President’s State of the Mount

- Mount News
- Mission
- Implementation of the Strategic Plan
- Finances
- Grow Total Enrollment
- Enhance and Develop Curricular and Co-Curricular Programs
- Marketing – Brand Development
- Grow and Modernize our Facilities
- Improve Governance & Business Processes
- Cultivate Further our Community Environment
Celebrating Success

Maryland Commerce Secretary, Mike Gill, visited MSMU Palmieri Center for Entrepreneurship and the Computer Science, Cybersecurity and Data (CSCD) suite.

Bishop Barry Knestout, S’89, was named Bishop of Richmond.

Dylan Holden, C’18, became the Mount’s first semi-finalist for the Marshall Scholarship.

Science department professors published in prestigious journals: Patrick Lombardi in Nature and Dana Ward in PNAS.
Mount improved facilities to support a growing number of student athletes.

New appointments: Provost, Boyd Creasman, Ph.D. and Business School Dean, Michael Driscoll, Ed.D.

Phillips Library received preservation grant from National Endowment for the Humanities.

Division of Graduate, Continuing and Professional Studies added undergraduate Adult Accounting and graduate Quality Assurance and Regulatory Science programs.

Mount St. Mary’s collaborated with St. Maria Goretti High School.

Chosen to provide selective professional development program for AACPS.
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 University will be the **#1 regional university** in the **northeast** by 2023, recognized for a relentless commitment to student success, financial sustainability and stewardship, and a faith- and values-based campus environment that inspires graduates to lead lives of meaning and purpose.
Defining No. 1

Rank Out Of 197 Schools
130 23

Comparison Group
Public and private, non-profit, four-year, Master’s institutions from VA to ME
(n = 197)

Six-Year Graduation Rate by Student Group (%)

Overall
Black, non-Hispanic
Hispanic
Asian
Multi-racial
All other races
White, non-Hispanic

2015-16 Graduate Outcomes

Full-Time Employment (%)
Graduate School (%)
Part-Time Employment (%)
Seeking or Unemployed by Choice (%)

99%
### Key Performance Indicators – How do we compare with peer institutions that are similar to us?

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Median Freshman SAT</strong>*</td>
<td>1020</td>
<td>1050</td>
<td>1075*</td>
<td>1048</td>
<td>1135</td>
<td>1068</td>
</tr>
<tr>
<td>Percentage of Instruction and Academic Expenditures to Total Expenditures</td>
<td>36.5%</td>
<td>35.4%</td>
<td>37.1%</td>
<td>46.4%</td>
<td>47.9%</td>
<td>45.5%</td>
</tr>
<tr>
<td>% Minority Faculty</td>
<td>7.6%</td>
<td>7.1%</td>
<td>9.3%</td>
<td>11.2%</td>
<td>14.9%</td>
<td>17.1%</td>
</tr>
<tr>
<td><strong>Student Athlete Graduation Rate (4yr average)</strong></td>
<td>73%</td>
<td>74%</td>
<td>74%</td>
<td>72%</td>
<td>80%</td>
<td>71%</td>
</tr>
<tr>
<td><strong>Net Tuition &amp; Fees (not room &amp; board) per FTE Student</strong></td>
<td>$18,084</td>
<td>$18,419</td>
<td>$18,729</td>
<td>$18,655</td>
<td>$25,474</td>
<td>$19,894</td>
</tr>
<tr>
<td><strong>Composite Financial Index</strong></td>
<td>1.33</td>
<td>1.87</td>
<td>2.50</td>
<td>3.53</td>
<td>4.86</td>
<td>5.38</td>
</tr>
<tr>
<td>Primary Reserve Ratio</td>
<td>0.37</td>
<td>0.42</td>
<td>0.49</td>
<td>0.63</td>
<td>1.04</td>
<td>1.17</td>
</tr>
<tr>
<td>Viability Ratio</td>
<td>0.41</td>
<td>0.49</td>
<td>0.57</td>
<td>1.47</td>
<td>1.62</td>
<td>2.15</td>
</tr>
<tr>
<td>Return on Net Assets Ratio</td>
<td>-0.3%</td>
<td>3.2%</td>
<td>6.9%</td>
<td>3.7%</td>
<td>4.7%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Net Operating Revenue Ratio</td>
<td>2.3%</td>
<td>3.7%</td>
<td>2.4%</td>
<td>4.7%</td>
<td>5.5%</td>
<td>6.5%</td>
</tr>
</tbody>
</table>

