Accomplishments 2015-2016

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 has made significant progress during each successive academic year. This report highlights some of the major accomplishments in the 2015-2016 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
  >> Catholic Business and Professionals Network launched in September 2015 to further develop the College’s Catholic identity through a monthly luncheon-speaker series enriched through Mass and reflective discussion
  >> Institute for Religious Liberty established to advance the American concept of religious freedom as an inalienable right and the protection of this right for all people. The inaugural event in February 2016 featured the President of the United States Conference of Bishops, the Most Reverend Joseph E. Kurtz, D.D., Archbishop of Louisville and the U.S. Ambassador for Religious Freedom, Rabbi David Saperstein, and President/CEO of Association of Catholic Colleges and Universities, Michael Galligan-Stierle, as speakers. Over 500 people attended.
  >> First Catholic College to host a Rosary Rally with over 350 students, employees, and community members in attendance
  >> Established Ethical Leadership Studies, a program of interdisciplinary coursework designed to challenge students to develop their leadership skills in an ethical manner
  >> Created Bishop Foys Scholarship, a competitive scholarship designed for Catholic students interested in furthering their involvement in ministry and service
  >> Initiated Agape Latte series, a monthly event designed for students to learn more about faith and religion in an inviting and social atmosphere
  >> Faculty development discussions on integrating mission in and out of the classroom

- STRATEGY B: Develop and model the Thomas More College Experience
  >> Bystander Intervention program developed to empower students to react and deescalate situations that may lead to violence or harm
  >> Return on Investment taskforce developed behavioral outcomes for students

- 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 developed two core curriculum proposals for faculty consideration

VALUE ENGAGE THRIVE
MORE MORE MORE MORE
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 First Year 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 2014-15 (benchmark for future years)

![Graph showing Sense of Mission, Respect for Diversity, and Values Development](image.png)

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

![Graph showing Graduates' TMC experiences](image.png)

**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

![Graph showing Percentile Rank of Seniors](image.png)

Effective Written Communication

(First year versus Senior Mean)

Target: TBD

Source: Internal core assessment; rubric revised in SP 2012

**Graph showing Effective Written Communication**

Effective Oral Communication

(First year versus Senior Mean)

Target: TBD

Source: Internal core assessment; rubric revised in SP 2012

**Graph showing Effective Oral Communication**
GOAL 2: ENGAGE MORE
Ensure successful completion of a Thomas More College education by building a culture of continuous improvement

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

>> Brainsteering exercises with administrators and Board of Trustees to develop new tactics and additional support for the Strategic Plan

>> Established peer benchmark institutions for comparative data

>> Faculty and staff development sessions in fall and spring on “Building a Culture of Improvement”

→ STRATEGY B: Explore and implement new curricular programs and expansion of current programs

>> Hired Director of Online Engagement and Institutional Technology

>> Addition and enhancement of programs shown on metrics

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

>> Increased employer and student attendance at Spring Career and Internship Fair, with 25% more employers and interview competition

>> Record level of participation in the Student Research Forum with 47 student researchers representing 15 academic programs

>> Hosted “It’s On Us” Pledge Drive, an awareness campaign launched by President Obama to help put an end to sexual assault on college campuses

>> Annual Health and Wellness Fair held in April with over 200 students, employees, and alumni attending

→ STRATEGY D: Increase and enhance co-curricular and extra-curricular activities

>> Dance and rugby introduced for fall 2016; Cheerleading enhanced/expanded

>> Wrestling offered for fall 2016

>> Hosted two campus wide service days – Martin Luther King Day of Service and All Saint’s Day of Service during Thomas More Birthday Week

>> Villa Players performances of Frankenstein and Godspell with over 800 people attending each
**Strategic Area A  Continuous Improvement**

Target: All programs operating effectively in support of the College and program mission

- Revised academic annual reports to include college-wide metrics and focus improvement on student learning.
- Began tracking student involvement in co-curricular activities

Athletic teams were involved in four conference championship games - women’s soccer advanced to NCAA sectional semifinals, baseball finished NCAA regional semi-finalists, women's basketball repeated as NCAA national champions. Sixty percent of athletes achieved Athletic Director's Honor Roll.

