MOUNT ST. MARY'S UNIVERSITY
Office of the President

State of the Mount
Opening Day & Employee Celebration of Excellence
August 15, 2017
State of the Mount Agenda

• Welcome Back!
• Mount Successes
• Key Areas of Focus
• Future Events
Academic Success

Samantha Solis, C’16 | Alyse Spiehler, C’17 | Brigid Flay, C’17
Fulbright ETA Finalists

Elizabeth Boyle, C’19 | Sydney Johnson, C’19
Fulbright US-UK Scholars

Erin Winkelmeyer, C’18
Kyle Maxey, C’18
Public Service Scholars

Alexandra Johnson, C’18
Faculty Achievements

Fr. Jim Donohue, Ph.D., meets with Pope Francis and named Delaware Valley Collegiate Hockey Conference Coach of the Year

Josh Hochschild, Ph.D., appointed to the board of trustees of the American Academy for Liberal Education

Joe Vince advises LAPD on crime gun matters

Kristen Urban, Ph.D., Elizabeth Strauss, Ph.D., and Denise Obinna, Ph.D., present at KROC Institute of Peace

John Love, S.T.D., accepted as visiting research scholar at University of Oxford
Athletic Achievements

Men’s Basketball | NEC Champions | NCAA Tournament win
Jamion Christian NEC Coach of the Year

Men’s Rugby Sevens Wins Division at Penn Mutual Tournament

Kelly Yanucil, C’17
USTFCCCA All-Academic Honors

Julian Woods, C’17

Natalia Hinton, C’17

Rachel Heinze, C’17
NEC Player of the Year

Sarah Bonson, C’17
NEC Scholar-Athlete of the Year
University Achievements

Frederick Community College
Cybersecurity and biology articulation with FCC

Palmieri Center for Entrepreneurship
Director Christine Adamow

Anne Arundel County Public Schools
Chosen to provide selective professional development program for AACPS
Alumni Achievements

David Ginty, Ph.D., C’84, elected to National Academy of Sciences

Nancy Abu-Bonsrah, C’12, first African-American female resident in Johns Hopkins neurosurgery program

Tamika Tremaglio, C’92, named to lead Deloitte & Touche LLP Greater Washington practice

Karen Dahut, C’85, named EVP of Booz Allen Hamilton

Lou Tonon, C’17, co-founds Campus Drive

Charles Haberkorn, C’80, named CEO of Knouse Foods Cooperative, Inc.
Fr. Stanley Rother, S’63
Imperatives for our Future

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

• Grow total enrollment to increase net tuition revenue.
• Develop niche academic and other programs to improve our attractiveness to potential students.
• Diversify and innovate academic program delivery methods (how, when and where) to meet changing student market conditions (declining traditional residential undergraduate market, increasing demand for continuing education).
• Diversify revenue streams:
  o Increase contributions from foundations, grants, research, and new donors.
  o Form partnerships to gain resources.
• Improve the quality of academic, athletic and seminary facilities, and our utility systems.
• Develop a strategic plan that charts the long-term path to accomplish the above.
Key Areas of Focus

• Strategic Plan
• Academics
• Student Enrollment
• Restructuring
• Workday
• Facilities & Infrastructure
• Partnerships
• The Mount Brand and Marketing
Strategic Planning Model:

- Vision
- Mission
- Strategic Goals
- S.M.A.R.T. Objectives
- Strategic Activities

- Motivations
- Purpose
- Directions
- Outcomes
- Tactics
As members of the Mount St. Mary’s community we deeply value:

- Our Catholic Heritage
- Service to Others
- A Student-Centric Focus
- Our People
- A Transformative Educational and Campus Environment
- Teamwork
- Stewardship
- Open Dialogue and Inclusion
- An Ethical, Competitive and Entrepreneurial Winning Spirit
- Honesty and Integrity
Proposed Vision Statement:
Mount St. Mary’s University will be the #1 Catholic University in our region*, whose graduates are sought nationally as ethical, values-based team-builders in service to God and society.
(*Our aspirational #1 and how to measure our success to it is still being refined.)
Strategic Goals, Objectives and Activities are being developed in the context of these three Priorities:

**Student Success** – The Mount prepares a diverse student body to lead lives of significance and passionately embrace the search for truth.