*The College Board revised the SAT in 2017, the new SAT scores average approx. 40 points higher than the former SAT*
Strategic Plan 2018-2023: *Creating Ethical Leaders Who Lead Lives of Significance* - Overview

The Primary Lines of Effort over the next 5 years:

- Enhance and develop *curricular and co-curricular programs* that are the most relevant in preparing students for success in leading lives of significance in service to God and others. (*curriculum drives enrollment!*)

- **Grow total enrollment** (undergraduate, graduate, seminary, non-traditional, transfer students) through enhanced recruitment, retention and branding efforts.

- Integrate all student development efforts (academic, spiritual, social, athletic, work experiences) in defining and assessing our model for **developing ethical leaders**.

- **Grow and modernize** our buildings, utility systems, athletic and support facilities.

- Improve our *governance and business processes* in order to increase institutional effectiveness and efficiency.

- Cultivate further our *community environment* rooted in Catholic faith and values so that everyone regardless of faith grows in understanding, feels welcomed and included, is treated with dignity and respect, and knows they are trusted and valued members of the Mount team.
Strategic Plan Implementation Status

We are in the Project Initiation Phase
- Oct. 17, 2017 - Jan. 31, 2018
- Purpose is to initiate AY17-18 priority special projects

Progress
- 49 special projects selected by Cabinet that will advance 16 of the Plan objectives this year
- Leaders have been assigned for 36; proposals submitted for 24
- Project plans for each project are being developed this month

Training
- Project management training sessions were held in December for 36 administrators and faculty

Reporting
- The ASPIRE Office (Assessment, Strategic Planning, Institutional Research and Effectiveness) will generate an annual Strategic Plan Assessment Report for the President and Board each June
- Semi-annual updates will be delivered to the master planning and development committee by Vice President Green
Current Financial Overview

**FY17 External Audit Results:**
- Financial Results much better than budget
- Lost $340K from operations versus loss of $5.3M projected in the budget
- Under invested in infrastructure and growth initiatives

**FY18 Budget Plan:**
Another year of loss from operations but we are making Strategic vs. Tactical level decisions to improve our underlying financial sustainability:
- Continue investing for enrollment growth thru new curricular and athletic programs
- Substantial investment in marketing to improve brand recognition and recruiting
- Debt restructuring to reduce annual debt service
- JCI 20-year utility system project investment
- Investment in Workday ERP

**FY18 Performance:**
- Thru Dec: Total operating results consistent with budget
- Forecast for Jan - June: Operate consistent with budget but concerned about revenue due to lower retention

**Key Improvements from Debt Restructuring:**
- Eliminates mandatory acceleration of debt payments
- Reduces annual debt payments by:
  - $1.3M for three years
  - $0.13M thereafter
- Provides $3M for use on capital projects

**FY 19 Budget:**
- Generate positive dollars from operations to reinvest in renovation of facilities, and innovation of programs
- Support curricular and co-curricular programs that will lead to growth in enrollment
- Reduce / eliminate spending on low value-added activities
- Take draft budget to Board in June.
National Enrollment Trend Going from Bad to Worse

Percentage Change in Enrollment from Previous Year

<table>
<thead>
<tr>
<th>Total Enrollment (Undergraduate &amp; Graduate)</th>
<th>Undergraduate Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entering Classes 2014-2017</td>
<td></td>
</tr>
<tr>
<td>1.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td>0.7%</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

Source: National Student Clearinghouse Research Center, “Current Term Enrollment Estimates—Fall 2017.”
Adult Learners Can Fuel Growth

Graduate and Certificate Programs Outpacing Undergraduate Programs provided by EAB Global, Inc.

