her classes are tough and fun!

Gerald Rooth, Director of Counseling Services, Student Life
Gerald conducted tele-counseling, remote counseling, zoom meetings, small group sessions, and he drove here most every day from West Virginia. He is an unsung hero for how to care, love and serve students who are most vulnerable right now.

Fr. Lee Gross, Dean of Men, Seminary
For 27 years Fr. Lee Gross has served the Seminary as Dean of Men and professor. He has served on the Admissions Committee for many years, providing very detailed analysis on applications. He has been a caring and fatherly formation advisor and spiritual director for a whole generation of seminarians at the Mount.

Msgr. Anthony Frontiero, Vice Rector & Director of Human Formation, Seminary
For the past 5 years Msgr. Frontiero has directed the team of formators and overseen the reporting to dioceses of the progress of their seminarians. He has coordinated psychological services for the seminarians. He served on the University COVID-19 Nerve Cell team this past year and made a significant contribution to planning and implementation a Safe Plan in the Seminary.
Dr. Timothy Fritz, Assistant Professor, College of Liberal Arts

Tim willingly serves as a mentor to our Mount Men of Distinction where he makes positive impacts on the lives of our students. He also successfully led a national search that landed a new faculty member in African-American studies.

Dr. Patrick Lombardi, Assistant Professor, School of Natural Science & Mathematics

Patrick diligently worked on and was awarded a $433,784 NIH grant for his research on DNA repair and for undergraduate research. Beyond Patrick’s established role as a solid researcher, he continually goes above and beyond to encourage, train, and mentor students to ensure they are well trained with the necessary skill sets to help launch a future career.
Liz Moir, Director of Video Services/Social Media, Sports Information

Liz continues to do outstanding work for the Mount. From her video production efforts, both in Athletics and for other areas of campus, to coordinating the livestreaming of athletic events, as well as overseeing the social media platforms for the Athletic Department, Liz has gone above and beyond to move the Mount forward.

Jessica Hopkins, Director of Business Applications, Information Technology

Charged with helping implement the J1 student information system, she had worked many long hours working not just on the implementation of J1 but also on its integration with other systems. Her efforts have been tireless as she has worked with many different offices to gather information and serve their needs.

Alice Creasman, Academic Advising & Retention Coordinator, Student Engagement

Alice is known for her energetic and optimistic attitude when working with students and their concerns, while demonstrating a sense of compassion toward every individual. She is an innovative leader who goes above and beyond the responsibilities of her position in the name of student success. Alice is student-centered and open to new initiatives that will benefit them.
Tenure & Promotions

Dr. Josey Chacko, Richard J. Bolte, Sr. School of Business

Dr. Timothy Fritz, College of Liberal Arts

Dr. Mary Catherine Kennedy, College of Liberal Arts

Dr. Abigail Kula, School of Natural Sciences & Mathematics

Dr. Justin Matchulat, College of Liberal Arts

Dr. Denise Obinna, College of Liberal Arts

Dr. Jack Trammell, College of Liberal Arts

Dr. Barrett Turner, College of Liberal Arts
Our Guiding Principles for Planning During COVID

- First and foremost is the health and safety of our community. Decisions will be informed by guidance from federal and state public health authorities and data-driven.
- We will emphasize student success as we fulfill our Mount mission.
- We will be flexible in responding to the uncertainty caused by this pandemic.
- We will treat our students and employees with respect emphasizing empathy and compassion as we know this pandemic has seriously impacted some in our community more than others. We are committed to helping our community members in keeping with the traditions of Catholic social justice.
- We will steward our financial resources to ensure the university’s strength and stability for the long term. Our decisions must consider the future as well as the present so we are positioned to enjoy another 212 years.
Summary of COVID Cases from August - December

- 125 total Cases in our population including all students and employees, even those engaged only remotely
- 3.9% of our population

