

# ST. MARY'S COLLEGE OF MARYLAND

## MISSION

Designated a public honors college, St. Mary's College of Maryland seeks to provide an excellent undergraduate liberal arts education and small-college experience: The College has a faculty of gifted teachers and distinguished scholars, a talented and diverse student body, high academic standards, a challenging curriculum rooted in the traditional liberal arts, small classes, many opportunities for intellectual enrichment, and a spirit of community.

## KEY GOALS AND OBJECTIVES

Note: Unless otherwise indicated, column headers refer to fiscal years; e.g., "2008 Actual" refers to fiscal year 2008. Fall 2007 SAT scores, for example, will appear under "2008 Actual" since fall 2007 is in fiscal year 2008. Surveys are reported by the fiscal year in which they are conducted.

**Goal 1:** Strengthen the quality of instruction.

**Objective 1.1** Improve quality of classroom experience by increasing the number of tenured or tenure-track instructional faculty to 136 by 2009 while maintaining the quality of faculty credentials.

Performance Measures		2007 Actual	2008 Actual	2009 Actual	2010 Actual
<b>Input</b>	Number of tenured or tenure-track faculty lines	130	133	138	140
<b>Quality</b>	% of core faculty with terminal degree	99%	98%	98%	98%

**Objective 1.2** Improve quality of classroom experience by reducing the student-faculty ratio to 12.6 / 1 by 2009.

Performance Measures		2007 Actual	2008 Actual	2009 Actual	2010 Actual
<b>Input</b>	Student-faculty ratio	12.8 / 1	12.5 / 1	12.9 / 1	13.2 / 1

**Objective 1.3** By 2009, increase faculty salaries at each rank to 95% of the median salary for the top 100 liberal arts colleges in the U.S. News & World Report's *America's Best Colleges*.

Performance Measures		2007 Actual	2008 Actual	2009 Actual	2010 Actual
<b>Input</b>	<i>Average SMCM faculty salary as a percentage of the median for the top 100 baccalaureate colleges</i>				
	Professor	91%	87%	88%	95%
	Associate Professor	89%	85%	89%	89%
	Assistant Professor	93%	87%	85%	89%

**Goal 2:** Recruit, support, and retain a diverse group of students, faculty, and administrative staff who will enrich the academic and cultural environment at St. Mary's.

**Objective 2.1** By fiscal year 2009, recruit diverse first-year classes having an *average* total SAT score of at least 1240 and an *average* high school GPA of at least 3.43.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Input</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Average SAT scores of entering first-year class		1226	1221	1230	1229
Average high school GPA of entering first-year class		3.50	3.47	3.52	3.78
% African American of entering first-year class		9%	11%	8%	9%
% all minorities of entering first-year class		22%	20%	19%	19%
% first generation of entering first-year class		21%	23%	22%	17%
% international of all full-time students		3%	3%	3%	3%
% African American of all full-time students		10%	9%	9%	9%

**Objective 2.2** Between 2006 and 2009, the six-year graduation rate for all minorities will be maintained at a minimum of 66%.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Output</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Four-year graduation rate for all minorities at SMCM		64%	56%	67%	58%
Six-year graduation rate for all minorities at SMCM		67%	52%	76%	63%
Four-year graduation rate for African Americans at SMCM		58%	67%	65%	51%
Six-year graduation rate for African Americans at SMCM		70%	53%	74%	76%

**Objective 2.3** Between 2005 and 2009, increase by 10% (not percentage points) the percentage of racial/ethnic minority faculty and administrative staff, and increase by 10% the percentage of female administrative staff.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Input</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
% minority full-time, tenured or tenure-track faculty		15%	16%	13%	16%
% minority full-time executive/managerial		9%	7%	8%	8%
% African American full-time, tenured or tenure-track faculty		6%	5%	4%	4%
% African American full-time executive/managerial		7%	4%	8%	6%
% women full-time executive/managerial		48%	51%	47%	56%
% women full-time, tenured or tenure-track faculty		46%	46%	52%	47%

**Goal 3:** Increase the national and international awareness of our students.

**Objective 3.1** Increase the percent of out-of-state students within the entering first-year student class to 22% by 2009.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Input</b>	% of out-of-state students in the first-year class	21%	19%	21%	13%

**Objective 3.2** Increase the percent of international students within the entering first-year student class to 4% by 2009.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Input</b>	% of international students in the first-year class	3%	4%	2%	4%

**Objective 3.3** The percent of graduating seniors who studied abroad while at SMCM will be 50% by spring 2009.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Output</b>	% of graduating seniors who studied abroad while at SMCM	40%	40%	46%	39%

**Objective 3.4** Number of international study tours for students during the academic year will be 10 by 2009.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Input</b>	Number of international study tours led by SMCM faculty	8	12	10	7

**Goal 4:** Improve the academic environment by promoting close student-faculty interaction.

**Objective 4.1** By 2009, 70% of all graduating seniors will complete a St. Mary's Project (SMP).

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Output</b>	% of graduating seniors completing a St. Mary's Project	68%	61%	57%	65%

**Objective 4.2** By spring 2009, 90% of the graduating seniors will have enrolled in a one-on-one course offering (e.g., independent study, St. Mary's Project, directed research) while at SMCM.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Output</b>	% of graduating seniors who have enrolled in one-on-one courses while at SMCM	87%	84%	81%	80%