Adult Learners Key to Sustaining Enrollment Growth

Growing Consumer Interest
- 21%
- Projected increase in the enrollment of students aged 25 to 34 from 2016 to 2022

Superior Growth Profile
- 36% vs. 17%
- Projected master’s enrollment growth compared to bachelor’s growth through 2022

Credentials on the Rise
- 6x
- Greater enrollment growth in certificate programs compared to master’s programs

Growth Expectations Soaring at Most Universities
- 10-25%
- Increased growth goals for COE programs across the last several years

University Leaders Mobilizing Behind Adult Learners
- If we are going to hit our enrollment growth targets, we can no longer focus entirely on the high school market. Our campus is starting to embrace the fact that growth is likely going to come in the graduate and online markets.

Total Enrollment: Growth In Many Areas, But Still Need to Improve Retention

<table>
<thead>
<tr>
<th></th>
<th>1/22/16</th>
<th>1/19/17</th>
<th>1/19/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>FT Undergraduate</td>
<td>1,540</td>
<td>1,510</td>
<td>1,548</td>
</tr>
<tr>
<td>Freshman Class Retention</td>
<td>89%</td>
<td>94%</td>
<td>89%</td>
</tr>
<tr>
<td>New Spring Undergrad</td>
<td>16</td>
<td>19</td>
<td>26</td>
</tr>
<tr>
<td>Frederick</td>
<td>3,650 Credit Hours</td>
<td>3,575 Credit Hours</td>
<td>3,934 Credit Hours</td>
</tr>
<tr>
<td>Freshmen Fall Deposits</td>
<td>36</td>
<td>54</td>
<td>53</td>
</tr>
<tr>
<td>Seminary</td>
<td>123</td>
<td>117</td>
<td>146</td>
</tr>
</tbody>
</table>
### Strategic Enrollment Targets Currently Being Analyzed and Discussed

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Seminary</th>
<th>Frederick</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,648</td>
<td>145</td>
<td>320</td>
</tr>
<tr>
<td>2018</td>
<td>1,681</td>
<td>150</td>
<td>337</td>
</tr>
<tr>
<td>2019</td>
<td>1,738</td>
<td>152</td>
<td>354</td>
</tr>
<tr>
<td>2020</td>
<td>1,820</td>
<td>155</td>
<td>371</td>
</tr>
<tr>
<td>2021</td>
<td>1,870</td>
<td>160</td>
<td>390</td>
</tr>
<tr>
<td>2022</td>
<td>1,930</td>
<td>160</td>
<td>410</td>
</tr>
<tr>
<td>2023</td>
<td>2,000</td>
<td>160</td>
<td>421</td>
</tr>
</tbody>
</table>

- These are only “marks on the wall” to start campus discussions
- The Enrollment Management Committee, in accordance with Objective 10.5 (Grow Total Enrollment), is shaping the details
- Implications being discussed at various levels: Housing by 2021, Brand Enhancement, Academics, Athletics, Dining, Minority Student Support, Athletic Growth and Space Needs
The Mount graduates ethical leaders who demonstrate continuous growth in intellectual skills and understanding attained through the integrated Catholic liberal arts curriculum in order to achieve their lifelong pursuits and lead lives of significance.

**New Academic Programs:**
- Undergraduate Majors:
  - Entrepreneurship major starts this semester
  - Cybersecurity; Philosophy, Politics and Economics; Forensic Accounting
- Graduate and Continuing Studies
  - Bachelor’s degree in Accounting available at Frederick
  - Graduate certificate in Quality Assurance and Regulatory Science available
  - Graduate certificates in Data Science Professional and Risk Management and Cybersecurity Professional just approved by the Board of Trustees; pending MHEC approval
Goal 1: Intellectual Excellence - Additional Initiatives

Tailored Academic Programs:
• M.Ed. In Instructional Leadership for Anne Arundel County Public Schools
  • 1st cohort in process; 2nd cohort starts this summer
• Warriors to Workforce for the Veterans Affairs Acquisition Academy
  • Acquisition Program cohort will double in size summer 2018
  • Developing a Cybersecurity program for the VAAA