<table>
<thead>
<tr>
<th>Baseline and Surveillance Tests Performed in 2020</th>
<th># Positives</th>
<th>Positivity Rate</th>
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<tr>
<td>5,324</td>
<td>55</td>
<td>1.0%</td>
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Observations:
- Transmission primarily in social settings and off-campus
- No known cases of transmission in classrooms
- Transmission from surfaces not evident

Fall Metrics at the High Point
Week of 9/14/20:
- 24 Active Cases (16 on campus)
- 34 Isolation beds in use - some for quarantine (64% of capacity (56 beds))
Our Current COVID Dashboard*

We are in Health Alert Level 1 – Low

We are keeping the community informed of our status through the COVID-19 Dashboard that is updated twice per week.

*Graded an A- by We Rate COVID Dashboards (https://www.ratecoviddashboard.com/ratings)

January on campus testing positivity rate = 0.87%

Total COVID-19 Tests Performed in 2021  1,178

Frederick County Positivity Rate (7d)  7.6%

Maryland Positivity Rate (7d)  6.8%

MSMU % Active Cases in Mount Community  0.51%

Updated: 26 January 2021

The current Health Alert Level is:

0: No health alert
1: Low Level - low numbers of cases that are able to be contained
2: Heigthened Level - elevated numbers of cases in multiple areas, additional restrictions required
3: Advanced Level - higher number of cases; more aggressive actions are necessary

The number of confirmed cases that are currently in isolation either on-campus or off-campus. The number of active cases changes as new cases are added and existing cases are released from isolation.

No. of Active Cases

Level 3

Level 2

Level 1

0
20
40
60
80
100
120
140
1/19  1/22  1/26

Students
Employees

% Isolation Beds In Use

Level 3

Level 2

Level 1

0%
20%
40%
60%
80%
100%
120%
140%
1/19  1/22  1/26

5%  4%  11%

The Mount has about 56 isolation beds to use for on-campus isolation of confirmed and likely cases and quarantine of some close contacts. This graph shows how much of the capacity is being used.
We are phasing in the return of employees, students and seminarians over time.

- 32 students or seminarians reported positive test results at home and will delay return. Cases avoided on campus.
- 100% testing of students and seminarians upon arrival.
- Dec 27: Basketball teams returned to campus. They undergo COVID testing three times / week.
- Jan 13, 14, 20, 21: Employee testing. Positivity rate = 0.6%
- Jan 10, 14 and 17: Some students & seminarians returned. Testing positivity rate below 1%.
- Jan 28: Classes start using the same format as fall semester.
- We will be continuously evaluating our plans.
Maryland Plan for prioritizing those to receive the vaccine

**Latest information:**
- Frederick County Health Dept. (FCHD) will be our vaccination partner
- They are currently receiving ~2000 doses per week
- Though 1B and 1C have officially started, they are currently still mainly working 1A and persons who are 75+
- As Educators, our workforce is now authorized by the State in phases 1B and 1C
- Governor has mandated that 100 doses per week be allocated to educators
- FCHD is running one clinic now—will stand up more when vaccine supply warrants
- Governor plans to open six mass vaccination sites in populated areas
- We have offered to host a clinic site on campus for the county
Vaccine News—Way Ahead

This Week (25-30 January)
• FCHD has been given 450 doses to “surge” in educator category
• We do not yet know how many of those doses will be allocated to the Mount (Note that there are ~10,000 classified as educators in the county)

Next Week and Beyond
• All vaccinations will be managed through FCHD pre-registration site
• Mount employees should pre-register now
• You must enter your prioritization phase (1B, 1C); Reach out to HR if you are unsure
• FCHD will contact you directly when time to register for appointment at clinic; Completing the pre-registration form does NOT register you to get the vaccine

Due to current limited supply of vaccine, Maryland does not anticipate significantly fulfilling specific educational vaccine requests until a majority of Marylanders over 65 are vaccinated
Keys to Continued Success Going Forward

- We have a good Mount Safe Plan and are improving upon it
  - Updated COVID Monitoring & Response Plan
  - Mount Safe teams reviewed practices and are implementing improvements

- Continual testing in multiple modes is key to early detection and containment of any outbreaks of the virus

- Isolation and Quarantine to Contain the Virus – increasing isolation beds just in case

- Having our own contact tracing operation enables us to accelerate containment strategies.