**Objective 4.3** Increase the percentage of class offerings with fewer than 20 students to 65% by 2009.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Input</b>	% of class offerings with fewer than 20 students	59%	63%	66%	65%

**Goal 5:** Increase the effectiveness of the learning environment at the College.

**Objective 5.1** By 2009, second-year retention will be stabilized at a minimum of 86%.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Output</b>	Second-year retention rate at SMCM	87%	91%	90%	91%

**Objective 5.2** By 2009, increase the overall six-year graduation rate to 76%.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Output</b>	Four-year graduation rate at SMCM	71%	70%	70%	72%
	Six-year graduation rate at SMCM	83%	75%	79%	77%

**Objective 5.3** Between 2005 and 2009, a minimum of 30% of one-year-out alumni and 50% of the five- and ten-year-out alumni will be attending or will have attended graduate or professional school.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Survey Actual</b>	<b>Survey Actual</b>	<b>Survey Actual</b>	<b>Survey Actual</b>
<b>Outcome</b>	<i>Graduate/professional school going rate</i>				
	One-year-out alumni	35%	43%	33%	40 %
	Five-year-out alumni	65%	59%	59%	57 %
	Ten-year-out alumni	57%	54%	61%	65 %

**Objective 5.4** Between 2005 and 2009, a minimum of 98% of one-, five-, and ten-year-out alumni will report satisfaction with preparation for graduate studies.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Survey Actual</b>	<b>Survey Actual</b>	<b>Survey Actual</b>	<b>Survey Actual</b>
<b>Outcome</b>	<i>Alumni satisfaction with graduate/professional school preparation</i>				
	One-year-out alumni	100%	97%	98%	98 %
	Five-year-out alumni	98%	90%	98%	100 %
	Ten-year-out alumni	100%	93%	98%	100 %

**Objective 5.5** Between 2005 and 2009, a minimum of 94% of one-, five-, and ten-year-out alumni will report satisfaction with job preparation.

		2007	2008	2009	2010
		Survey	Survey	Survey	Survey
		Actual	Actual	Actual	Actual
<b>Performance Measures</b>					
<b>Outcome</b>	<i>Alumni satisfaction with job preparation</i>				
	One-year-out alumni	90%	85%	99%	100 %
	Five-year-out alumni	99%	93%	98%	97 %
	Ten-year-out alumni	96%	94%	98%	98 %

**Goal 6:** Enhance the quality of student life.

**Objective 6.1** By 2009, 75% of graduating seniors will rate the quality of campus student residences as either good or excellent.

		2007	2008	2009	2010
		Survey	Survey	Survey	Survey
		Actual	Actual	Actual	Actual
<b>Performance Measures</b>					
<b>Quality</b>	% of graduating seniors rating student residences as good or excellent				
		79%	80%	83%	74%

**Objective 6.2** By 2009, 75% of graduating seniors will rate the quality of campus cafeteria and food services as either good or excellent.

		2007	2008	2009	2010
		Survey	Survey	Survey	Survey
		Actual	Actual	Actual	Actual
<b>Performance Measures</b>					
<b>Quality</b>	% of graduating seniors rating cafeteria and food services as good or excellent				
		83%	84%	89%	86%

**Objective 6.3** By 2009, 75% of graduating seniors will rate the quality of campus health services as either good or excellent.

		2007	2008	2009	2010
		Survey	Survey	Survey	Survey
		Actual	Actual	Actual	Actual
<b>Performance Measures</b>					
<b>Quality</b>	% of graduating seniors rating health services as good or excellent				
		64%	54%	67%	73%

**Objective 6.4** By 2009, 75% of graduating seniors will rate the quality of campus recreational programs and facilities as either good or excellent.

		2007	2008	2009	2010
		Survey	Survey	Survey	Survey
		Actual	Actual	Actual	Actual
<b>Performance Measures</b>					
<b>Quality</b>	% of graduating seniors rating campus recreational programs and facilities as good or excellent				
		90%	87%	93%	87%

**Objective 6.5** By 2009, 75% of graduating seniors will rate the quality of campus extracurricular activities and events as either good or excellent.

		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Survey</b>	<b>Survey</b>	<b>Survey</b>	<b>Survey</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Quality</b>	% of graduating seniors rating extracurricular activities and events as good or excellent	87%	90%	92%	92%

**Goal 7:** Increase access for students with financial need by increasing the amount of financial aid available.

**Objective 7.1** By 2009, maintain the number of first-year students who receive institutionally-based financial aid (grants and scholarships) at no less than 60%.

		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Performance Measures</b>					
<b>Output</b>	% of first-year students who receive institutionally-based financial aid (grants and scholarships)	77%	72%	70%	64%

**Goal 8:** Increase student participation in and contributions to community welfare.

**Objective 8.1** By 2009, at least 80% of graduating seniors will have performed voluntary community service while at SMCM.

		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Survey</b>	<b>Survey</b>	<b>Survey</b>	<b>Survey</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Output</b>	% of graduating seniors who report having done community service or volunteer work while at SMCM	64%	68%	68%	75%

**Goal 9:** St. Mary's College will increase its contributions to the Maryland and national workforce.

**Objective 9.1** By 2009, the rate of employment among one-year-out College alumni will be maintained at no less than 95%.