Developing New Community College Partners, e.g., HACC, to facilitate transfers

High School Program with St. John’s Prep starting 2nd term; adding students from St. Maria Goretti

Develop Grants Culture (OBJ 12.2 Support Scholarship) to facilitate bringing in more grant dollars

Increase Summer Bridge Program

CSES having well attended workshops that focus on helping and engaging students in learning

iLEAD getting many students engaged in the National Association of Student Leaders

Upgrading the IT in classrooms, and Canvas is now in place for all classes
Student Athlete Growth is Fueling Enrollment Growth

2015-16  Varsity sports sponsored: 16 (9 women/7 men) 290* student-athletes

2016-17  Varsity sports sponsored: 17 (9 women/8 men) 330* student-athletes
Men’s swimming added. Men’s soccer program reinstated; head coach hired.

2017-18  Varsity sports sponsored: 18 (10 women/8 men) 415* student-athletes
Women’s rugby team begins NCAA competition. Men’s and women’s golf program reinstated.

2018-19  Varsity sports sponsored: 22 (12 women/10 men) 460-475* student-athletes
Four new sports begin official play: men’s soccer; women’s bowling; men’s and women’s golf. Increasing Track & Field from 100 to 120 student-athletes.

2019-23: Future women’s sports being considered: volleyball; field hockey; water polo; women’s triathlon. (With the exception of triathlon, all of these sports are contingent upon facility upgrades.)

*Numbers do not include cheerleading and men’s rugby as these are not NCAA-sponsored sports.
Goal 7: Culture of Service

• The Seton Dubois initiative’s pilot program of a service semester has been approved and will be launched in fall of 2018

• The Office of Social Justice had 1,500 in attendance during their programs this past fall. The biggest highlight was approximately 300 student volunteers and others who supported the Mount-hosted Special Olympics Maryland Fall Sports Fest.
  ▫ Nearly 90 students took part in our annual MLK Day of Service at multiple sites around the region

• Developed a coordinated “Global Incident Response Plan” for the University
Mount St. Mary’s
Objective 12.4: Brand Development - *Live Significantly Campaign*
**Live Significantly Campaign is Leading to Increased Exposure for the Mount**

**Digital/Social**
- 1.5 million impressions in the first two months
- 14,500 click on adds
- Facebook: 315,000 impressions and 3 percent click through rate (national average 1 percent)

**Cable TV**
- Washington and Baltimore: 356,000 impressions of 30-second commercial

**View Book (Mailed)**
- 6,000 accepted students. Additional communications flow being developed.

**Print Advertising**
- Print ads in Catholic publications Catholic Review, Standard & Herald combined 182,000 circulation

**Traffic increase to admissions micro site:**
- Sessions increased 1,238% (10,745 in 2017 vs. 803 sessions in 2016)

**College Search Websites**

<table>
<thead>
<tr>
<th></th>
<th>Total Number of Leads</th>
<th>Number of New Names</th>
<th>% of New Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Niche.com</td>
<td>2,275</td>
<td>1,093</td>
<td>48%</td>
</tr>
<tr>
<td>Hobson</td>
<td>1,305</td>
<td>294</td>
<td>22.52%</td>
</tr>
</tbody>
</table>

**Campus Visits**

<table>
<thead>
<tr>
<th></th>
<th>Dec. 21, 2017</th>
<th>Dec. 21, 2016</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday Visit Registrations</td>
<td>109</td>
<td>61</td>
<td>79%</td>
</tr>
<tr>
<td>Daily Visit Registrations</td>
<td>181</td>
<td>131</td>
<td>38%</td>
</tr>
</tbody>
</table>
New Website Development

Goal: Develop a new website that ...