**Financial Sustainability and Stewardship** – Our institutional culture of stewardship manifests as disciplined people, thought and action to ensure the efficient and effective use of time, talent and treasure.

**Faith- and Values-Based Campus Environment** – The Mount is deeply passionate about an environment rooted in our Catholic tradition that creates a welcoming community at the Main, Seminary and Frederick campuses.
## Student Enrollment

<table>
<thead>
<tr>
<th>Category</th>
<th>Fall 2016</th>
<th>Fall 2017 (as of 8/11)</th>
<th>Fall 2017 estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Enrollment</td>
<td>1,566</td>
<td>1,718</td>
<td>1,653</td>
</tr>
<tr>
<td>Freshman Class</td>
<td>417</td>
<td>554</td>
<td>535</td>
</tr>
<tr>
<td>Transfers</td>
<td>29</td>
<td>53</td>
<td>52</td>
</tr>
<tr>
<td>Freshman to Sophomore Retention</td>
<td>75%</td>
<td>82%</td>
<td>80%</td>
</tr>
<tr>
<td>Seminary</td>
<td>119</td>
<td>146</td>
<td>146</td>
</tr>
<tr>
<td>Graduate &amp; Continuing Studies FTE</td>
<td>324</td>
<td>296</td>
<td>331</td>
</tr>
<tr>
<td>NCAA Student Athletes</td>
<td>330</td>
<td>425</td>
<td>426</td>
</tr>
</tbody>
</table>
Academics

Preparing for the significantly larger freshman class:
- Provide opportunities to explore intended majors and multiple areas of interest.
- Increase communication between faculty and support groups such as our Learning Services Center, CSES and Athletic Advising Staff.
- Have an increased number of smaller sections for First Year Symposia.
- Use of My Mount Hub app expanded across campus.
- Provide access to non-Catholic church services in the area.

Restructuring team at Frederick campus and ramping up recruitment and marketing resources to support growth:
- New division of Graduate and Professional Studies has an Academic Council in place to represent the various master degree programs being offered.
- Enhance staff to develop and support student retention, enrollment and marketing efforts.
- Conducted marketing studies to better define our market.
- Plan to offer more undergraduate degrees at our Frederick Campus.
- Plan to revamp, expand our master offerings.
Academics

Working plans and programs to support retention efforts:
• Develop various avenues for students to perform better.
• Provide Study Skills Workshops through the Core Foreign Language courses (headed by Christine Blackshaw).
• Provide Study Skills Workshops through CSES and Learning Services.
• Implement Bridge Program—beginning in the summer and extending to the fall (developed by Tim Fritz and Greg Murry).
• Provide enhanced Transition Program through Learning Services.
• Provide 23 sections of a 1 Credit Study/Organization/Time management course.
• Provide a 1 Credit Academic Skills course through Learning Services for students currently on Academic probation.
• Do attendance tracking through CANVAS.
• Revamp and streamline the Mount Care’s process.
• Recruit more student peer mentors/student academic leaders.
Academics

Built a cybersecurity lab in Coad:
• Facility will provide hands on learning experiences for our new curriculum in cybersecurity.
• It also houses computation and data analytics thus providing an integrated learning experience for our students.

Division of Education exporting our goodness:
• Education team competed and was awarded a contract to deliver leadership development to Anne Arundel Public School teachers and are exploring doing the same in Montgomery County.

