

Finances

- Complete multi-year plans for compensation for all employees and prepare the recommendations for the Trustees' adoption.
- Improve end-of-the-month financial reports and quarterly reviews with the President.
- Implement fund accounting for:
 - a. Residence halls
 - b. Food services
 - c. Grotto
 - d. Frederick campus
- Improve the management of our endowment and reporting to donors.
- Investigate the feasibility of a purchase card system for campus and make recommendations.

Men and women who ...

SEE AND SEEK TO RESOLVE PROBLEMS FACING HUMANITY

PRIORITY 5—MARKETING

During the 2004-05 academic year, the Office of Marketing and Communications, with the support of university leadership and the 25-member President's Commission on Identity and Marketing, engaged a nationally-recognized higher education marketing firm, Stamats, Inc., to develop an institutional brand marketing/integrated marketing communications program. This program was designed to support a series of University goals that would, in its achievement, position Mount St Mary's for a third century of growth and vitality; as well as enhance our national reputation.

- Implement the new integrated marketing plan.
- Improve internal communications on campus.
- Hire a new director of communications and marketing.
- Improve the website.
- Implement a Presidential lecture series in Washington.
- Develop and implement a Trustees' Day on campus.
- Develop an online alumni community.
- Establish an operational online alumni directory.
- Reduce the number of lost alumni addresses by 25%.

Men and women who ...

COMMIT THEMSELVES TO LIVE AS RESPONSIBLE CITIZENS

BICENTENNIAL CELEBRATION

- Implement plans for a new Founder's Day on campus.
- Completion of the fund raising to support the Bicentennial celebrations.
- Plan the Marian symposium for the Bicentennial celebration.
- Develop a plan to celebrate the centennial of the Chapel of the Immaculate Conception in 2010.
- Finalize plans for the Bicentennial Kick-Off in August, 2007.
- Complete work on:
 - a. Coffee Table Book
 - b. Bicentennial Coin
 - c. Bicentennial Print
 - d. Historic Documentary
- Deliver the first academic lecture of the Bicentennial series.
- Plan "Birthday Party" celebrations.
- Arrange "Mount at the Mount" event.
- Arrange Philadelphia theatre event.
- Select all Bicentennial Medal recipients.

"....higher education must be guided by a sense of common purpose; it must be sustained and nurtured by purposes and procedures that cut across the separate departments and divisions. In governance, there must be a voice for all, and integrity is the key."

Ernest L. Boyer

College: The Undergraduate Experience in America, 1987

MOUNT ST. MARY'S UNIVERSITY

KEY OBJECTIVES FOR 2006-07

Thomas H. Powell, President

A COMMUNITY GROWING TOGETHER *A Vision for Future Generations*

"To be Catholic means, first of all, that the college is committed to the person and gospel of Jesus Christ as the primary source of values and attitudes that are reflected in the campus culture and thus characteristic of the campus community. Chief among these values is faith. Hence, a Catholic college is faith-committed. In any college, faith is a value to be respected. In a Catholic college, faith is a value to be freely accepted and lived. Quite literally, a Catholic community is a confident community, not arrogant but humbly confident, entrusting itself individually and collectively to the triune God who is the all-powerful source of everything good, true, and beautiful."

William J. Byron, S.J.

Quadrangle Considerations, 1989



MOUNT ST. MARY'S UNIVERSITY
16300 Old Emmitsburg Road
Emmitsburg, Maryland 21727

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16300 Old Emmitsburg Road | Emmitsburg, Maryland 21727
301.447.6122 | www.msmary.edu

PRIORITY 1—CATHOLIC IDENTITY

While continually adapting to changes in society and the Church, Mount St. Mary's University has consistently sought to remain faithful to its Catholic identity since its founding in 1808. Today we maintain this institutional fidelity through our commitment to implement fully a pivotal document on the nature of contemporary Catholic higher education: Pope John Paul II's Ex Corde Ecclesiae. Its four essential characters of a Catholic university provide a clear perspective on the Mount as a vibrantly Catholic academic community.

- Develop a presentation on our Catholic identity and mission to be used on our website and as a means to acclimate new faculty and staff to the Mount.
- Develop advertisements targeted for Catholic publications.
- Continue ongoing discussions regarding Catholic identity and our academic programs.
- Plan and provide a spiritual retreat for the leadership team and the Trustees.
- Finalize plans for a Pilgrims' Center at the Grotto.
- Complete the Grotto Mysteries of Light project.
- Procure supplemental Lilly funding for the Callings Program.
- Develop a conference targeted for mission officers, presidents, and faculty from Catholic universities.
- Sponsor the 2007 Callings Conference with the theme "Bearers of Hope and Healing."

Men and women who ...