**Strategic Area B  New and Expanded Programs**

Explore at least one new program per year

- Bachelor of Arts in Ethical Leadership (introduced 2016-2017)
- Bachelor of Arts in Management Information Systems (introduced 2016-2017)
- Bachelor of Fine Arts (introduced 2016-2017)

Explore at least one expanded program per year

- Bachelor of Science in Nursing to be offered online
- Special Education dual certification introduced
- Actuarial Science track added for Mathematics majors

**Strategic Area C  Pathways to Student Success**

Graduates rated 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

2015-16 - Mean = 4.3  89% answered strongly agree/agree

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

2015-16 - Mean = 4.3  90% answered strongly agree/agree

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

**Strategic Area D  Co-curricular and Extracurricular Activities**

Number of Students participating

<table>
<thead>
<tr>
<th>Target</th>
<th>Baseline</th>
<th>2014-15</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletes</td>
<td>600</td>
<td>426</td>
<td>415</td>
</tr>
<tr>
<td>Student activities, organizations, and performing arts</td>
<td>300</td>
<td>Not Measured</td>
<td>201</td>
</tr>
</tbody>
</table>

Source: Institutional Research

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

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Target</th>
<th>2014-15</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercollegiate Athletics</td>
<td>Mean = 4.0; 70%*</td>
<td>3.9; 68%*</td>
<td>3.6; 58%*</td>
</tr>
<tr>
<td>Student clubs and organizations</td>
<td>Mean = 4.0; 50%*</td>
<td>3.3; 39%*</td>
<td>3.3; 40%*</td>
</tr>
<tr>
<td>Student Activities</td>
<td>Mean = 4.0; 50%*</td>
<td>3.4; 43%*</td>
<td>3.3; 41%*</td>
</tr>
</tbody>
</table>

Source: Senior Exit Survey - Five point scale with 1=not at all, 5=very much  *answered very much/quite a bit
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
Implemented triple occupancy in residence halls to offer housing to more students and better meet the growing demands of living space. Record number of students lived on campus in Fall 2015. Received major gift to create the Robinson Family Academic Mentoring Center to help students deliver a return on investment as they develop in the classroom, their career, their community and their character.

Considerable growth in campus rentals (23%) and More Store (54%)

➜ STRATEGY C: Strengthen community partnerships
Partnership with Master Provisions to increase service opportunities
Partnership with Cincinnati Youth Collaborative to increase diversity population
St. Elizabeth Healthcare provides athletic trainers for all athletes

➜ STRATEGY D: Develop and implement long range organization, financial and master plans
Improved budget process to gather input from all department managers
Aligned faculty evaluation process with Faculty Policy Manual
Saints Community Standards developed for all students in order to more accurately reflect the TMC community, mission, and values
Technology Plan completed to align with Strategic Plan priorities
Established 21st Century Library Committee
Staff from key areas selected to participate in report writer training to improve access to data
Developed Student Grievance Procedures to address student grievances
Simplified employee evaluation form to improve feedback and experience for employees
Outsourced payroll to ensure compliance with new regulations

Commit to a long-range plan that positions the College to prosper
**Endowment Investments**

- **Value of endowment -** $24 million
  - **Baseline -** $15 million
  - **2014-2015 -** $15.2 million
  - **2015-2016 -** $17.1 million

**Source:** Finance

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**STRATEGY B**  
Diversify Revenue Streams Beyond Tuition

- **Annual Fund towards budget**  
  - **Target:** 2.5%  
  - **Baseline:** 4.9%  
  - **2014-15:** 6.2%  
  - **2015-16:** 5.16%  
  - **Source:** Finance

- **Total Gifts & Grants**  
  - **Target:** $6,500,000  
  - **Baseline:** $2,000,000  
  - **2014-15:** $6,356,453  
  - **2015-16:** $2,077,611  
  - **Source:** Institutional Advancement

- **Draw on Endowment**  
  - **Target:** Not to exceed 5% annually  
  - **Baseline:** 9%  
  - **2014-15:** 5%  
  - **2015-16:** 5%  
  - **Source:** Finance

- **Incoming Traditional Students from Greater Cincinnati Diocesan Schools**  
  - **Target:** 110  
  - **Baseline:** 80  
  - **2014-2015:** 64  
  - **2015-2016:** 76  
  - **Source:** Institutional Research, Admissions

- **Gemini Headcount**  
  - **Target:** 425  
  - **Baseline:** 364  
  - **2014-2015:** 356  
  - **2015-2016:** 581  
  - **Source:** Institutional Research, Census Data

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

- **Endowment Investments**  
  - **Value of endowment -** $24 million  
  - **Baseline -** $15 million  
  - **2014-2015:** $15.2 million  
  - **2015-2016:** $17.1 million  
  - **Source:** Finance

- **Operating Margin**  
  - **Target:** 2%, Minimum of balanced budget  
  - **Baseline -** 1.5%  
  - **2014-2015:** 1.20%  
  - **2015-2016:** 1.10%  
  - **Source:** Finance

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**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  

- **Fall Total Headcount**  
  - **Target:** 2300  
  - **Baseline -** 1615  
  - **2014-2015:** 1655  
  - **2015-2016:** 1910  

- **Fall Full Time Equivalent**  
  - **Target:** 1950  
  - **Baseline -** 1353  
  - **2014-2015:** 1446  
  - **2015-2016:** 1589  

**Source:** Institutional Research, Census Data
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.