- Close collaboration with local partners is important for success.
  - Town, County, Frederick Health

- Completing Daily Health Survey

- Getting vaccinated

- Most importantly: **Following Risk Reduction Measures!**
  - Wear the Damn Mask!
COVID Is Challenging the Mount Financially

- **$8.65M** = Total committed and projected negative impact thus far in both FY20 and FY21. This comes from decreased revenue, additional operating expenses and capital costs.
- We did not layoff or furlough anyone due to pandemic.
- Tiered pay raises starting Jan 2021
- Higher medical benefits costs
- We are pursuing every potential third party resource to support operations including the Cares Act, FEMA, Maryland and Frederick County and the recently enacted Coronavirus Response and Relief Supplemental Appropriations Act

*We need to continue being prudent in our spending.*
Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)

We will receive $2.58 million
- Subject to Department of Education Regulations
- Similar to Cares Act Funding:
  - Minimum amount for student aid is $839k
  - Maximum amount for the Mount is $1.74 million
- Developing policies and procedures to administer
- Funds available within 30-45 days
Student Enrollment Update

Applications: Currently at 3,680 or 71% of 5,200 goal

Admits: Currently at 2,814 which is 26% behind 2020. However, 12% above 2019 and even with 2018

Financial Aid update: 60% of apps have filed FAFSAs in line with 2019 and 2018. Nationwide, FAFSA submissions are down so we have an engaged pool of applicants.

Visits: Full program of small daily visits, online zooms, podcasts and social media programs

Building the Class of 2025

Overall Recruitment Environment: another challenging year...
- High school students are less engaged because of remote learning
- Size limits to campus visits
- Fewer names to purchase: SAT/ACT test takers down significantly

Spring 2021 Semester:
- Expect about 1,790 FT undergrads (Fall was 1,899)
- About 300 undergrads fully remote
- 157 seminarians (Fall was 159)

We are continuing to monitor recruiting and enrollment key indicators and remain confident for a Fall 2021 class of 550 freshmen.
Academic Accomplishments

- Congratulations to our faculty for successfully completing the Fall 2020 semester, teaching students face-to-face and remotely.
- Over 100 faculty members completed workshops in Canvas and in online instruction over the past year.
- As part of our DEI efforts, we hired Dr. Kalfani Ture to serve as Assistant Professor of African-American Studies.
- Our Master of Science in Applied Behavior Analysis received MHEC approval and will launch in Fall 2021.
- The MBA degree is now fully available online, and we are increasing our online offerings in other academic areas as well.
New Academic Leadership Appointments

• Dr. Christine McCauslin has been named the Interim Dean of the School of Natural Science and Mathematics, having previously served as Chair of the Department of Science.

• Ms. Steheca Sawyer is serving as Acting Dean of the Richard J. Bolte, Sr. School of Business. Prior to coming to the Mount in 2019, she worked in a variety of roles for 15 years in the business school at Morgan State University.
Seminary Highlights

- Pope Francis appointed Fr. Neil Sebastian Scantlebury, S’95, to be the next Bishop of the Diocese of Bridgetown, Barbados. He is the first-ever Barbadian to be ordained a Catholic bishop.

- Dr. Bernard Franklin spoke to the seminarians last semester on “What can priests do to heal racial tensions?”

- Work continues this semester for the accreditation Self-Study Report and Visit of the Association of Theological Schools (ATS) which will culminate in the Fall of 2022.

- Seminarians served as members of the “Stream Team,” providing technical support for professors in live-streaming classes.

- Seminary professor Dr. John-Mark Miravalle published a new book entitled “How to Feel Good and How Not To: The Ethics of Using Marijuana, Alcohol, Antidepressants, and Other Mood-Altering Drugs.”