		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Survey</b>	<b>Survey</b>	<b>Survey</b>	<b>Survey</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Outcome</b>	Employment rate of one-year-out alumni	93%	96%	85%	95 %

**Objective 9.2** By 2009, at least 18% of graduates of St. Mary's College of Maryland will become teachers.

		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
		<b>Survey</b>	<b>Survey</b>	<b>Survey</b>	<b>Survey</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Outcome</b>	% of five-year-out full-time employed alumni who are teachers	16%	18%	13%	16 %

**Objective 9.3** At least 55% of the five-year-out graduates of St. Mary's College of Maryland will earn an advanced degree, either professional or academic.

		2007	2008	2009	2010
		Survey	Survey	Survey	Survey
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Outcome</b>	% of alumni for whom highest degree is master's	37%	34%	34%	46 %
	% of alumni for whom highest degree is Ph.D.	11%	9%	2%	5 %
	% of alumni that hold professional degrees (engineers, doctors, lawyers, etc.)	17%	6%	5%	7 %
	Totals	65%	49%	41%	57 %

**Goal 10:** Establish a master's in teaching (M.A.T.) program that will contribute to the teaching workforce.

**Objective 10.1** Increase the number of graduates from the M.A.T. program to 25 by 2009.

		2007	2008	2009	2010
		Actual	Actual	Actual	Actual
<b>Performance Measures</b>					
<b>Output</b>	Number of graduates from the M.A.T. program	6	23	28	39

**Objective 10.2** 90% of one-year-out M.A.T. alumni will be teaching full-time by fall 2008.

		2007	2008	2009	2010
		Survey	Survey	Survey	Survey
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Outcome</b>	% of one-year-out M.A.T. alumni teaching full-time	—	100%	95%	92%

**Goal 11:** The College will increase its efforts to be good stewards of its natural environment.

**Objective 11.1** Between 2005 and 2009, increase recycling rates for solid waste from 17% to 25%, and reduce electricity consumption per square foot by 15%.

		2007	2008	2009	2010	
			Actual	Actual	Actual	Actual
<b>Performance Measures</b>						
<b>Outcome</b>	Recycling rate for solid waste	37%	41%	42%	40%	
	Kilowatt hours of electricity consumed per square foot of facilities as a percent of 2005 usage (18.6 Kw hours/square foot)	95%	96%	96%	95%	

**Goal 12:** Obtain additional funds through fundraising to support institutional goals.

**Objective 12.1** Increase the endowment fund to \$34,000,000 by fiscal year 2009.

		2007	2008	2009	2010
		Actual	Actual	Actual	Actual
<b>Performance Measures</b>					
<b>Outcome</b>	Amount of endowment value	\$26.9M	\$27.5M	\$27.1M	\$25.0M

**Objective 12.2** Maintain annual private giving at a minimum of \$3,000,000 annually by CY2008.<sup>1</sup>

<b>Performance Measures</b>		<b>CY2006<sup>1</sup></b>	<b>CY2007<sup>1</sup></b>	<b>CY2008<sup>1</sup></b>	<b>CY2009<sup>1</sup></b>
<b>Outcome</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Outcome</b>	Amount in annual giving	\$2.0M	\$3.2M	\$2.8M	\$1.1M

**Objective 12.3** Maintain alumni giving to the College at 25%.

<b>Performance Measures</b>		<b>CY2006<sup>1</sup></b>	<b>CY2007<sup>1</sup></b>	<b>CY2008<sup>1</sup></b>	<b>CY2009<sup>1</sup></b>
<b>Outcome</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Outcome</b>	% of alumni giving	22%	24%	20%	22%

**Objective 12.4** Maintain the amount of annual federal funds and private grants at a minimum of \$2,500,000.

<b>Performance Measures</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Outcome</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Outcome</b>	Total dollars: federal, state, and private grant	\$3.1M	\$3.1M	\$3.3M	\$4.0M

*Notes:*

<sup>1</sup> "CY" refers to "Calendar Year" (January through December).

## Cost Containment

Significant cost containment actions adopted by the St. Mary's College of Maryland in FY 2010 and the level of resources saved:

• Vacation accrual reduction (One-time savings)	\$ 350,000
• Elimination of Retirement Match Savings Plan	\$ 150,000
• Energy savings from four-day summer work week	\$ 20,858
• Reorganization of physical plant administrative staff positions	\$ 40,000
• Fuel savings from decreased mowing	\$ 4,000
• Publication of College Catalog on website, reducing printing/distribution	\$ 20,000
• Transferred email storage to new system	\$ 40,000
• Energy Performance Contract savings	\$ 50,000
• Sold excess sewage reserve capacity	\$ 52,500
• Energy saving lighting projects	\$ 25,000
• Renegotiation of Verizon telephone contract	\$ 22,000
• Elimination of Student Bike Shop funding	\$ 14,000
• Vacant Wellness Coordinator position	\$ 35,236
• Vacant Information Technology coordinator position	\$ 54,845
• Use of vans for selected sports teams travel	\$ 5,000
• <u>Use of box lunches for traveling sports teams</u>	<u>\$ 6,000</u>
Total of Cost Containment Efforts	\$ 889,439

# INSTITUTIONAL ASSESSMENT

## Overview

Several significant changes and events have occurred at St. Mary's College of Maryland during the past year. Some of these include:

- Dr. Joseph Urgo selected as the next president of St. Mary's College of Maryland
- About 40% of 2010 graduates completed a study-abroad experience
- Initial conceptual design completed for the Maryland Heritage Project's replacement of Anne Arundel Hall
- College continues to have balanced budgets as a result of strong enrollment and retention, and selected cost containment measures
- Search completed for Vice President of Development with the selection of Dr. Maureen Silva

The above should better prepare the College to meet the challenges of the coming years and to better serve the needs of the citizens of Maryland.

