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 provides a mid-plan assessment of progress, provides the status of each tactic and metric, highlights successes, and indicates future plans.
“...IF ANY GOOD THING SHALL GO FORWARD, SOMETHING MUST BE ADVENTURED.”

—Thomas More
Philosopher, Scholar, Saint

Thomas More College strives to become the Catholic liberal arts college of choice exemplified by superior teaching and an innovative spirit. The College equips students to engage the world with integrity for their whole lives. In traditional curriculum and adult education, Thomas More College is a learner-centered institution. Building on a solid foundation of the Catholic liberal arts intellectual tradition, students are educated to

well-rounded, ethical leaders; encourages relevant educational and student experiences, resulting in a CHARACTER RETURN ON INVESTMENT (ROI) as students meet the challenge of a values-based education and develop into

meaningfully contribute to work, family, and community.

Value More - Engage More - Thrive More provides a foundation for students to successfully meet challenges and engage the world. Each individual is guided to Value More—for a meaningful education, Engage More—for student success, Thrive More—for a prosperous future on a journey to develop a meaningful career and a faith-filled, ethical life.

The Strategic Plan enables the College to establish a strong financial foundation to carry itself into the foreseeable future. Value More - Engage More - Thrive More encourages relevant educational and student experiences, resulting in a CHARACTER RETURN ON INVESTMENT (ROI) as students meet the challenge of a values-based education and develop into

what it means to flourish in our modern, interconnected world while pursuing honest work, promoting responsible and respectful stewardship of God’s resources, seeking justice and peace, and embodying loving, compassionate service to others.

Thomas More College seeks to Value More—Engage More—Thrive More by challenging graduates to pursue faith-filled lives characterized by acts of wisdom, ethical leadership, and commitment to social justice. Together faculty, staff, administration, alumni, and friends of the College illuminate

...if any good thing shall go forward, something must be adventured.

—Thomas More
Philosopher, Scholar, Saint
GOAL 1: VALUE MORE
Highlight the meaning and relevance of a Thomas More College education

Value More defines a Thomas More Education. Students build an academic, professional and spiritual foundation through mission-centric classes in the liberal arts and in a chosen major. These experiences promote a lifetime of learning as well as gainful employment. To encourage broader understanding of the value of a Thomas More Education the College will ...

Strategy A: Enhance appreciation of the Catholic liberal arts identity of Thomas More College

TACTICS

- Define the essence of the President’s vision for the College (in the Strategic Plan text) COMPLETE
- Define the essence of the College’s mission COMPLETE
- Produce a clear and concise two sentence summary of our Catholic Intellectual Tradition COMPLETE
- Produce a clear and concise two sentence summary of our liberal arts identity COMPLETE
- Produce a clear and concise two sentence summary of our Mission COMPLETE
- Educate the campus community on the above items COMPLETE, ONGOING
- Educate and involve external community in our mission and identity IN PROGRESS, PLANNED COMPLETION SPRING 2018
- Integrate the mission and values into overall student experience COMPLETE, ONGOING

FOCUSED MISSION STATEMENT

To accomplish the focused Mission Statement, key elements had to be defined:

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.
HIGHLIGHTS

Catholic Business and Professionals Network launched in September 2015. Since then over 40 community members have been involved in events or student mentoring.

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. Over 500 individuals attended the inaugural event in February 2016. In 2017, the event was expanded to a two-day academic symposium.

Only Catholic College to host Rosary Rally – annual event co-sponsored by Campus Ministry and Athletics and led by Bishop Foys, with over 500 attendees each year supporting one another through prayer and community.

Bishop Foys Scholarship created as a competitive scholarship designed for Catholic students interested in furthering their involvement in ministry and service. In 2016-2017, the inaugural class of eleven each completed 30 service hours per semester and served in various leadership roles to support the prayer, presence, and programming of Campus Ministry.

Ethical Leadership programs developed, including a Master of Arts, Bachelor of Arts for traditional students, and a Bachelor of Elected Studies from adult students. Through classroom and experiential learning, students will gain the knowledge and dispositions required to be effective leaders and ethical decision makers with awareness of the ethical, managerial, social, and technical challenges inherent in all organizations.