- Preparations are being made to change the Seminary HVAC system from steam to natural gas; a project funded by “Forward!”.
Fall 2020 academic success

Northeast Conference play has begun for men’s and women’s basketball

All teams are following university, conference, and NCAA Covid-19 testing guidelines.

Winter sports began in January

Fall and spring sports begin in February
## Advancement Update

<table>
<thead>
<tr>
<th>Total Contributions:</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21 through 1/7/21</th>
</tr>
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<tbody>
<tr>
<td>Dollars Raised</td>
<td>$7.38M</td>
<td>$9.05M</td>
<td>$16.55M</td>
<td>$6.09M</td>
<td>$6.75M</td>
</tr>
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2020 Year-end month of December total raised $2,008,526.
New donor recognition display on the 1st floor of Bradley Hall.

The Grotto regilding fundraising effort has reached $132,000 and counting of the $200,000 goal.

Working on a new capital campaign to support a School of Health Professions (SoHP) and growth of STEM disciplines & facilities.

Donors have an opportunity to have their favorite Mount photos added to the Legends of the Mount Mosaic.
University Diversity, Equity and Inclusion Task Force

DEI Task Force Executive Group

- Curriculum Initiatives Working Group
- Awareness, Education And Training Working Group
- Preventing and Responding to Incidents of Racism Working Group
- Interacting with Surrounding Communities Working Group
- Dealing with Trauma and Healing from Racism Working Group
- Campus Climate Working Group
- Workforce Diversity Working Group
- Institutional Racism Working Group
- Physically Representing Diversity on Campus Working Group
- Data Analysis Working Group

YOU BELONG HERE.
Racism Does Not.
## Select Initiatives thus far from Working Groups

<table>
<thead>
<tr>
<th><strong>Access &amp; Success</strong></th>
<th><strong>Climate &amp; Intergroup Relations</strong></th>
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<tbody>
<tr>
<td>Will continue to diversify student body and students will achieve equitable outcomes and success.</td>
<td>Will be a welcoming climate and a more inclusive learning community, workplace, and campus environment through intergroup relations.</td>
</tr>
<tr>
<td>• Online DEI Training platform and hiring an Executive Director for DEI Training and Development</td>
<td>• Hosting Sisters-in-Residence from Historically Black Religious Communities (2020-21)</td>
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<tr>
<td>• Inaugural St. Peter Claver lecture series</td>
<td>• Shrine to Our Lady of Kibeho: Near Bradley Hall</td>
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<td>• Professor Shannen Williams presentation, Villanova University, U.S. Black Sisters in the Catholic Church</td>
<td>• Developing Mural Project – Campus Unification</td>
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<tr>
<td><strong>Education &amp; Scholarship</strong></td>
<td><strong>Institutional Viability and Vitality</strong></td>
</tr>
<tr>
<td>Will define and advance diversity, equity, and inclusion through education and scholarship.</td>
<td>Will have institutional viability and vitality through comprehensive development, continuous improvement, and active, intentional involvement with diversity, equity, and inclusion.</td>
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<tr>
<td></td>
<td>• Hiring an Assistant Professor of African-American Studies</td>
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<tr>
<td>• Conducting DEI audit of curriculum</td>
<td>• Building data analysis methods to fully assess success of under-represented students</td>
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<tr>
<td>• Council of Independent Colleges Grant (Lily Endowment) – First Comprehensive History of MSMU in more than 100 years</td>
<td>• Updating the Mount advertising/job description template, changes to the Mount job posting website; updated DEI interview and selection materials</td>
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<td></td>
<td>• Nine DEI Task Force Working Group Final Reports Submitted</td>
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Construction Update

Knott Academic Center Expansion 6/2021-8/2022

Residential Cottage 10/2020-8/2021

Rooney Tennis Center (6 of 8 Courts) 3/2021-8/2021

Horning Hall Renovation 5/2021-8/2021
Strategic Plan Mid-term Assessment
2018 – 2023: Creating Ethical Leaders Who Lead Lives of Significance