**Note:** Target dates in all objectives will be adjusted upon completion of St. Mary's College's revised strategic plan.

## Assessment of Progress in Achieving Goals and Objectives

St. Mary's has reviewed all of the institutional measures in this report. The discussion in this report has been grouped into five areas where the content is related.

Area 1: Academic Experiences (Goals 1, 4, and 5)

Area 2: External Awareness (Goals 3, 8, and 11)

Area 3: Supporting the Workforce (Goals 9 and 10)

Area 4: Student Experiences and Diversity (Goals 2 and 6)

Area 5: Financial (Goals 7 and 12)

### ***Area 1: Academic Experiences***

*Goal 1: Strengthen the quality of instruction.*

*Goal 4: Improve the academic environment by promoting close student-faculty interaction.*

*Goal 5: Increase the effectiveness of the learning environment at the College.*

St. Mary's College maintains its expectation of high standards of instruction consistently through employing over 98 percent of core faculty with a terminal degree. Over the past five years, the number of tenured and tenure-track faculty lines have increased by 15, from 125 to 140. St. Mary's has maintained superlative 4- and 6-year graduation rates of 72 and 77 percent, respectively.

### ***Area 2: External Awareness***

*Goal 3: Increase the national and international awareness of our students.*

*Goal 8: Increase student participation in and contributions to community welfare.*

*Goal 11: The College will increase its efforts to be good stewards of its natural environment.*

St. Mary's College students contribute to their community by participating in volunteer work. Of the 2010 graduating seniors, 75 percent reported having completed community service or volunteer work. This percentage is the highest metric out of the last four years.

Stewardship of the natural environment is evidenced by the recent Green Power and Audubon certifications awarded to the College. St. Mary's College is one of five organizations to receive the Leadership Award of the Maryland Green Registry, an award that recognizes organizations that show a strong commitment to sustainable practices, that continue to improve environmental performance, and that demonstrate measurable results. The efforts by students, faculty, and staff have helped the College achieve 100 percent carbon neutrality for electricity through the purchase of Renewable Energy Credits. A year-old plan to stop using trays in the dining hall has reduced waste by 23 percent, reduced food costs, and reduced water consumption (used for washing the trays).

### ***Area 3: Supporting the Workforce***

*Goal 9: St. Mary's College will increase contributions to the Maryland and national workforce*

*Goal 10: Establish a master's in teaching program contributing to the teaching workforce*

St. Mary's contributes to the Maryland and national workforce through the development of the M.A.T. (master of arts in teaching) program. The number of students in this program has grown from an initial graduation cohort of six in 2007 to 39 in 2010. St. Mary's will continue to support, develop, and grow this important program. Within the most recent one-year-out alumni survey, the employment rate of this cohort is 95 percent, which is ten percentage points higher than the reported values for the previous cohort. Graduate-school going rate for the 10-year-out cohort has exceeded the prior survey by four percentage points to a four-year high of 65 percent. Additionally, alumni satisfaction for graduate / professional school and job preparation is between 97 and 100 percent for all cohorts in the most recent alumni survey of 1-, 5-, and 10-year-out alumni.

### ***Area 4: Student Experiences and Diversity***

*Goal 2: Recruit, support, and retain a diverse group of students, faculty, and administrative staff who will enrich the academic and cultural environment at St. Mary's.*

*Goal 6: Enhance the quality of student life.*

St. Mary's has also continued to support all students from matriculation to graduation. The most recent 4- and 6-year graduation rates are 72 and 77 percent, respectively. St. Mary's College continues to affirm the

importance of hiring and retaining a diverse campus community. The percentage of minority full-time tenure or tenure-track faculty has increase to 16 percent (an increase of three percentage points) and the percentage of women full-time executive / managerial staff has increased to 56 percent (an increase of nine percentage points).

St. Mary's College continues to examine student feedback data to meets student needs and expectations. Eighty-six percent of the graduating class of 2010 rated food service as either good or excellent. The percentage of graduating seniors rating health services as good or excellent has risen six percentage points from the prior survey (and 19 percentage points from two years ago).

### ***Area 5: Financial***

*Goal 7: Increase access for students with financial need by increasing the amount of financial aid available.*

*Goal 12: Obtain additional funds through fundraising to support institutional goals.*

Approximately 64 percent of the first-year class receives institutional support. Despite endowment fund losses during the past two years, St. Mary's has help institutional aid spending levels constant. Last year, a special appeal for emergency funds to support students and families in financial distress raising \$100,000. A similar appeal will be made in FY11. The College works at creating relationships within its students that last after they graduate and become alumni. The most recent alumni giving percentage is 22, which has risen two percentage points from the prior calendar year.