MEASURES

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>Year</th>
<th>Mean</th>
<th>% Strongly Agree/Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>4.2</td>
<td>83%</td>
</tr>
<tr>
<td>2015-16</td>
<td>4.1</td>
<td>82%</td>
</tr>
<tr>
<td>2016-17</td>
<td>4.2</td>
<td>85%</td>
</tr>
</tbody>
</table>

WHAT’S NEXT

Finalize Catholic Identity of the College definition

Section on website for Catholic identity

Campus wide service days

Faculty development related to liberal arts

Marketing the liberal arts

Strategy B: Develop and model the Thomas More College experience

TACTICS

Develop a taskforce, define the behavioral outcomes that will result in character, career, community ROI IN PROGRESS, PLANNED COMPLETION MAY 2018

Continue working with videographers to capture video of student experiences and stories IN PROGRESS, PLANNED COMPLETION MAY 2018

Use Moreover (online), and faculty and staff, to solicit student experiences and stories COMPLETE, ONGOING

Use student experiences and stories in overall marketing plan for enrollment COMPLETE, ONGOING

Develop methods for involving parents at TMC IN PROGRESS, PLANNED COMPLETION JANUARY 2018
HIGHLIGHTS
>>Marketing Committee to ensure consistent use of student experiences and stories in overall marketing plan
>>Bystander Intervention Program developed to empower students to react and deescalate situations that may lead to violence or harm.
>>Return on Investment taskforce developed college outcomes for students as follows:
Thomas More College will provide opportunities for students to engage in relevant experiences in and outside of the classroom resulting in a character, career, and community return on investment as they develop into well-rounded scholarly and ethical leaders.
Students will:
• develop a sense of belonging and responsibility to their communities
• reflect on and develop in their spirituality
• join in a multicultural society, celebrate diversity, and promote inclusion
• participate in civic society with social justice in mind
• engage in career development
• articulate how a liberal arts education has value for their career, character, and community

WHAT’S NEXT
>>Complete Return on Investment map to align co-curricular and curricular opportunities to student outcomes. Once complete, marketing plan and assessment plan will be created.
>>Pilot 4C Scholars Program, a program designed to encourage students to engage in activities related to career, character, community, and classroom leading to increased ROI from the Thomas More education.
>>Website Redesign
>>Develop Parent Communication Plan
>>Involve students with marketing initiatives, writing articles, and sharing experiences
>>Develop measure of exposure to ensure efficient use of college resources

Strategy C: Deliver a core curriculum consistent with the Thomas More College mission and relevant to students within the current landscape of higher education

GOAL: Revision of core curriculum and assessment plan

TACTICS
>>Research the literature and provide a description of the new landscape of higher education that encompasses the broad multifactor influences on higher education today. Include needs analysis and demographic projections regarding the market for higher education COMPLETE
>>Assess the current core curriculum and its outcomes and position it relative to the landscape, needs analyses, and demographic projections COMPLETE
>>Develop and bring forward recommendations for changes IN PROGRESS, PLANNED COMPLETION FALL 2017
Effective Written Communication
(First year versus Senior Mean)
Target: Longitudinal change shows improvement from first-year to senior
Source: Internal core assessment; rubric revised in SP 2012
2015-16
First Year Mean: 5.1
Senior Mean: 6.2
N: 80
Longitudinal Change: 1.1
2016-17
First Year Mean: 4.9
Senior Mean: 5.7
N: 130
Longitudinal Change: .84

Effective Oral Communication
(First year versus Senior Mean)
Target: Longitudinal change shows improvement from first-year to senior
Source: Internal core assessment; rubric revised in SP 2012
2015-16
First Year Mean: 4.9
Senior Mean: 6.6
N: 80
Longitudinal Change: 1.7
2016-17
First Year Mean: 4.5
Senior Mean: 6.0
N: 131
Longitudinal Change: 1.5

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

WHAT’S NEXT
>> Approval and implementation of revised core curriculum
>> Piloting assessment measures with first-year students
GOAL 2: ENGAGE MORE

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

Engage More describes the journey to complete a Thomas More education. Opportunities in service learning, extracurricular activities, and athletics provide multidimensional connections to the College community and firmly position the student on a path to graduation. A culture of continuous improvement assures that all programs and activities provide the high quality experiences characteristic of a Thomas More Education.