JANUARY 27, 2021
While maintaining our values as a Catholic liberal arts institution, emphasizing teamwork and keeping student success at the center of all we do, we need to:

- Grow total enrollment to increase tuition revenue.
- Develop premier curricular and co-curricular programs to improve our attractiveness (our brand) to potential students.
- Diversify and innovate academic program delivery methods to better meet changing student market conditions.
- Diversify revenue streams by increasing contributions from outside sources and forming partnerships to bring in needed resources.
- Improve the quality of academic, athletic and seminary facilities, as well as our utility systems.
- Develop a strategic plan that charts the five-year path for accomplishing the above.
Three Strategic Priorities

Strategic Priority 1: Student Success

Strategic Priority 2: Faith- and Values-Based Environment

Strategic Priority 3: Financial Sustainability and Stewardship

Our Resource Engine

Source: Good to Great by Jim Collins
Current Assessment

Grow total enrollment to increase tuition revenue – MSP Goal 10 (comparison from Fall 2016 to Fall 2020):

• Total enrollment increased 18% however total student net revenue increased only 7.7% due to declining average net student revenue.
• Full time undergraduate enrollment increased 21%; largest and 2\textsuperscript{nd} largest classes ever.
• Seminary enrollment increased 38%.
• Retention of first year to second year students remained at 75%, 7% below peers.
• Adult education enrollment at the Frederick campus remained flat with some growth in 2018 and 2019.
Current Assessment continued

Develop premier curricular and co-curricular programs to improve our attractiveness to potential students – **MSP Goal 1**:

- New Bachelor degree programs in Cybersecurity, Entrepreneurship, Forensic Accounting and interdisciplinary majors in Philosophy, Politics and Economics (PPE), and in Conflict and Peace Studies
- New Master’s program in Applied Behavioral Analysis ready to start in Fall 2021
- New graduate certificates in Data Science, Quality Assurance and Risk Management, and Reading for educators
- New athletic programs as co-curriculars have driven enrollment growth
- Academic portfolio does not have some disciplines in high demand by students and the job market
Diversify and innovate academic program delivery methods to better meet changing student market conditions - **MSP Goal 3**:

- Created Center for Instructional Design and Delivery (CIDD) to support creating online course content
- Received SARA accreditation allowing us to offer online courses outside of Maryland
- Started a limited dual-enrollment program that allows about 30 Catholic high school students each semester to take a Mount course either face-to-face or remotely by Zoom technology
- Increased summer course enrollments by offering primarily online courses
- MBA offered fully online starting March 2020
- Many School of Education graduate programs are fully online
- Installed Zoom technology in every classroom on the Emmitsburg and Frederick campuses so classes can be delivered synchronously to students away from campus
Diversify revenue streams by increasing contributions from outside sources and forming partnerships to bring in needed resources – MSP Goal 10:

- Successfully completed the $30 million Forward! Campaign by raising $33.9 million in 3 years.
- Received $2.9 million from the State and are currently competing for another $2 million for academic building projects.
- Awarded over $1.5 million in grants this year, with over $900,000 in applications pending.
- Finalizing an agreement with Frederick Health to construct a 7,500 square foot Urgent Care Center on our land. Frederick Health will fund construction of the facility.
- Selling 152 acres of land to Frederick County on which they will construct a major regional park that includes several artificial and natural turf fields that our athletic teams will be able to use. This will result in at least $10 million of cost avoidance for us in not having to construct additional athletic fields.
Current Assessment continued

Improve the quality of academic, athletic and seminary facilities, as well as our utility systems – MSP Goals 8 and 11:

- Information Technology: Workday ERP, Slate CRM, Canvas Learning Management Platform, Jenzabar One Higher Ed Platform, Zoom technology in all classrooms
- $7M upgrade of utility systems
- Major upgrades to Keelty, Rooney and Horning (summer 2021) residence halls
- Two new buildings for student activities and multi-purpose space: PAC and Pavilion
- $7.5M expansion and renovation of the Knott Academic Center ongoing
- Upgrades of the HVAC and other facilities in the Seminary completed with more planned
- Expanded devotional spaces in the Grotto and poised to regild the Blessed Mother’s statue and redo the walkway from the Seminary to the Grotto
- Upgrading the sound systems in Immaculate Conception and St. Bernard Chapels
- Planning addition to the COAD Science building for 2022-23
- Athletic facility growth includes new tennis courts in 2021 and the Rooney Athletic Performance Center
Financial Sustainability – MSP Goal 10:
The Mount improved its overall financial position in several ways over the past few years but still has much work to do to be truly financially sustainable. A few key areas:

- The endowment increased in value by 32% and now is valued at about $60 million.
- Successfully refinanced the $57 million debt incurred from 2006-8 in Dec 2017 under better terms.
- The university’s Financial Indicator Tool (FIT) score was 3.3 in FY19, the first time it rose above a key threshold of 3.0 since FY 14. FIT is a comprehensive measure of financial fitness.
- Average net student tuition revenue for the freshmen class continues to decline as the higher education market becomes more competitive. Growth in student-athletes increases financial aid awarded. Steep decline this year with economic challenges of the pandemic.

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<thead>
<tr>
<th></th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
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<tbody>
<tr>
<td>Net Tuition Revenue per</td>
<td>$16,039</td>
<td>$15,847</td>
<td>$15,091</td>
<td>$14,200</td>
<td>$11,586</td>
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<tr>
<td>freshmen (tuition and</td>
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<td>fees)</td>
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<tr>
<td>Net Student Revenue per</td>
<td>$28,989</td>
<td>$29,052</td>
<td>$28,541</td>
<td>$27,920</td>
<td>$25,216</td>
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<tr>
<td>freshmen (tuition, fees,</td>
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<td>room and board)</td>
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<tr>
<td>Freshmen Discount Rate</td>
<td>58.9%</td>
<td>60.9%</td>
<td>63.5%</td>
<td>66.6%</td>
<td>73.5%</td>
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Campus Demographics and Culture – MSP Goal 6:

- Teamwork across campus strengthened considerably since 2016.
- Students of colors grew from 17% to 43% in 10 years.
- Students bypassing strong HBCUs in urban areas to come to the Mount.
- Created new programs to grow in awareness and education for living, learning, worshiping and thriving in a diverse society.
- Some points of friction on campus over the past four years with a few specific anonymous displays of racist views. The national climate over the past four years has emboldened a few students and members of our surrounding communities to leave racial graffiti or shout racial epithets.
- Some students of color retain at a lower rate than the overall student population: Black or African American students retained at 2% below the overall average for the past two years.
- Overall improving as students of color come to us in increasing numbers but we have more work to do.
Key Conclusions at Mid-Term of Plan Implementation

- Growth in enrollments strong in a competitive market
  - Large growth in undergrads driven by increase of athletic teams
  - Seminary growth significant and beating the market
  - Freshmen to sophomore retention still well below peers
  - Adult education at both the undergrad and graduate levels underperforming market trends

- Important gains in expansion and renovation of infrastructure and technology funded in part by donors

- Partnerships and innovative business relationships are bringing in needed resources and services at low/no cost

- Financially we are in a much better position. We remain limited by:
  - Debt burden of $60 million remaining primarily from 2006 – 2008 timeframe prevents us from borrowing money to invest in strategic initiatives or infrastructure improvements.
  - Our operating model does not earn enough net revenue to cover our annual non-cash depreciation expense again limiting our ability to invest in strategic initiatives and infrastructure.
Looking to the Future

• Higher Education market will become even more competitive as post-2008 recession children head to college due to declining births
• With little ability to borrow, we need to focus on improving our operating model to generate funds needed for investment in infrastructure and strategic initiatives.
• With 80% of revenue coming from net student revenue, we need to focus on generating more money from net student revenue
• We have grown in large part by competing on net price with athletic growth
• We need to stand out more by improving our brand and value proposition
Offer desired and relevant developmental programs (academic, athletic, spiritual, student life) in economically responsible ways that prepare students to lead lives of significance.