New Initiatives
• Continually exploring new innovative ways to improve the classroom learning experience as well as ways to increase retention and student success.
• Collaboration between the Provost’s Team and Student Life continues to grow and produce positive results.
Restructuring

• School of Education and Human Services changed to Division of Education reporting to the Provost; Dr. Barb Marinak leads the Division.
• Dr. Barbara Martin Palmer became a University Professor and is Chair of the Institutional Effectiveness and Assessment (IEA) Committee and serves as our Accreditation Liaison, in addition to faculty duties.
• Department of Sociology moved to the College of Liberal Arts.
• Division of Graduate, Continuing and Professional Studies established at the Frederick campus reporting to the Provost; Dr. Carol Rinkoff leads the Division.
• Established the Office of Institutional Effectiveness and Assessment from existing offices and personnel to bring research, assessment and analytics functions together under one umbrella; Dr. Jeff Simmons leads the Office, which reports to Wayne Green, Chief of Staff.
**Workday**

- This is a significant institution-wide effort that requires many extra hours and extraordinary efforts by several people.
- Finance and Human Resources initial modules implemented.
- Workday will give us greater visibility and transparency on how we are using our most important resources: people and dollars.
- Although some of you may experience an increase in the vigilance required to review and approve time and expenses, this is part of good stewardship. The system has already eliminated hundreds of hours of paper forms processing and redundant manual data entry.
- We experienced some difficulties with one of our contractors which has delayed deployment of some features.
- Before Workday, due to manual processes, every time we added a substantial number of students, we had to add back-office staff. Now we can grow enrollments while limiting administrative growth and focus more dollars on direct student impact.
Facilities & Infrastructure

JCI completed a detailed study of our utility systems and we are seeking to implement a $7M renovation and upgrade project over one year that will be paid for by future energy savings. The project will focus on HVAC and electrical systems and controls.
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**.
Partnerships we are working

**Seton-Dubois:** A proactive collaboration among Mount St. Mary’s University, the Daughters of Charity, and other organizations who profess a common vision and shared mission to serve the Church. Seton DuBois will provide the broader community with expanded learning and service opportunities, e.g. the Service Semester and the Pastors & Stewards online education effort for parishes.

**Solar Farm:** Upgrade solar panels to increase total power generation capacity of the field while reducing the footprint. Funding partner sought is DoD who will receive access to some power; our goals are to make us self sufficient for electric power needs and to gain back some land for athletic fields.

**Frederick Regional Health System:** FRHS will initially provide improved medical support to student athletes in conjunction with our athletic training staff. Long-term goal is for improved quality and availability of health care for all of our students, including improved health care facilities funded in large part by a medical provider. New and enhanced academic programs in the health care field would be integrated into this effort.
The Mount Brand Themes

**RIGOROUS ACADEMICS + STRENGTH IN STEM**

Mount students choose from a wide variety of outstanding programs that prepare them to excel in not only foundational academic disciplines but also in emerging fields of study that are increasingly critical in our science- and technology-driven economy. With the unwavering support of committed faculty mentors, they embark on a challenging and inspirational academic journey that emphasizes critical thinking and ethical decision making in preparation for successful lives and careers.

**EXHILARATING MOUNTAIN CAMPUS**

Mount St. Mary’s historic campus, set in an exquisite valley in the Catoctin mountains, is the perfect place to live and learn. Our students like to be active, and here they have the physical and mental space they need to explore ideas and disciplines, build knowledge and expertise, and make the most of all the natural world has to offer.

**VALUES-DRIVEN LEADERSHIP**

Mount St. Mary’s students are truthseekers and trailblazers. They believe in using their God-given gifts to promote justice and affect positive change in the world. With persistence and determination, they work to find creative solutions to complex problems, mobilize others to take action, and strive to lead lives of significance.
Mount St. Mary’s
Live Significantly
Future Events

- Freshmen Move In Day Aug 18
- Classes Start Aug 21
- Convocation Aug 25
- Family Weekend Sept 15-17
- Fall Open House Sept 23
- Fallen Firefighters Memorial Service Oct 6 – 8
- Board of Trustees Meeting Oct 15-16
- Seminary Family Weekend Oct 20 – 22
- Special Olympics & Day of Service Oct 21
- Fall Sports Fest Oct 21
- Inauguration Oct 23
- Ring Mass Nov 4
- Fall Open House Nov 11
- Student Christmas Dance Dec 1
- Final Exams Dec 11-15
Closing thoughts

My Commitment to you from me and the Cabinet:
• Communicate Better
• Collaborate More
• Be Customer Servants

My Expectations for you:
• Seek Excellence in your role here
• Be a good teammate
• Be Positive!