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

GOAL: All programs operate effectively in support of the College and program mission

TACTICS

>> Review, revise as necessary, and implement evaluation tools for academic program evaluation using five prong approach (mission, market, capacity, positive outcomes for students, fundable) IN PROGRESS, PLANNED COMPLETION OCTOBER 2017

>> Review, develop as necessary, and implement evaluation tools for co-curricular and extra-curricular student programs using five prong approach (mission, market, capacity, positive outcomes for students, fundable) IN PROGRESS, PLANNED COMPLETION OCTOBER 2017

>> Review, develop as necessary, and implement evaluation tools for administrative areas IN PROGRESS, PLANNED COMPLETION MAY 2018

HIGHLIGHTS

>> Established peer benchmark institutions for comparative data

>> Brainsteering exercises with faculty, staff, and Board of Trustees to develop tactics and support for Strategic Plan

>> Institutional Research, Planning, and Assessment Office led series of workshops for faculty and staff on assessment plans and “Building a Culture of Improvement”

>> Revised academic annual reports to include college-wide metrics, comparative data, and focus on improvement of student learning

>> Optimizing Academic Balance analysis completed, which will lead to decisions regarding resource allocation to increase enrollment, maximize the value of the curriculum, and strengthen TMC’s viability

>> Removed Forensic Science major and transitioned Healthcare Management from a major to a concentration to better utilize resources

>> Alignment of institutional effectiveness and budgeting processes
HIGHLIGHTS CONTINUED

In 2016-2017, athletic teams won nine conference titles, an all-time high for Thomas More College and the President’s Athletic Conference, including Football, Women's Soccer, Women's Basketball, Men's Basketball, Men's Indoor Track and Field, Softball, Men's Tennis, Women's Golf, and Men's Golf. Men's team combined to earn enough points to win the PAC Men’s All Sports Trophy, the first time in school history. Women combined to earn enough points to finish second in the Women’s All Sports Trophy.

WHAT’S NEXT

Review of baccalaureate and associate majors, considering removal or shift to minor or concentration, in order to meet student interest, improve career preparedness, and ensure efficient use of resources

Analysis of co-curricular and athletic programs to maximize value and determine appropriate resource allocation

Develop annual report for student clubs and organizations

All administrative areas complete assessment plans and annual reports, which includes college-wide metrics, administrative outcomes, and contributions to the strategic plan

All academic areas update assessment plans, curriculum maps, and document improvements in student learning

Strategy B: Explore and implement new curricular programs and expand on current programs

TACTICS

Review and revise process for development and implementation of new programs and expansion of current programs using five prong approach (mission, market, capacity, positive outcomes for students, fundable) COMPLETE

Develop and invest in programs that offer an alternative delivery system such as online degree programs. The online programs can be new or existing on-ground programs. INITIATIVES IN PROGRESS

Develop dual degree programs for students to complete a TMC bachelor’s with an option of an advanced degree COMPLETE, ONGOING

Provide incentives and “ownership” to faculty for development of successful new programs and enhancement of current programs COMPLETE, ONGOING

Establish a Teaching and Learning Center and offer programming to enhance excellence and innovation in teaching IN PROGRESS, PLANNED COMPLETION SPRING 2020

Continue globalizing our campus IN PROGRESS, PLANNED COMPLETION MAY 2019

HIGHLIGHTS

Hired Director of Online Engagement and Instructional Technology, who has implemented Canvas Learning Management System, developed a program to ensure quality of online courses, and led various training sessions for faculty

Additional online summer offerings led to 30% increase in summer enrollment and 21% increase in tuition and fee revenue

Brainstorming and education session with faculty regarding new program development, leading to biannual report to Board of Trustees on program development

Signed 3+3 agreement with NKU Chase College of Law enabling students to expedite completion of their undergraduate degree while getting a head start on the first year of law school
## MEASUREMENT OF PROGRESS

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

<table>
<thead>
<tr>
<th>Master of Arts in Ethical Leadership</th>
<th>Bachelor of Arts in Laws</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate of Arts in Non-Profit and Public Administration</td>
<td>Bachelor of Arts in Ethical Leadership</td>
</tr>
<tr>
<td>Bachelor of Arts in Management Information Systems</td>
<td>Bachelor of Science in Biochemistry</td>
</tr>
<tr>
<td>Bachelor of Science in Exercise Science</td>
<td>Minor in Multimedia Design</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Bachelor of Science in Biology</th>
<th>Bachelor of Fine Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Elected Studies in Ethical Leadership for adult students</td>
<td>Bachelor of Science in Nursing to be offered online</td>
</tr>
</tbody>
</table>

## WHAT'S NEXT

- All current adult programs will be offered online in 2017-2018
- Develop programs in all areas, including graduate degrees, certificate programs, dual degree options, and online programs
- Expand faculty development opportunities related to teaching and learning
- Secure additional support for faculty teaching online
- Consider and implement Global Taskforce recommendations
- Streamline processes for program development with transition to university