### **Explanation requested by the Commission**

*Objective 1.2 Improve quality of classroom experience by reducing the student-faculty ratio to 12.6/1 by 2009.*

In 2009, the student-faculty ratio was 13.1/1. This ratio marked an increase from 12.5/1 the previous year and was above the College's 2009 student-faculty ratio goal of 12.6/1. Explain the recent increase in this performance measure, and describe any new initiatives that SMCM has developed to lower its student-faculty ratio.

### **St. Mary's Response**

St. Mary's College continues to affirm its commitment to teaching. The College introduced a M.A.T. program in 2006 and the enrollment and FTE counts for this program have steadily increased through its development. The College has also been enhancing study abroad programs over the past few years. As a result, the College has developed a new calculation excluding the M.A.T. program and study abroad figures. This is a more comprehensive assessment of the undergraduate student-faculty ratio on-campus. In addition, St. Mary's College students participate in a four credit system as opposed to a three credit system. The average SMCM undergraduate student in Fall 2009 enrolled in 16.81 credits as opposed to 15 credits. If the student-faculty ratio is adjusted by the average credits taken by undergraduates the ratio would be 11.8 compared to the unadjusted ratio of 13.2 when dividing by 15 (the typical course load taken by undergraduates). This would be below the 12.6 student-faculty ratio goal contained within this metric.

*Objective 1.3 By 2009, increase faculty salaries at each rank to 95% of the median salary for the top 100 liberal arts colleges.*

In 2009, SMCM's average salary for assistant professors was 85% of the median salary for this academic rank at the top 100 baccalaureate colleges. The current percentage declined from 87% in 2008, 93% in 2007 and 92% in 2006. It was also well below the College's 2009 goal of increasing faculty salaries at each rank to 95% of the median salary for top liberal arts colleges.

## **St. Mary's Response**

St. Mary's College of Maryland continues to affirm importance on hiring and retaining a diverse staff. Due to economic conditions, the College has frozen faculty salaries which has had a negative impact on the relative position of St. Mary's compared to its peer institutions. Despite these recent challenges, the College was able to maintain and surpass the two previous years' proportions. The College continues to monitor salary distributions of the faculty to recruit and retain a strong faculty to support the academic mission of the College.

### *Objective 2.1 Minority undergraduate students*

In 2009, African-American students comprised eight percent of the entering first-year class, down from 11% the previous year. The current figure also marks the lowest percentage of entering African-American students in at least the last four years.

## **St. Mary's Response**

Ethnic and racial diversity of the first-year class remains strong despite economic challenges facing many students. The percentage of minority students has remained at 19% of the entering class. The qualifications of the entering class of 2009 have continued to demonstrate the academic talent of the cohort. The SAT scores (Critical Reading and Math) have remained approximately constant. The GPA of the 2009 first-year cohort, 3.78, has risen 0.26 from the prior year and 0.31 from two years ago, providing a three-year high point for GPA.

### *Objective 2.3 Between 2005 and 2009, increase by 10% the percentage of racial/ethnic minority faculty and administrative staff.*

Between 2006 and 2009, the percent of minority full-time, tenured or tenure-track faculty decreased from 17% to 13%, the percent of minority full-time executive/managerial staff decreased from 11% to 8%, and the percent of African-American full-time tenured or tenure-track faculty decreased from 6% to 4%. Explain the reason for the decline in these performance measures, and describe any campus initiatives that have been developed to reverse these downward trends.

## **St. Mary's Response**

St. Mary's College is aware of the importance of recruiting and retaining a diverse campus community reflected within the faculty and staff. As a result of the current economic conditions, faculty and staff salaries have been frozen. Although the rural community is an integral aspect of the College, the location combined with the salary freezes has made attracting any faculty and staff more difficult. St. Mary's is aware of the challenges of attracting colleagues to the rural location and of reluctance of dual career families to move to a rural geographic location due to limited career options for spouses and partners. St. Mary's has developed both internal and external methods to assist with the recruitment of strong faculty. Internally, St. Mary's is developing on-campus focus groups and meeting with search committees to discuss avenues for casting wider recruitment, and EEO rules and regulations. Externally, the College has joined the Mid-Atlantic Higher Education Recruitment Consortium and is pursuing advertising in a broader spectrum of media outlets. The College will further monitor additional ways to expand recruitment in an effort to continue to maintain a diverse community.

*Objective 3.2 Increase the percent of international students within the entering first-year student class to 4% by 2009.*

In 2009, 2% of the first-year class was comprised of international students. The current figure was down from 4% in 2008, and marked at least a four-year low for this performance measure.

**St. Mary's Response**

In Fall 2009, St. Mary's College has met its goal of enrolling international students as 4 % of the entering class. This overcomes the prior year's deficit and matches the percentage enrolled two years ago.

*Objective 9.3 At least 55% of the five-year out graduates of St. Mary's College of Maryland will earn an advanced degree, either professional or academic.*

According to 2009 survey data, 41% of five-year out SMCM alumni had earned advanced degrees. This figure was down from 49% in 2008, 65% in 2007 and 63% in 2006, and was well below the College's goal of at least 55% of alumni having earned advanced degrees.

