President’s Update

- Key Takeaways
- Select Highlights
- Innovating for the Future
- Updates:
  - Enrollment
  - Finances
  - Facilities
- Groundbreaking for New Multipurpose Building
Key Takeaways from Today

- Our Strategic Plan is working:
  - Our mantra of the relentless pursuit of student success in preparing them to lead lives of significance in service to God and others is helping move us Forward!

- We are **innovating** for the future.

- We are **growing**.

- We are **investing** in the Mount.

  We are doing this as...

  **One Mount, One Team**
My Focus

Much of my focus for the last several months has been on **Strategic Governance** and **Fund & Friend Raising**:

- **Strategic Governance**
  - Board Committee structure transitioned: 10 functional committees => 6 Committees + Seminary Board.
  - Finding, vetting and recruiting new board members.

- **Fund & Friend Raising**
  - We need to expand and upgrade many facilities to provide a 21st century learning, living and developmental environment.
  - Current negative operating margin and high debt from facilities investment last decade significantly limits our ability to borrow money so we are raising donor dollars for our capital needs.
  - On the verge of closing two gifts of $3 million:
    - $3M to the $7.5M Knott Academic Center expansion and renovation;
    - $3M to the $6M Athletic Performance Center to support growth of programs and student-athlete health and wellness.
  - Advocating for state capital grant of $3.4M for the Knott Academic Center project.
  - Building new relationships for larger gifts for Science Building and other academic growth areas.
New Board Members

Tamika Tremaglio, C’92
Deloitte Managing Principal for the Greater Washington area, the largest accounting, consulting and audit operation in the region.

Anthony Hayden, C’99
CEO & Principal at Hayden Real Estate Investments in Philadelphia.

Paul J. Chew, C’89
Chief Investment Officer for Brown Advisory in Baltimore.

Rev. Robert J. Sullivan, S’93
President of John Carroll Catholic High School and Pastor for St. Francis Xavier Catholic Church in Birmingham, AL.

Richard M. Folio, C’88
Executive Vice President for Midwest Railcar Corporation in Reisterstown, MD.
Select Academic Highlights

Congratulations to the following faculty members on receiving tenure and promotion to Associate Professor:

Jack Dudley
Caitlin Faas
Nick Hutchings

Sean Lewis
John Slezak
Charles Strauss

Liz O’Hare, C’19, has been named a Fulbright semi-finalist for the Poland ETA award.

Professor Patrice Flynn is a Fulbright Scholar doing research in Russia this term.

Professors Amanda Beal and Jamie Gianoutsos organized Training Ms. President, an intensive leadership and networking event for women interested in entering politics and pursuing elected office.

Professor Athar Rafiq guided students through a service learning project to donate refurbished and retrofitted laptop computers to three area schools.

Center for Instructional Design and Delivery opened.
Select Seminary Highlights

Once again the Seminary won the Vianney Cup, an annual soccer tournament among four local Catholic seminaries.

This past November seminarians organized the “Go Forth” mission serving a record number of households (138) and brought food for Thanksgiving to a total of 369 people. With the help of 48 deliverers, including undergraduates from the iLEAD program, and $2,250 of donations, many of the local poor received the charity of Christ and sustenance for the holiday.

Over the Christmas holiday the entire deacon class made a pilgrimage to the Holy Land, following in the footsteps of Christ.

During Fall Break 58 seminarians went to the University of Pittsburgh and Carnegie Mellon University to evangelize the campuses.
Master Plan

60th Anniversary

“The Way”
MOUNT ATHLETICS: 2018 FALL HIGHLIGHTS

- 2018 NEC Champions
- Men's Cross Country
- Chris FitzSimons: NEC Coach of the Year
- Women's Rugby
- NIRA Tier II Champions
- Women's Soccer
- Men's Cross Country
- Women's Bowling
- Men's Soccer
- Nationally Ranked – 1st year program
- First NEC Tournament appearance in 21 years
- Record setting sold out crowd of 1,200

Mount St. Mary's University
Office of the President
Select Student Life Highlights

Mount hosted Special Olympics Maryland Fall Fest for the 30th year.

Student Orientation expanding and evolving to meet the changing needs of students.

A Few New Initiatives:

- Community Response Team: Coordinates academic and student life efforts to help students.
- Added a new full-time counselor.
- Men of Color Support Group.

• Outsourced student health care to Frederick Regional Health System;
• Increased comprehensive student health care delivery from 12 hours/week to 45 hours/week;
• Working on the construction of an urgent and primary care facility on Mount property.
• Town Hall tomorrow at 3:30 p.m. for faculty, staff and students in O’Hara.
We Remember...

