

PRIORITY 4 – FINANCES AND CAMPUS

- Implement a fund accounting program for the following areas:
 - Food services
 - Residence Halls
 - Frederick campus
 - Seminary
 - Grotto
 - Summer programs
- FY08 budget surplus: \$800,000
- Endowment value by June 30, 2008: \$45,000,000
- Increase new revenue per student by 7%
- Auxiliary services: \$1,700,000
- Unrestricted cash by June 30, 2008: \$2,200,000
- Fund Raising goals for 2007-08
 - Renovations of the Terrace: \$2,000,000
 - Fine Arts Center: \$2,000,000
 - Pilgrims Center: \$2,500,000
 - Chapel of the Immaculate Conception: \$1,500,000
 - Endowment: \$2,000,000
 - Annual fund: \$2,000,000
- Planned Giving gifts – 35 new commitments for planned gifts
- Foundation/Corporate gifts: \$2,500,000
- Alumni giving rate: 40%
- Faculty/administration/staff participation rate: 80%
- Develop new performance evaluation system for staff and administrators
- Finalize the new contracts with Aramark and Barnes and Noble
- Develop the FY09 budget, with an emphasis on our strategic initiatives
- Develop plans to begin the construction of the Delaplaine Fine Arts Center and renovations of the Terrace
- Improve end of the month financial reports and quarterly reviews with the President
- Implement the campus master plan with attention to completing the following:
 - Founder's Plaza
 - Paving College Lane to Old Frederick Road
 - Finishing the sidewalks and parking lots on the east campus
 - The new plaza in front of the Knott Academic Center
 - Renovations of the Knott Auditorium
 - Sheridan Hall renovations
 - New parking lot in front of the Towers
 - New entrance to campus for the students living in Bicentennial Hall
 - Renovations to the President's residence
 - Complete the lighting of the Waldron Family Stadium
 - Establish temporary offices for the Grotto
 - Renovations of four classrooms
 - Renovations of Purcell Hall
- Improve the signage in the Knott Academic Center
- Employ a full-time development officer for the Grotto (self-funded)
- Provide annual donor reports using the new format for all endowed accounts
- Complete the second phase of the compensation plan

PRIORITY 5 – MARKETING

- Develop publications for vocational directors and prospective students
- Develop a plan for comprehensive government relations at the state and national level
- Continue aggressive marketing strategies to communicate our message in Catholic publications, the Harrisburg, northern Virginia and the Baltimore/Washington regions
- Website fully functional and contemporary in place by December, 2007
- Produce the President's Annual Report to be circulated by fall, 2007
- Develop a special recognition for our 50-year graduates at Commencement
- Host six lectures in the Presidential Lecture Series
- Fully engage the President's Ambassadors
- Develop and circulate two issues of the *Mount Magazine*
- Produce eight editions of the *Around the Mount* e-newsletter
- Launch the alumni online community
- Complete the updating of the alumni directory
- Produce 12 Monday morning memos

“Born from the heart of the Church, a Catholic University is located in that course of tradition which may be traced back to the very origin of the University as an institution. It has always been recognized as an incomparable centre of creativity and dissemination of knowledge for the good of humanity. By vocation, the ‘universitas magistrorum et scholarium’ is dedicated to research, to teaching and to the education of students who freely associate with their teachers in a common love of knowledge. With every other university it shares that gaudium de veritate, so precious to Saint Augustine, which is that joy of searching for, discovering and communicating truth in every field of knowledge. A Catholic university’s privileged task is ‘to unite existentially by intellectual effort two orders of reality that too frequently tend to be placed in opposition as though they were antithetical: the search for truth, and the certainty of already knowing the fount of truth.’”

—Pope John Paul II, *Ex corde Ecclesiae*, 1990

MOUNT ST. MARY'S UNIVERSITY

GOALS AND OBJECTIVES FOR 2007-08

Thomas H. Powell, President

A COMMUNITY GROWING TOGETHER *A Vision for Future Generations*

“It helps, now and then, to step back and take a long view. The kingdom is not only beyond our efforts, it is even beyond our vision. We accomplish in our lifetime only a tiny fraction of the magnificent enterprise that is God’s work. Nothing we do is complete, which is a way of saying that the Kingdom always lies beyond us. No statement says all that could be said. No prayer fully expresses our faith. No confession brings perfection. No pastoral visit brings wholeness. No program accomplishes the Church’s mission. No set of goals and objectives includes everything.”