CULTIVATE A MATURE SPIRITUAL LIFE

PRIORITY 2—ACADEMIC EXCELLENCE

Since our founding, the Mount has been dedicated to excellence in academics. As a Catholic university of liberal learning, we have been a model for the co-existence of faith and reason. We are a community where the intellectual life is prized not solely in terms of each individual's self-development but rather as the basis for engagement and service to humanity and God. This academic excellence and call to the moral life can be witnessed in the many accomplishments of our alumni who have used their academic skills to improve our nation.

- Increase number of undergraduate applications to 2,700 for fall of 2007.
- Facilitate the coordination of Mount 2007 and recruitment of undergraduate students for the University.
- Enroll 435 first-year students for fall of 2007, with overall undergraduate enrollment of 1,550.
- Enroll 400 graduate students for fall of 2007.
- Enroll 150 seminarians for fall of 2007.
- Improve the first year to second year persistence rate to 86%.
- Hire a new Vice President for Academic Affairs.
- Finalize the plans and fund raising for a new Fine Arts Center.
- Improve six classrooms in the Academic Center and Barrett Hall.
- Begin the implementation and promotion of the new STB program.
- Evaluate the Hispanic ministry program.
- Prepare follow-up reports for ATS.
- Enhance the Theology and Philosophy collections in the Library.

- Enhance the Pre-Theology program.
- Strengthen the University Council to improve communication and collaboration.
- Submit accreditation report to IACBE; host IACBE visit.
- Submit NCATE preconditions.
- Develop a comprehensive faculty load policy for inclusion in the Governing Documents.
- Continue to study the issues associated with academic restructuring.
- Develop and implement hiring, development and evaluation policies for adjunct and temporary faculty.
- Develop a new adjunct faculty handbook.
- Review the operations of our Frederick campus.
- Explore ways in which to broaden and strengthen our international programs.
- Strengthen efforts in assessment of student learning.
- Provide report on assessment to Middle States in April, 2007.
- Develop a five-year plan to improve our Library.
- Prepare new admissions recruiting materials.
- Improve the use of technology in academic programs.
- Engage in discussion of the strengths and challenges of our core curriculum.

Men and women who ...

LIVE BY HIGH INTELLECTUAL AND MORAL STANDARDS

PRIORITY 3—STUDENT LIFE

To accomplish our goals, the University will focus on creating supportive learning environments and diverse student experiences. Through the Division of Student Affairs, we will provide our student community with comprehensive and contemporary high-quality programs and growing services.

- Improve and enhance the programs and services of Campus Ministry.
- Finalize the construction plans for the new student residence and begin construction.
- Initiate the plans for the renovation of the Terrace.
- Incorporate the data from the National Student Engagement Survey as benchmarks for success.
- Enhance the Center for Intercultural Development through further development of our campus diversity.
- Improve the cafeteria dining area in Patriot Hall.
- Expand services provided by the Mount Family Association.
- Develop a plan to enhance meal plans.
- Continue to implement recommendations made by student life consultant.
- Continue to improve our athletic programs with attention to the initial operations of the new stadiums.
- Develop a plan to employ more students on campus.

Men and women who ...

RESPECT THE DIGNITY OF OTHER PERSONS

PRIORITY 4—FINANCES AND CAMPUS

During the last decade, significant progress was made to strengthen the Mount's financial base. During the next six years, this trend must not only be continued, but enhanced.

Fund Development

- Decrease the discount rate to 35% of tuition and fees.
- Initiate the Mount's next comprehensive campaign, Generations.
- Fund raising goals for 2006-07
 - a. Additional funding for the statue of Fr. John DuBois \$75,000
 - b. Founder's Plaza \$300,000
 - c. Fine Arts Center \$3,000,000
 - d. Pilgrims' Center \$2,000,000
 - e. Renovations of the Chapel \$1,500,000
 - f. Renovations of the tennis courts \$150,000
 - g. Rebuilding the Terrace \$2,000,000
- Assist our faculty in seeking and securing grants.
- Raise \$1.4 million in unrestricted support for Annual Fund.
- Raise \$250,000 for the Seminary Annual Fund.
- Raise \$525,000 for the Seminary Endowment.
- Increase our planned giving gifts by 20.
- Increase auxiliary/parking services revenue to \$1,500,000.
- Increase endowment value to \$40,000,000 by June 20, 2007.

Campus improvements

- Complete the campus infrastructure projects including:
 - a. Refurbishing the basketball floor
 - b. Improving the sound system in the Knott Arena
- Implement the campus master plan with attention to completing the following:
 - a. Founder's Plaza
 - b. New entrances for the Knott Arena
 - c. Sidewalks, trash cans and benches as per the designs
 - d. Pacem in Terris Plaza
 - e. Barrett Hall improvements
 - f. Parking lots
 - g. Bradley Hall second floor project
- Complete the new athletic stadiums and fields construction.
- Improve the signage throughout campus.
- Develop a comprehensive list of all deferred maintenance.
- Develop a multi-year plan for the development of the Mount's land resources.