Michael Alexander Guckavan, 21, passed away unexpectedly on September 22, 2018, from myocarditis, an inflammation of the heart.
Areas of Special Focus in 2018-19

- Continue to increase full time equivalent (FTE) total university enrollment particularly through graduate and continuing education programs
- Efforts to improve retention of current students
- Control cost growth while bringing in other sources of revenue and get the Mount to a balanced operating budget in the next one to two years
- Facility improvements and planning to support growth, including student housing options, academic, athletic, Seminary and Grotto facilities
- Fundraising for the Forward! Capital Campaign
I Innovating for the Future: The Mount Flywheel

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 net revenue (while controlling cost growth).

Growing, positive net change in assets from operations.

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

Source: Good to Great by Jim Collins
70—**Sustaining**: Maximize Potential of Existing Programs (Core Business)  
*E.g.*, *Retention Efforts, Attracting Traditional and Adult Students*

20—**Disruptive**: Broaden Our Student Base  
(Adjacent Markets Underserved)  
*E.g.*, *Expand Current Programs, Building Upon Existing Strengths*

10—**Breakthrough**: Develop New Programs That Reach New Markets (High Risk - High Reward)

- Model Based on Greg Satell, *Mapping Innovation*
70—Maximize Potential of Existing Programs

- Recruit Third Cohort from Anne Arundel County Public Schools for Master of Education in Instructional Leadership.
- Market 4+1 Bachelor’s in Accounting and MBA. Students can fulfill the 150 credit hour requirement for CPA and complete two degrees within five years.
- Expand rosters of Track & Field, Tennis, Men’s Swimming, and Women’s & Men’s Rugby athletic teams.
20—Reach Adjacent Markets Underserved

- Offer Cybersecurity Course at Frederick Campus through Zoom. Over 200 students enrolled in Cyber Program at FCC.


- Offer Frederick County Public Schools an M.Ed. in Reading to ESL teachers.

- Propose Neuroscience Major.

- Develop Certificate Programs in Intelligence Studies and Law Enforcement Leadership.

- Partner with Virginia International University to offer Graduate programs in Science and Professional Development in Effective Lectureship.

- Start NCAA DI programs for Women’s Volleyball, Field Hockey and Water Polo (all require facilities expansion).

- Developing relationships for recruiting specific groups of students, e.g. Maguire Scholars, Milton Hershey School, Astra-Zeneca, Frederick Community College, Frederick County Public Schools, Leidos.
10—New Programs for New Markets

- Propose Master’s in Applied Behavior Analysis. This program would prepare students for licensure and simultaneously allow us to attract more students in special education.

- Create a School for Health Professions. Working with potential partners and donors, the Mount is exploring the possibility of charting a new direction for the university that would attract students and serve the local community.
Innovating Our Systems to Better Serve and Connect our Students,
Faculty, Staff and Alumni

Currently implementing customer relationship management processes and technology (Slate) in Admissions and Development to maximize enrollment, alumni engagement and donations. Should yield benefits by August of this year.

About to start 18-month effort to improve advising, registration, scheduling and retention processes while integrating student life into a seamless Jenzabar ONE experience. Put the focus on education not administration!

New technology to support in-class engagement locally and at a distance (NearPod) and resources to support additional opportunities for students, employees and alumni to learn through a relationship with LinkedIn Learning.

See multiple demos of Jenzabar, NearPod, and LinkedIn Learning throughout the day on February 6.

• IT Team doubled resilience of network while saving $100K and reducing power consumption to one-quarter of previous.
• 5 classrooms and 2 lecture halls updated with new audio/visual capabilities.

• Workday is allowing us to be ahead on budget planning. We are months ahead of where we were last year at this time.
Enrollment Update: We Continue to Grow

As of 18 January 2019:

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall12</th>
<th>Fall13</th>
<th>Fall14</th>
<th>Fall15</th>
<th>Fall16</th>
<th>Fall17</th>
<th>Fall18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Equiv. Total</td>
<td>2,186</td>
<td>2,083</td>
<td>2,143</td>
<td>2,087</td>
<td>2,012</td>
<td>2,131</td>
<td>2,209</td>
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<tr>
<td>% Increase</td>
<td>-4.7%</td>
<td>2.9%</td>
<td>-2.6%</td>
<td>-3.6%</td>
<td>5.9%</td>
<td>3.6%</td>
<td></td>
</tr>
</tbody>
</table>

Freshman to Sophomore year Retention Rate for Class entering in given year:

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate</td>
<td>78%</td>
<td>79%</td>
<td>75%</td>
<td>75%</td>
<td>76%</td>
<td>74%</td>
<td>--*</td>
</tr>
</tbody>
</table>