- is Mobile Responsive and ADA Compliant
- enhances the visibility and reputation of the Mount
- facilitates growth in enrollment & retention
- supports our fundraising and engagement of alumni and donors

Students are on mobile.
Our device traffic breakdown looks like this:
2016 – 57.7% desktop, 34.6% mobile
2017 – 17.9% desktop, **75.5%** mobile
## Website Development Timeline

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Designs</td>
<td>CMS System Development</td>
<td>Content Creation / Sitemap Development</td>
<td>Visual Design &amp; User Experience</td>
<td>Testing/Content Migration</td>
<td>Launch August 1</td>
<td>Site Maintenance &amp; Assessment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Communications

- Community Email Updates
- Open Town Hall Meetings
- Small Group Content Discussions
- SharePoint Site
- End-User Training
Grow and Modernize our Facilities

OBJ 11.3: Steward Our Place

JCI on site:
- Equipment being delivered
- Work commenced on several buildings

$3 million in new funds from refinancing:
- 5% to be spent within six months on library ADA and windows
- Remaining funds invested within three years on long life assets

Planning improvements related to Forward! Campaign funding:
- Seminary - $1.25M
- Grotto - $1.25M
- Academics - $20M
- Athletics - $7.5M

Summer Capital Projects planning to be finalized end of January:
- High-risk areas prioritized
- Past end of life facility needs coordinated with Forward! Campaign
- Phase 1 of Tower renovations
A $30-million campaign to provide our students and members of our campus community with exciting new spaces to engage the mind, body and spirit.
OBJ 11.4 Steward our Dollars - Workday:

- Difficult transition
- Secured $175K in service credits from Workday and three free years of student license at $150K per year
- Focusing on:
  - Stabilizing poor delivery by prime contractors, estimated March completion
  - Change management: training and cultural adjustments
  - P-Cards, time tracking, payroll in production, budget tracking by February
- Delaying student implementation work until Sept. 2019

Improve Governance and Business Processes
OBJ 13.1 Integrated Leadership - Board and Cabinet level

• Board adopted a revised committee structure in line with best practices to focus on strategic level governance and oversight of the strategic plan while implementing their fiduciary responsibilities
• Board members meet after each meeting with members of our community in listening sessions
• President meets on a regular schedule now with a faculty communications committee
• Starting Jan 26, an update of key activities being worked on by the Cabinet will be made available every other week through my weekly email

OBJ 13.3 Seminary Governance:

• Board approved this month a change in governance of the Seminary in order to conform with Canon law
• Formal incorporation of the Seminary as a 509(a)(3) Type 1 supporting organization to the University
Cultivate Further our Community Environment

- **OBJ 5.3: Understanding of our Catholic Faith**
  - Catholic Identity Committee is developing a culture of engagement where conversations about Catholic mission are a natural part of everyone’s work
  - CIC is also facilitating a deeper understanding of our roles and contributions to the mission

- **OBJ 6.2: Diversity and Inclusion**
  - Inclusive Excellence committee developing plans that seek to improve retention of diverse students, and increase the diversity of faculty, administrators, and students by using Daryl Smith’s (2009, 2015) framework of Access and Success, Climate and Intergroup Relations, Education and Scholarship, and Institutional Viability and Vitality
  - Multiple initiatives intended to better and more inclusively serve our increasing minority student populations have been enacted. Here are a few examples:
    - Conducted a cultural competence in-service training for faculty
    - Increased ethnic product availability in the bookstore
    - Holding non-denominational Christian service every Sunday on campus and soon will offer a weekly Spanish Mass at the Grotto
Cultivate Further our Community Environment

• **OBJ 9.1: Eliminate Sexual Assault and Harassment**
  - Starting project team to look at policies, support services, education and training to insure our collective efforts are the most effective they can be
  - Created a peer educators group entitled EMPOWERmount to aid in our widespread efforts to educate students on sexual assault prevention and bystander intervention

• **OBJ 8.2: Student Satisfaction**
  - Reversed a five-year negative trend in Residence Life related to student views on strict rules and regulations in a single year without affecting the quality of safety

• **OBJ 11.1: Voice of the Mount**
  - Working an electronic means to garner feedback and new ideas to improve from the community; pilot through MyMount Hub will take place in February
Questions and Comments