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

## TACTICS

- Establish an Institute for Academic Excellence **COMPLETE**
- Establish an Institute of Career Development and Graduate School Planning **COMPLETE**
- Establish an Institute of Learning Differences **COMPLETE**
- Establish Experiential Learning as a required for graduation **COMPLETE**
- Seek funding through foundations, grants, or increased endowment for expansion of service learning, student research, and study abroad for experiential learning **IN PROGRESS, PLANNED COMPLETION SPRING 2020**
- Consider total number of credit hours needed for baccalaureate degrees **COMPLETE**
- Review and improve advising system for students **COMPLETE, ONGOING**
- Develop and enhance programs and services to support health, wellness, and spiritual growth of students **COMPLETE, ONGOING**
- Improve institutional employment and work-study program to help students finance college and gain work experience **IN PROGRESS, PLANNED COMPLETION SPRING 2019**
- Establish an institutional entity that is ensuring Thomas More's future in the face of continuing disruption in higher education **ON HOLD FOR UNIVERSITY TRANSITION, PLANNED COMPLETION SPRING 2020**
HIGHLIGHTS

>>Named Dr. Anthony R. and Geraldine Zembrodt Institute for Academic Excellence (IAE). The IAE is committed to assisting students in achieving academic success. Through proactive counseling and support, the Institute for Academic Excellence develops disciplined, independent learners. It includes peer-to-peer tutoring, academic coaching, disability services, and counseling along with persistence counseling which includes intensive monitoring of at-risk students.

>>Established Institute for Learning Differences, a fee-based academic support program designed for students with documented learning differences. This program includes individual learning plans, professional tutoring, individual mentoring/coaching, study skills support, as well as traditional accommodations all coordinated by a strategic learning specialist.

>>Opened Robinson Family Academic Mentoring Center providing all-inclusive support for students. The center features a “learning concierge” who will work with students to identify specific needs, either in identifying opportunities to excel or determining the sources of difficulties.

>>Move from 128 to 120 credit hours as the minimum for a baccalaureate degree. This saves students direct costs in tuition and fees and increases their opportunity cost by entering the job market sooner.

>>Initiated chapter of Alpha Lambda Delta honorary society to encourage superior academic achievement, leadership, and community service among first-year students.

>>Since 2014, the annual Career and Internship Fair has grown 140% in student attendance and 150% in employer participation.

MEASUREMENT OF PROGRESS

Retention Rate
First Year - Target: >73%
Second Year - No more than 9% additional attrition from FY

First Year Baseline 67% (5 yr. avg.)
Cohort 2013 - FY 71% : SY 61%
Cohort 2014 - FY 65% : SY 52%
Cohort 2015 - FY 71% : SY 57%
Cohort 2016 - FY 67%
Source: IPEDS

Graduation Rate
Six Years
Target: 52%
Baseline 50% (5 yr. avg.)
2014-2015 - 46%
2015-2016 - 47%
2016-2017 - 51%
Source: IPEDS

Graduation Rate
Four Years
Target: 39%
Baseline 36% (5 yr. avg.)
2014-2015 - 36%
2015-2016 - 35%
2016-2017 - 38%
Source: IPEDS
Quality of interactions with student services staff

Students rate interactions with student services staff (career services, student activities, housing, etc.)

Target >50% rate excellent and above benchmarks

Baseline – FY 48%, Seniors 45%

2014-2015 FY 42%, Seniors 45% (no benchmarks established)
2015-2016 FY 50% benchmarks 46%, Seniors 40% benchmarks 50%
2016-2017 FY 50% benchmarks 47%, Seniors 39% benchmarks 49%

Source: NSSE

Quality of interactions with faculty

Students rate interactions with faculty

Target >65% Rate excellent and above benchmarks

Baseline – FY 63%, Seniors 66%

2014-2015 FY 61%, Seniors 69% (no benchmarks established)
2015-2016 FY 58% benchmarks 55%, Seniors 66% benchmarks 68%
2016-2017 FY 54% benchmarks 54%, Seniors 66% benchmarks 69%

Source: NSSE

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
2015-16 - Mean = 4.3 89% answered strongly agree/agree
2016-17 - Mean = 4.4 93% 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
2016-17 - Mean = 4.3 91% answered strongly agree/agree