**St. Mary's Response**

Although the 2008 and 2009 five-year-out surveys of SMCM alumni both reported lower than the College's target rate of 55 percent of the cohort to earn an advanced degree (either professional or academic), the 2010 survey data results report that 57 percent have earned an advanced degree. This is an increase of 16 percentage points from the prior year and the College has now met the proposed target. In addition, the satisfaction with graduate / professional school preparation for that cohort was at a three-year maximum of 100 percent. The College continues to monitor these trends and the continued success of its alumni.

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
<b>INPUTS</b>					
1	2010 Actual = Fall '09	1.1	Number of tenured or tenure-track faculty lines	Institution	Number of full-time tenured or tenure-track faculty lines.
3	2010 Actual = Fall '09	1.2	Student-faculty ratio	Institution	Ratio of FTE undergraduate students on-campus to FTE faculty
4	2010 Actual = Fall '09	1.3	Average SMCM faculty salary as a percentage of the median for the top 100 baccalaureate colleges	<i>Academe</i> (March-April issue, Appendix I); U.S. News & World Report annual <i>America's Best Colleges</i>	Mean salary for regular SMCM faculty at each rank as a percentage of the median salary at each faculty rank among for the top 100 liberal arts colleges identified in that year's U.S. News & World Report rankings.
5	2010 Actual = Fall '09	2.1	Average SAT scores of entering freshman class	Institution	Mean of total SAT score; i.e., (SATV + SATM) of first-time full-time degree-seeking freshmen
6	2010 Actual = Fall '09	2.1	Average high school GPA of entering freshman class	Institution	Mean overall high school GPA of first-time full-time degree-seeking freshmen (does not include students whose schools only report weighted GPAs)
7	2010 Actual = Fall '09	2.1	Percent African American of entering first-year class	EIS	(# African American of first-year students / # of race known first-year student) * 100 (first-time, full-time degree-seeking first-year students only)
8	2010 Actual = Fall '09	2.1	Percent all minorities of entering first-year class	EIS	(# of all-minority first-year students / # of race known first-year students) * 100 (first-time, full-time degree-seeking first-year students only)
9	2010 Actual = Fall '09	2.1	Percent first generation students of entering first-year class	Institution	Percent of entering class (first-time, full-time, degree-seeking first-year students only) for whom neither parent earned a four-year college degree (excludes students with unknown first-generation status)
10	2010 Actual = Fall '09	2.1	Percent international of all full-time students	Institution	Percent of full-time degree-seeking undergraduate students with citizenship other than U.S.
11	2010 Actual = Fall '09	2.1	Percent African American of all full-time students	EIS	(# African American of full-time undergraduate students / # of race known full-time undergraduate students) * 100
16	2010 Actual = Fall '09	2.3	Percent minority full-time, tenured or tenure-track faculty	EDS	(# of full-time, tenured or tenure-track minority faculty / # of full-time, tenured or tenure-track faculty) * 100 (includes faculty on sabbatical, but not those on leave)
17	2010 Actual = Fall '09	2.3	Percent minority full-time executive/managerial	EDS	Self explanatory
18	2010 Actual = Fall '09	2.3	Percent African American of full-time tenured or tenure-track faculty	EDS	Self explanatory (includes faculty on sabbatical, but not those on leave)
19	2010 Actual = Fall '09	2.3	Percent African American of full-time executive/managerial	EDS	Self explanatory
20	2010 Actual = Fall '09	2.3	Percent women full-time executive/managerial	EDS	Self explanatory
21	2010 Actual = Fall '09	2.3	Percent women full-time tenured or tenure-track faculty	EDS	Self explanatory (includes faculty on sabbatical, but not those on leave)
22	2010 Actual = Fall '09	3.1	Percent of out-of-state students in the first-year class	Institution	(# of U.S. students from a state other than

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
					Maryland / # of U.S. students) * 100 (first-time, full-time degree-seeking first-year students only)
23	2010 Actual = Fall '09	3.2	Percent of international students in the first-year class	Institution	(# of non-US students / # of total students) * 100 (first-time, full-time degree-seeking first-year students only)
25	2010 Actual = Fiscal year 2010	3.4	Number of international study tours led by SMCM faculty	Institution	Self explanatory
28	2010 Actual = Fall '09	4.3	Percent of class offerings with fewer than 20 students	Institution	(# of classes with 19 or fewer students / # of total classes) * 100 (includes only undergraduate courses taught at the St. Mary's city campus and excludes one-on-one courses and course subsections such as labs)
OUTPUTS					
12	2010 Actual = Fall '06 cohort graduating by Spring '10	2.2	Four-year graduation rate for all minorities at SMCM	Institution	Percentage of first-time, full-time degree-seeking minority first-year students who graduated from SMCM within four years after matriculation.
13	2010 Actual = Fall '04 cohort graduating by Spring '10	2.2	Six-year graduation rate for all minorities at SMCM	Institution	Percentage of first-time, full-time degree-seeking minority first-year students who graduated from SMCM within six years after matriculation.
14	2010 Actual = Fall '06 cohort graduating by Spring '10	2.2	Four-year graduation rate for African Americans at SMCM	Institution	Percentage of first-time, full-time degree-seeking African-American first-year students who graduated from SMCM within four years after matriculation.
15	2010 Actual = Fall '04 cohort graduating by Spring '10	2.2	Six-year graduation rate for African Americans at SMCM	Institution	Percentage of first-time, full-time degree-seeking African-American first-year students who graduated from SMCM within six years after matriculation.
24	2010 Actual = Fall '06 cohort graduating in Spring '10	3.3	Percent of graduating seniors who studied abroad while at SMCM	Institution	(# of graduating seniors who traveled or studied abroad under the auspices of SMCM / # of graduating seniors) * 100 (limited to those graduating seniors who started at SMCM as first-time, full-time first-year students)
26	2010 Actual = Spring '10 grads	4.1	Percent of graduating seniors completing a St. Mary's Project	Institution	(# of graduates completing a St. Mary's Project / # of all graduates) * 100
27	2010 Actual = Fall '06 cohort graduating in Spring '10	4.2	Percent of graduating seniors who have enrolled in one-on-one courses while at SMCM	Institution	(# of graduating seniors who enrolled in a one-on-one course such as a St. Mary's project, independent study, or directed research / # of graduating seniors) * 100
29	2010 Actual = Fall '08 cohort re-enrolled in Fall '09	5.1	Second year retention rate at SMCM	Institution	Percentage of first-time, full-time degree-seeking first-year students who re-enrolled at SMCM one year after matriculation.
30	2010 Actual = Fall '06 cohort graduating by Spring '10	5.2	Four-year graduation rate at SMCM	Institution	Percentage of first-time, full-time degree-seeking first-year students graduated from SMCM within four years after matriculation