(*Updated in Sept. 2019)
Update on Retention Efforts—The Need to Be Pro-Active

- **Canvas Initiative**—Roughly 75% of Our Full-Time Faculty Began Using Canvas Grade Book to Allow Students and High-Level Staff to Monitor Student Academic Progress.
- **Financial Holds**—Students with Manageable Balances Were Allowed to Register for Spring 2020 Classes.
- **Textbooks**—We Established a “Library” of Used Textbooks in Learning Services and Utilized a Good Samaritan Fund and Other Gift Accounts to Purchase Books for Students with High Financial Need.
- **Data**—Residence Life Administered an EdSights Survey to Predict Which Students Are at Risk for Academic, Financial, or Other Reasons.
- **Serving the Underserved**—Dr. Franklin Started a Support Group for Men of Color, a Group of Students We Have Not Been Retaining as Well as Our Overall Retention Rate.
- **The Murky Middle**—This Spring, We Are Working to Reach the “Unaffiliated,” Offering Mentoring and Support to Students Who Do Not Currently Have a Support Network.
Catholic Enrollment Trends

Applications for Entering Class 2018-19

<table>
<thead>
<tr>
<th>CATHOLIC SCHOOLS</th>
<th>ALL SCHOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>N = 25</td>
<td>N = 131</td>
</tr>
</tbody>
</table>

- 48% Up
- 24% Flat
- 28% Down
- 36% Up
- 34% Flat
- 31% Down

Source: EAB Presentation 2018; IPEDS

Enrollment in Catholic Secondary Schools

- ~612,000
- ~577,000
- -5.7%

Enrollment in Catholic Four-Year Colleges

- 62,637
- 47,403
- -24%

Source: EAB Presentation 2018; IPEDS

Applications for Entering Class 2018-19

CATHOLIC SCHOOLS
N = 25

- 48% Up
- 24% Flat
- 28% Down

ALL SCHOOLS
N = 131

- 36% Up
- 34% Flat
- 31% Down
MSMU Class of 2023 Enrollment

Total Applications

- 2018: 4776
- 2019: 4021

Completed Applications

- 2018: 2970
- 2019: 2884
Make Up of Admitted Class 2023

Average SAT = 1122
Average HS GPA: 3.59
States Represented: 45
First Generation: 20.2%
Top 5 Majors:
  1. Business
  2. Biology
  3. Health Sciences
  4. Psychology
  5. Undecided
Financial Update

Fiscal Year (FY) 2017-18 Audit:
• Received highest level of ‘clean’ audit.
• We had an operating deficit when accounting for non-cash items.
• Increased our total assets.
• Debt refinancing significantly reduced our financial risk and stabilized future debt payments.
• Invested in facilities, e.g. Keelty Tower renovation, utility system upgrade.

We need to continue stewarding well the investment that students and seminarians make in their future by entrusting us with their higher education.

Status of FY 2018-19 budget implementation:
• Will be another year of deficit but improving.
• After 6 months:
  • Compensation (~50% of expenses) is on target.
  • Generating ‘lag’ as people transition is needed and important to meeting budget.
  • Supplies and operating expenses slightly over budget at mid-year.
Fiscal Year 2019-20 Budget

We need to deliver a recommended FY20 budget that forecasts a slight deficit. We must continue:

- 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.
Forward! Together as One Capital Campaign:

- $30M Campaign Goal
- ~$16M promised, pledged or in the pipeline so far
- Entering public phase this spring
- Will seek to exceed the goal
Facilities Update

Multi-purpose building:
- Fills need for additional large gathering space
- Close to Keelty Towers
- Development permit cleared by County
- Working on building permit
- Groundbreaking ceremony today after this presentation!

Before

After

Towers Renovation:
Keelty Completed; Rooney, Summer ‘19

Upgrades to bathrooms and HVAC in the Seminary is progressing
Facilities Update – Planned Major Projects

**Knott Academic Center Renovation and Expansion:**
- 12,140 square foot expansion
- New: 5 classrooms, 24 offices, 2 conference rooms, 1 lab, 2 assembly areas
- $7.5 M, 2.5 year project: initial work in summer ’19
- Primarily funded by $3.4M State Capital grant and $3M donor gift

**Coad Science Building Renovation and Major Expansion:**
- Major addition for new labs, ‘classitories’ and collaborative learning space
- Renovation of existing space
- Charrette process ongoing: initial estimate is a $20M project
- A potential major donor identified for half.
Facilities Update – Athletic Expansion Project: Phase 1

- Significant improvement of sports medicine, strength and conditioning, and student recreation space.
- Supports expansion and addition of NCAA DI teams
- 25–30K Square Feet, $6-8M project
- Have $3M donor commitment; seeking others
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- Our Strategic Plan is working:
  - Our mantra of the relentless pursuit of student success in preparing them to lead lives of significance in service to God and others is helping move us Forward!

- We are innovating for the future.

- We are growing.

- We are investing in the Mount.

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