Source: Senior Exit Survey - Five-point scale: 1=strongly disagree, 5=strongly agree
TMC provides academic support
Students rate how much the institution emphasized providing support to help students succeed academically
Target >80% answered very much or quite a bit and above benchmarks
Baseline – FY 71%, Seniors 78%
2014-2015 – FY 81%, Seniors 72% (no benchmarks established)
2015-2016 – FY 78% benchmarks 80%, Seniors 75% benchmarks 79%
2016-2017 – FY 81% benchmarks 81%, Seniors 74% benchmarks 71%
Source: NSSE

TMC provides support for overall well-being
Students rate how much the institution emphasized providing support for your overall well-being (recreation, health care, counseling, etc.)
Target >60% answered very much or quite a bit and above benchmarks
Baseline – FY 63%, Seniors 46%
2014-2015 – FY 56%, Seniors 43% (no benchmarks established)
2015-2016 – FY 65% benchmarks 71%, Seniors 58% benchmarks 62%
2016-2017 – FY 67% benchmarks 74%, Seniors 57% benchmarks 61%
Source: NSSE

High-Impact Practices
Seniors Participating in High-Impact Practices
Includes learning community, service-learning, research with faculty, internship or field experience, study abroad, senior experience
Target 100%
Baseline – 93%
2014-2015 92%
2015-2016 96%
2016-2017 96%

Placement Rate for Graduates
Employment/grad school six months post graduation
Target: 90%
Baseline 89%
2014-2015 - 87%
2015-2016 - 96%
2016-2017 - 96%
Source: Institutional Research
WHAT'S NEXT
Continued implementation of recommendations from Academic Advising Task Force
Improve institutional employment and work-study program
Increase experiential learning opportunities, provide support, ensure all students are completing requirement

Strategy D: Increase and enhance co-curricular and extracurricular activities

TACTICS
Start recreational and club sports COMPLETE, ONGOING
Review current clubs, organizations, and societies with respect to level of activity and relationship to mission IN PROGRESS, PLANNED COMPLETION SPRING 2019
Continue to review process Athletics has in place for assessment of their programs IN PROGRESS, PLANNED COMPLETION OCTOBER 2017
Explore and create new athletics programs based on enrollment needs COMPLETE, ONGOING
Explore and develop new co-curricular programs COMPLETE, ONGOING
Increase employee engagement across campus COMPLETE, ONGOING

HIGHLIGHTS
New Programs
- Rugby – Men's Rugby ranked 39th in the country in their bracket
- Lacrosse – won four games in 2016-2017, the highest in its three years of existence
- Marching Band – participated in Red's Opening Day Parade – the only collegiate marching band to participate
- Bowling – fielded full women's and men's teams in 2016-2017

Expanded Programs
- Villa Players – doubled number of shows over the last two years, including the addition of Summer Shakespeare in the outdoor amphitheater
- Choir - Held a spring concert with the Concert band at Notre Dame Academy. The band & choir numbers have grown so much that Steigerwald was too small for the event
- Cheerleading - Cheerleading placed first for the third straight year at the JamFest national cheerleading competition. The group plans to compete in the higher level collegiate competition in 2018

Saints Spirit Program Scholarships established for active students in Cheerleading, Dance Team, or Mascot program.

Various student and faculty service work with Master Provisions, a faith-based organization that provides food, clothing, and orphan care in the U.S. and around the world

Black Student Union formed, a student-driven organization to promote cultural, educational, and social initiatives as we aim to build leaders, promotes unity and contribute to student success
**MEASUREMENT OF PROGRESS**

### Number of Students participating

<table>
<thead>
<tr>
<th>Target: Athletes</th>
<th>Baseline</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 600</td>
<td>379</td>
<td>410</td>
<td>415</td>
<td>475</td>
</tr>
</tbody>
</table>

**Source:** Institutional Research

### Traditional full time students engaged in co- or extra-curricular activities

<table>
<thead>
<tr>
<th>Target</th>
<th>Baseline</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students/organizations/performing arts</td>
<td>300</td>
<td>not measured</td>
<td>201</td>
<td>389</td>
</tr>
</tbody>
</table>

**Source:** Institutional Research

### Graduates rated their experiences at TMC

**Intercollegiate Athletics**

<table>
<thead>
<tr>
<th>Target</th>
<th>Baseline</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean = 4.0; 70%</td>
<td>3.9; 68%</td>
<td>3.6; 58%</td>
<td>3.8; 68%</td>
<td></td>
</tr>
</tbody>
</table>