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
31	2010 Actual = Fall '04 cohort graduating by Spring '10	5.2	Six-year graduation rate at SMCM	Institution	Percentage of first-time, full-time degree-seeking first-year students who graduated from SMCM within six years after matriculation.
46	2010 Actual = Fall '09	7.1	% of first-year students who receive institutionally based financial aid (grants and scholarships)	Institution	(# of first-year students receiving SMCM-based grants and scholarships / # of first-year students) * 100
47	2010 Actual = Spring '10 grads	8.1	Percent of graduating seniors who report having done community service or volunteer work while at SMCM	SMCM Survey of Graduating Seniors	Percent of survey respondents answering "Yes" to the question: "While at SMCM, did you participate in volunteer or community service work?" (Note: denominator excludes unknowns)
53	2010 Actual = Spring '10 grads from M.A.T.	10.1	Number of graduates from the M.A.T. program	Institution	Self explanatory
OUTCOMES					
32	2010 Survey Actual = Spring '09 grads surveyed in 2010	5.3	Graduate/professional school going rate—within one year	SMCM Alumni Survey (1-year)	Percentage of survey respondents reporting enrollment in a post-baccalaureate degree program (master's, doctorate, or professional) within one year of graduation.
33	2010 Survey Actual = Spring '05 grads surveyed in 2010	5.3	Graduate/professional school going rate—within five years	SMCM Alumni Survey (5-year)	Percentage of survey respondents reporting enrollment in or completion of a post-baccalaureate degree program (master's, doctorate, or professional) within five years of graduation.
34	2010 Survey Actual = Spring '00 grads surveyed in 2010	5.3	Graduate/professional school going rate—within ten years	SMCM Alumni Survey (10-year)	Percentage of survey respondents reporting enrollment in or completion of a post-baccalaureate degree program (master's, doctorate, or professional) within ten years of graduation.
35	2010 Survey Actual = Spring '09 grads surveyed in 2010	5.4	Alumni satisfaction with graduate/professional school preparation—one year	SMCM Alumni Survey (1-year)	Percentage of survey respondents who enrolled in graduate or professional school within one year of graduation and who rated their preparation for advanced education as excellent, good, or fair. (Excluded two records that listed degree as first professional, but listed that they had not enrolled in graduate/professional study for the satisfaction question.)
36	2010 Survey Actual = Spring '05 grads surveyed in 2010	5.4	Alumni satisfaction with graduate/professional school preparation—five year	SMCM Alumni Survey (5-year)	Percentage of survey respondents who enrolled in or completed graduate or professional school within five years of SMCM graduation and who rated their preparation for advanced education as excellent, good, or fair.
37	2010 Survey Actual = Spring '00 grads surveyed in 2010	5.4	Alumni satisfaction with graduate/professional school preparation—ten year	SMCM Alumni Survey (10-year)	Percentage of survey respondents who enrolled in or completed graduate or professional school within ten years of SMCM graduation and who rated their preparation for advanced education as excellent, good, or fair.