Increase total student enrollment through recruitment and retention (UG, transfers, Seminarians, graduate and continuing studies).

Increase investment in renovation of facilities and innovation of programs and technology, and development of people.

Growing, positive net change in assets from operations.

Increase net revenue (while controlling cost growth).

Focus Here to Improve Brand

Source: Good to Great by Jim Collins
Mount does not offer two of the top three desired majors by students in our primary recruiting area: health professions and engineering.

Anecdotal evidence from admissions that students turn us down because we don’t offer degrees in these disciplines.

Programs in engineering and the health professions require large start-up costs in terms of facilities, lab equipment and faculty.

Any investment needs to include upgrading & expanding our facilities and undergrad science programs. Our STM majors increased by 30% since 2017 and 47% of the freshmen class designated a STM major as their desire.
Renewing and Expanding Academic Offerings (Strategic Priority #1 – Student Success and MSP Goal 1):

- Develop and resource new high-demand programs in the health sciences (School of Health Professions) and related undergraduate programs.

- Review and refresh adult education programs offered at the Frederick campus to increase revenue generated.

- Conduct an independent assessment of the structure and academic programs offered by the Bolte School to ensure the stability and growth of our business programs and set the next Dean up for success.

- Develop pathways for students to obtain undergraduate degrees in engineering (3/2 dual degrees for Engineering) particularly with HBCU partner(s) to support our growing diverse population of students.
Select Priority Strategic Initiatives Going Forward

- Expanding the Student Population (Strategic Priority #3 – Financial Sustainability & Stewardship and MSP Objective 10.5):
  - Review and possibly change our pricing model for tuition, fees, room and board to increase net revenue received.
  - Increase number of dual enrollment Catholic high school students – expand to 100 students in single courses through marketing or advertising.
  - Establish fully online academic programs (4-year commitment) – Candidates include computer science, communications, adult undergraduate program.
  - Increase efforts to improve retention of students. We are considering a six-year partnership with CREDO, a higher education consulting firm that focuses on why students stay rather than why they leave.
  - Offer a short academic term between Fall and Spring terms likely of remote courses.
Select Priority Strategic Initiatives Going Forward

- Strengthen Student Success Services (Strategic Priority #1 – Student Success and Strategic Priority #2 – Faith and Values-Based Campus Environment. MSP Objectives 2, 6 and 8):
  - Advance the initiatives of the Diversity, Equity and Inclusion Task Force developed during Fall 2020 to support and retain our growing diverse population of students.
  - Develop a concept for a College Foundations program (college readiness) in addition to our Bridge program. The idea is to run a residential pre-college experience in summer 2021 to help entering students correct academic deficiencies from high school due to COVID disrupting the learning environment.
  - Expand/enhance student and community volunteer programs.
  - Develop culturally relevant professional preparation program.
The title of our prayer service is: FINDING HOPE TOGETHER; SEEING THE WORLD WITH LOVE AND JUSTICE
Some Closing Thoughts

- We live in interesting times... faced with a pandemic, political strife and an unrelenting urgency to respond to historic racism and injustice with authentic social justice and solidarity, and not with shallow lip service. Add to this increasing financial and other pressures on higher education and our students.

- I believe our future is bright but we all must work together and with and for our students to realize this future.

- All are welcomed at the Mount, no matter our heritage, our background, or our political persuasion. Our Catholic faith is welcoming and should distinguish us from our competitors.

- With charity and love for all ...let’s engage in respectful dialogue even when our viewpoints are different.

- Be hopeful and embrace a mindset that allows us to be a brightly shining beacon on the Mountain for all to see and want to be a part of... Go Mount!
Go Mount!