Accomplishments 2014-2015

The Board of Trustees at Thomas More College approved the 2015-2020 Strategic Plan in December of 2014. The administration immediately began implementation plans and was able to make significant progress in the spring of 2015. This report highlights some of the major accomplishments in the 2014-2015 academic year and provides the metrics by which the College is measuring success within the Strategic Plan.
GOAL 1: VALUE MORE

Highlight the meaning and relevance of a Thomas More College education

STRATEGY A: Enhance appreciation of the Catholic liberal arts identity of Thomas More College
Focused mission statement and explications approved

FOCUSED MISSION STATEMENT
Thomas More College is the Catholic Liberal Arts College of the Diocese of Covington, Kentucky. Inspired by the Catholic Intellectual Tradition, we challenge students of all faiths to examine the ultimate meaning of life, their place in the world, and their responsibility to others.

EXPLICATION

>> Liberal Arts: The term Liberal Arts is rooted in the Latin liberare, “to liberate, set free.” A Liberal Arts education cultivates lifelong learning and fosters the skills needed to be morally engaged citizens of the world.

>> Catholic Intellectual Tradition: Thomas More College continues the Catholic Intellectual Tradition, welcoming new generations to seek excellence in the pursuit of truth. From ancient times this tradition has sought wisdom in every area of thought, gladly learning from every source, Christian or not. We seek to share the discoveries of the ages with all who wish to enter into this quest regardless of personal beliefs.

>> Meaning of Life: We invite you to reflect on your relationships with nature, humanity, and the divine to choose a meaningful direction for your life.

>> Place in the World: From many disciplines, we encourage you to understand and respect the interconnectedness of our world.

>> Responsibility to Others: In the hope of building a better world, we urge you to live moral principles in your community and career.

STRATEGY B: Develop and model the Thomas More College Experience
New commercials and videos were developed
A Marketing Committee was formed to ensure consistent use of student experiences and stories in overall marketing plan

STRATEGY C: Deliver a core curriculum consistent with the Thomas More College mission and relevant to students within the current landscape of higher education
Core Assessment Committee of the faculty researched the literature to provide a description of the current landscape of higher education that encompasses the broad multifactor influences on higher education today. This research initiated the conversation occurring in 2015–2016 to revise the core curriculum
Measurement of progress:

**STRATEGY A Measure Mission Perception**

Measurement of whether the College mission is understood/integrated/evident/developed using student evaluation

Target: >4 for Freshman and Senior groups with Seniors higher

Source: National Survey of Student Engagement (NSSE), Catholic College Consortium. Five point scale with 1=strongly disagree, 5=strongly agree. Data is received in March each year, newest data is from 2013-14 (benchmark for future years)

Graduates rate their TMC experiences: fostered reflection on College’s mission

Target: Mean > 4.0; 85% of respondents answer strongly agree/agree

Source: Senior Exit Survey - Five point scale with 1=strongly disagree, 5=strongly agree

<table>
<thead>
<tr>
<th>Sense of Mission</th>
<th>Respect for Diversity</th>
<th>Values Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14 Freshman Mean = 4.22</td>
<td>2013-14 Freshman Mean = 4.24</td>
<td>2013-14 Freshman Mean = 3.99</td>
</tr>
<tr>
<td>Senior Mean = 3.93</td>
<td>Senior Mean = 4.03</td>
<td>Senior Mean = 4.07</td>
</tr>
</tbody>
</table>

**STRATEGY B Measure Behavioral Outcomes**

Target to be determined

Taskforce has been formed

**STRATEGY C Measure Core Curriculum Delivery**

Percentile Rank of Seniors on Proficiency Profile test compared with TMC’s Carnegie Class (the Proficiency Profile measures four core skills - critical thinking, reading, writing, and mathematics)

Target: at or above 90th percentile

Source: ETS

Additional measures to be developed with revised core

GOAL 2: ENGAGE MORE

Ensure successful completion of a Thomas More College education by building a culture of continuous improvement

STRUgy A: Commit to continuous improvement through program evaluations and make decisions based on the results

Held faculty development workshop on “Building a Culture of Improvement”
All programs are reviewing their program mission statements and student learning outcomes

STRUgy B: Explore and implement new curricular programs and expansion of current programs

Developed program approval process that ensures all new academic programs meet the mission, that there is a market, that TMC has the capacity, that the program delivers positive outcomes for students, and that it is fundable

Incentive offered to faculty for developing their first online course

STRUgy C: Ensure pathways for students to complete programs and launch careers

One of the three Institutes comprising Success Center was named: The Dr. Anthony R. and Geraldine Zembrodt Institute for Academic Excellence

Experiential Learning program fully approved by faculty

STRUgy D: Increase and enhance co-curricular and extra-curricular activities

Bowling, Lacrosse introduced in athletics
Band introduced; theatre and choir enhanced/expanded

Measurement of progress:

STRUgy A: Continuous Improvement

Measure academic program effectiveness
Measure co-curricular and extracurricular program effectiveness
Target: All programs operating effectively in support of the College and program mission
Currently in the process of revising annual reports to ensure programs meet goals
**STRATEGY B**  
New and Expanded Programs

Explore at least one new program per year  
**Target:** six new programs by 2020

- Bachelor of Arts in Laws (introduced 2014-2015)
- Bachelor of Science in Biochemistry (introduced 2014-2015)
- Associate of Arts in Non-Profit and Public Administration (introduced 2014-2015)

**STRATEGY C**  
Pathways to Student Success

Explore at least one expanded program per year  
**Target:** six new programs by 2020