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
38	2010 Survey Actual = Spring '09 grads surveyed in 2010	5.5	Alumni satisfaction with job preparation—one year	SMCM Alumni Survey (1-year)	Percentage of survey respondents employed full-time within one year of graduation and who rated their education as excellent, good, or fair preparation for their job (excluding "Uncertain").
39	2010 Survey Actual = Spring '05 grads surveyed in 2010	5.5	Alumni satisfaction with job preparation—five year	SMCM Alumni Survey (5-year)	Percentage of survey respondents employed full-time within five years of SMCM graduation and who rated their SMCM education as excellent, good, or fair preparation for their job (excluding "Uncertain").
40	2010 Survey Actual = Spring '00 grads surveyed in 2010	5.5	Alumni satisfaction with job preparation—ten year	SMCM Alumni Survey (10-year)	Percentage of survey respondents employed full-time within ten years of SMCM graduation and who rated their SMCM education as excellent, good, or fair preparation for their job (excluding "Uncertain").
48	2010 Survey Actual = Spring '09 grads surveyed in 2010	9.1	Employment rate of one-year-out alumni	SMCM Alumni Survey (1-year)	% of survey respondents who are employed full-or part-time (excludes "not seeking")
49	2010 Survey Actual = Spring '05 grads surveyed in 2010	9.2	Percent of five-year-out full-time employed alumni who are teachers	SMCM Alumni Survey (5-year)	(Number of 5-year-out full-time employed alumni who are employed as teachers / # of 5-year-out full-time employed alumni) * 100
50	2010 Survey Actual = Spring '05 grads surveyed in 2010	9.3	Percent of alumni for whom highest degree is master's—five year	SMCM Alumni Survey (5-year)	Percentage of survey respondents reporting enrollment in or completion of a master's program within five years of graduation.
51	2010 Survey Actual = Spring '05 grads surveyed in 2010	9.3	Percent of alumni for whom highest degree is Ph.D. or other doctoral degree—five year	SMCM Alumni Survey (5-year)	Percentage of survey respondents reporting enrollment in or completion of a doctoral program within five years of graduation.
52	2010 Survey Actual = Spring '05 grads surveyed in 2010	9.3	Percent of alumni that hold professional degrees (engineers, doctors lawyers, etc.)—five year	SMCM Alumni Survey (5-year)	Percentage of survey respondents reporting enrollment in or completion of a post-baccalaureate professional degree program within five years of graduation.
54	2010 Actual = Spring '09 M.A.T. grads surveyed in 2010	10.2	Percent of one-year-out M.A.T. alumni teaching full-time	SMCM Alumni Survey (1-year)	(# of one-year-out M.A.T. alumni teaching full-time / # of one-year-out M.A.T. alumni with survey data) * 100
55	2010 Actual = Calendar year 2009	11.1	Recycling rate for solid waste	Institution; Maryland Dept. of the Environment Annual All State Agencies Recycle (All StAR) Recycling report	(#, in tons, of Maryland Recycling Act materials recycled / total tons of solid waste generated) * 100
56	2010 Actual = Fiscal year 2010	11.1	Kilowatt hours of electricity consumed per square foot of facilities as a percent of 2005 usage (18.6 Kw hours/square foot)	Institution	((# Kilowatt hours of electricity consumed / total square feet of physical facilities) / 2005 # Kw hours consumed per square foot of facilities). For example, in fiscal year 2004, the College consumed 18.9 Kw hours of electricity per square foot (14,582,794

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
					Kw hours / 772,684 square feet = 18.9). 18.9 is 102% of the 18.6 FY2005 Kw hours per square feet consumed.
57	2010 Actual = Start of Fiscal Year 2010	12.1	Amount of endowment value	IPEDS Finance Report	The market value of the institution's endowment assets at the end of the fiscal year (IPEDS Part H, Column 2, line 02).
58	CY2009 Actual = Calendar Year 2009	12.2	Amount in annual giving	SMCM Campaign Annual Gift Report	Funding from private sources (including alumni, corporations, foundations, and other organizations). Includes cash, pledges, and gifts.
59	CY2009 Actual = Calendar Year 2009	12.3	Percent of alumni giving	Institution	(# of alumni donors / # of alumni solicited) * 100
60	2010 Actual = Fiscal year 2009	12.4	Total dollars: federal, state, and private grants	IPEDS Finance	IPEDS Finance Report, Part B, Lines 2, 3, 4, 13, 14, 15 and 16.
QUALITY					
2	2010 Actual = Fall '09	1.1	Percent of core faculty with terminal degree	Institution	Percentage of core faculty (non-visiting, assistant through full professor) holding a terminal degree, including all doctorates and the M.M. and M.F.A.
41	2010 Actual = Spring '10 grads	6.1	Percent of graduating seniors rating student residences as good or excellent	SMCM Survey of Graduating Seniors	(# of graduating seniors rating residential facilities as good or excellent / # of graduating seniors responding to this item on survey) * 100
42	2010 Actual = Spring '10 grads	6.2	Percent of graduating seniors rating cafeteria and food services as good or excellent	SMCM Survey of Graduating Seniors	(# of graduating seniors rating cafeteria and food services as good or excellent / # of graduating seniors responding to this item on survey) * 100
43	2010 Actual = Spring '10 grads	6.3	Percent of graduating seniors rating health services as good or excellent	SMCM Survey of Graduating Seniors	(# of graduating seniors rating health services as good or excellent / # of graduating seniors responding to this item on survey) * 100
44	2010 Actual = Spring '10 grads	6.4	Percent of graduating seniors rating campus recreational programs and facilities as good or excellent	SMCM Survey of Graduating Seniors	(# of graduating seniors rating campus recreational programs and facilities as good or excellent / # of graduating seniors responding to this item on survey) * 100
45	2010 Actual = Spring '10 grads	6.5	Percent of graduating seniors rating extracurricular activities and events as good or excellent	SMCM Survey of Graduating Seniors	(# of graduating seniors rating extracurricular activities and events as good or excellent / # of graduating seniors responding to this item on survey) * 100

Source abbreviations:

EIS - MHEC Enrollment Information System

EDS - MHEC Employee Data System