“This is what we are about. We plant the seeds that one day will grow. We water seeds already planted, knowing that they hold future promise. We lay foundations that will need further development. We provide yeast that produces far beyond our capabilities. We cannot do everything, and there is a sense of liberation in realizing that. This enables us to do something, and to do it very well. It may be incomplete, but it is a beginning, a step along the way, an opportunity for the Lord’s grace to enter and do the rest. We may never see the end results, but that is the difference between the master builder and the worker. We are workers, not master builders; ministers not messiahs. We are prophets of a future not our own.” — Oscar Romero



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PRIORITY 1 – CATHOLIC IDENTITY

- Employ a new campus Chaplain
- Fully implement the President's Advisory Council on Catholic Identity and Mission
- Facilitate the coordination of Mount 2008 (1,500 participants) and recruitment of undergraduate students for the University
- ✓ Develop a plan to celebrate the centennial and to plan to renovate the Chapel of the Immaculate Conception in 2010
- Review and study the organization of the campus ministry and Grotto operations
- Host Callings conference on Lay Ministry
- Establish partnerships with Catholic organizations nationwide to promote the Grotto
- Plan and hold retreats for students, administration, staff and Trustees
- Host two campus discussions on Catholic identity
- Develop a DVD on Catholic identity
- Plan and celebrate the 150th anniversary of the Apparition of Our Lady of Lourdes (Feb. 11, 1858 – Feb. 11, 2008)

“We have come to know and to believe in the love God has for us. God is love, and whoever remains in love remains in God and God in him.”

—1 John 4:16



◀ *Develop a plan to celebrate the centennial and to plan to renovate the Chapel of the Immaculate Conception in 2010.*

PRIORITY 2 – ACADEMIC EXCELLENCE

Seminary

- Seminarians: 155 from 33 dioceses
- Develop a new concentration in Pastoral Theology
- Initiate new priesthood comprehensive examinations
- Begin the implementation and promotion of the new STB program
- Enhance our Homiletics program
- Enroll the initial students in the new Master's degree in philosophy

Undergraduate/Graduate Programs

- Enrollment
 - Applicants: 3,000
 - Acceptance rate: 80%
 - Freshmen: 440
 - Discount rate: 35%
 - SAT freshman: 1080
 - Undergraduate enrollees: 1,550
 - Graduate enrollees: 600 (headcount)
- Retention rate: 86%
- Four-year graduation rate: 70%
- Six-year graduation rate: 66%
- Develop the new academic structure for implementation at the start of the 2008-09 academic year
- Review our current core program in order to meet the realities of our contemporary society
- Develop comprehensive faculty load policy which reinforces our mission which is balanced with our resources
- Complete successful accreditation by IACBE
- Successful accreditation visit by NCATE
- Develop and implement hiring, development and evaluation policies for adjunct and temporary faculty
- Develop a five-year plan to enhance the Phillips Library
- Develop a new graduate degree program in special education with an emphasis on autism
- Hire a Director of International Programs
- Successfully launch the Third Century Scholars program
- Explore ways to specialize and extend our teacher education program for Catholic schools in the mid-atlantic region
- Develop a program for training and support of department chairs

Frederick campus

- Investigate a new location for Frederick campus
- Increase our offerings and student enrollment at the Frederick campus

“The world will never be the dwelling place of peace, till peace has found a home in the heart of each and every person....”

—Pope John XXIII, *Pacem in Terris*, 1963

PRIORITY 3 – STUDENT LIFE

- Average occupancy rate: 98%
- ✓ Open our new Bicentennial Hall in January 2008
- Finalize our plans for the design of the renovation of the Terrace with attention to ensuring safety and a contemporary living-learning environment
- Review and upgrade campus safety policies, procedures and equipment
- Ensure that the Center for Intercultural Development program is fully integrated within student life and plays a key role, along with the academic affairs division, in our new Third Century Scholars and American Indian programs
- Hire a new Director of Public Safety
- Hire a new Director of Intercollegiate Athletics
- Hire a new Women's Basketball Head Coach
- Complete the upgrades to the dining commons in Patriot Hall
- Provide leadership to ensure that the Mount Family Association is successful
- Develop a plan for room differential rates
- Continue to improve our athletic programs with attention to the initial operations of the new stadiums
- Develop the sportsmanship program for our coaches, athletes and fans
- Develop a plan to employ more students on campus

“...everyone, Christians and non-Christians alike, receives the invitation to develop as a human being; everyone is called to become a better person; everyone is called to live a mature faith life, which is best characterized by using our talents to make the world a better place. In striving to live this life one allows oneself the chance to fulfill the deepest longing of the human heart; one will become the person one was meant to be—a whole and authentic person.”

—Michael R. Miller, Assistant Professor of Philosophy, *Doing more with Life: Connecting Christian Higher Education to a Call for Service*, 2007



◀ *Open our new Bicentennial Hall in January 2008.*