- Bachelor of Science in Biology (introduced 2014-2015)

### Graduation Rate

**Six Years**

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Baseline</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-2015</td>
<td>54%</td>
<td>50% (5 yr. avg.)</td>
<td>IPEDS</td>
</tr>
</tbody>
</table>

### Placement Rate for Graduates

**Target:** 90%

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Baseline</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-2015</td>
<td>85% (employment/grad school six months post graduation)</td>
<td>87%</td>
<td>Institutional Research</td>
</tr>
</tbody>
</table>

### Retention Rate

**First Year**

<table>
<thead>
<tr>
<th>Target</th>
<th>Baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;70% (minimum &gt;65%)</td>
<td>67% (5 yr. avg.)</td>
</tr>
</tbody>
</table>

*Source: IPEDS*

### Graduates rate their experiences at TMC:

- Positive impact on career goals and aspirations: 
  **Target:** Mean > 4.0; 85% answer strongly agree/agree  
  **2014-15:** Mean = 4.3; 88% answered strongly agree/agree

- Faculty were genuinely interested in me as a student: 
  **Target:** Mean > 4.0; 90% answer strongly agree/agree  
  **2014-15:** Mean = 4.4; 92% answered strongly agree/agree

*Source: Senior Exit Survey - Five-point scale: 1=strongly disagree, 5=strongly agree*

**STRATEGY D**  
Co-curricular and Extracurricular Activities

Students participating in co-curricular and extracurricular activities for the academic year  
**Target:** Athletes 600 | Student activities, organizations, and performing arts - TBD

- **Baseline:** Athletes 450 | Student activities, organizations, and performing arts 300

- **2014-15:** Athletes 476 | Student activities, organizations, and performing arts TBD

*Source: Institutional Research*

**Graduates rated their experiences at TMC and how the following contributed to learning/personal development and social growth:**

- **Intercollegiate Athletics**  
  **Target:** Mean = 4.0; 70% answer very much/quite a bit

- **Student clubs and organizations**  
  **Target:** Mean = 4.0; 70% answer very much/quite a bit

- **Student Activities**  
  **Target:** Mean = 4.0; 70% answer very much/quite a bit

*Source: Senior Exit Survey - Five point scale with 1=not at all, 5=very much*
GOAL 3: THRIVE MORE
Commit to a long-range plan that positions the College to prosper

► STRATEGY A: Increase resources through effective enrollment management
Increase in numbers shown on metrics

► STRATEGY B: Diversify revenue streams beyond tuition
Opened More Store for apparel and merchandise
Created option of triple occupancy for students in residence halls
Added residency requirement for all students living outside commuter range

► STRATEGY C: Strengthen community partnerships
Expanded relationship with St. Elizabeth Healthcare
Expanded partnership with the Newport Aquarium and WAVE Foundation
Partnered with Gateway Community and Technical College for “Gateway 2 TMC” program, the only Kentucky agreement between a community and private college

► STRATEGY D: Develop and implement long range organization, financial and master plans
Restructured debt
Student Code of Conduct revised

Measurement of progress:

**STRATEGY A  Effective Enrollment Management**

**Fall Traditional Enrollment**
Target: 1200
Baseline - 837
2014-2015 - 919
2015-2016 - 959

**Fall Residential Population**
Target: 600
Baseline - 389
2014-2015 - 385
2015-2016 - 397

**Fall Non-traditional Enrollment**
Target: 750
Baseline - 442
2014-2015 - 459
2015-2016 - 499

Source: Institutional Research, Census Data
**STRATEGY B** Diversify Revenue Streams Beyond Tuition

**Annual Fund towards budget**
- Target: 2.5%
  - Baseline: 4.9%
  - 2014-15: 6.2%
  - Source: Finance

**Total Gifts & Grants**
- Target: $6,500,000
  - Baseline: $2,000,000
  - 2014-15: $6,556,453
  - Source: Institutional Advancement

**Auxiliary Initiative**
- Target: Five initiatives explored
- Source: Finance

**STRATEGY D** Long Range Organization, Financial, Master Plans

**Draw on Endowment**
- Target: Not to exceed 5% annually
  - Baseline: 4.9%
  - 2014-15: 6.2%
  - Source: Finance

**Endowment Investments**
- Target: Value of endowment - $24 million; 7% annual return, net of fees; investment should earn benchmark at minimum and beat it by 2020
  - Baseline: $15 million
  - 2014-2015: $15.2 million
  - Source: Finance

**Operating Margin**
- Target: 2%, Minimum of balanced budget
  - Baseline: -13%
  - 2014-15: -1.20%
  - Source: Finance

**Composite Financial Index**
- Target: 7.0
  - Baseline: 1.0
  - 2014-2015: 4.0
  - Source: Finance
  - A standardized score that falls along a scale of -4 to 10. A CFI score of 3 is the threshold of institutional financial health.

**Department of Education Ratio**
- Target: 3.0
  - Baseline: 1.2
  - 2014-2015: 1.6
  - Source: Finance
  - "Ratio to identify institutions that are at financial risk on a scale of -1 to 3"
A Thomas More College education illuminates what it means to flourish in our modern, interconnected world. Since the founding in 1921, Thomas More College has graduated over 13,000 alumni who exemplify the professional excellence, ethical leadership, and spiritual integrity that are outcomes of a Thomas More College education. The 2015-2020 Strategic Plan will continue this legacy to the 2021 Centennial Celebration of the College, and beyond, as we unite to VALUE MORE — for a meaningful education, ENGAGE MORE — for student success, THRIVE MORE — for a prosperous future.