**Student clubs and organizations**

<table>
<thead>
<tr>
<th>Target</th>
<th>Baseline</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean = 4.0; 50%</td>
<td>3.3; 39%</td>
<td>3.3; 40%</td>
<td>3.3; 41%</td>
<td></td>
</tr>
</tbody>
</table>

**Student Activities**

<table>
<thead>
<tr>
<th>Target</th>
<th>Baseline</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean = 4.0; 50%</td>
<td>3.4; 43%</td>
<td>3.3; 41%</td>
<td>3.3; 48%</td>
<td></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

### Students rate

**how much the institution emphasized providing opportunities to be involved socially**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;70% answer very much or quite a bit and above benchmarks</td>
<td>FY 74%, Seniors 57%</td>
<td>2014-2015 FY 68%, Seniors 58%</td>
<td>2015-2016 FY 61% benchmarks 76%, Seniors 65% benchmarks 70%</td>
<td>2016-2017 FY 65% benchmarks 77%, Seniors 64% benchmarks 70%</td>
</tr>
</tbody>
</table>

**Source:** NSSE

### Students rate

**how much the institution emphasized providing attending campus activities and events (performing arts, athletic events, etc.)**

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>&gt;65% answer very much or quite a bit and above benchmarks</td>
<td>FY 73%, Seniors 53%</td>
<td>2014-2015 FY 71%, Seniors 54%</td>
<td>2015-2016 FY 67% benchmarks 73%, Seniors 69% benchmarks 58%</td>
<td>2016-2017 FY 70% benchmarks 75%, Seniors 69% benchmarks 58%</td>
</tr>
</tbody>
</table>

**Source:** NSSE
**WHAT’S NEXT**

>>Exploring new athletic and co-curricular programs

>>Ensure accurate tracking and increase number of students participating in co-curricular activities

>>Continue to increase Board of Trustee and employee engagement across campus

---

**MEASUREMENT OF PROGRESS CONTINUED**

*Students rate* how much the institution emphasized attending events that address important social, economic, or political issues

Target >50% answer very much or quite a bit and above benchmarks

Baseline FY 57%, Seniors 38%

2014-2015 FY 51%, Seniors 38% (no benchmarks established)

2015-2016 FY 55% benchmarks 52%, Senior 47% benchmarks 50%

2016-2017 FY 55% benchmarks 54%, Seniors 47% benchmarks 49%
GOAL 3: THRIVE MORE
Commit to a long-range plan that positions the College to prosper

Thrive More provides the resources necessary for the College to sustain and continuously improve the Thomas More College Experience. Integrated academics, co-curricular opportunities, extra-curricular pursuits and practical career preparation create the personalized and transformative Thomas More College Experience. To continue to provide this experience, the College must assure that its future is fiscally sound.

**Strategy A: Increase resources through effective enrollment management to grow to ideal size and composition within the scope of our mission**

**TACTICS**
- Allocate resources and recruit students who are a best match to a Thomas More education **COMPLETE**
- Develop enrollment plan **IN PROGRESS, PLANNED COMPLETION SPRING 2019**
- Invest in stronger recruitment efforts at Catholic high schools **COMPLETE**
- Increase enrollment in Gemini program **COMPLETE**

**HIGHLIGHTS**
- Fall 2016 and 2017 brought in two largest classes in College's history while increasing the average high school GPA of traditional first-time students
- 439 students living on campus in fall 2016, the highest in the history of the College
- Increase in Gemini enrollment – 37% increase in sections offered at local high schools, 68% increase in total headcount

**Incoming Enrollment**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>334</td>
</tr>
<tr>
<td>2015-16</td>
<td>377</td>
</tr>
<tr>
<td>2016-17</td>
<td>474</td>
</tr>
<tr>
<td>2017-18</td>
<td>419</td>
</tr>
</tbody>
</table>

**Average High School GPA**

<table>
<thead>
<tr>
<th>Year</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>3.20</td>
</tr>
<tr>
<td>2015-16</td>
<td>3.26</td>
</tr>
<tr>
<td>2016-17</td>
<td>3.35</td>
</tr>
<tr>
<td>2017-18</td>
<td>3.34</td>
</tr>
</tbody>
</table>
WHAT’S NEXT
>> Increase enrollment in non-traditional programs with new programs, online programs, and improved marketing
>> Expand recruitment market beyond tristate area
>> Develop specific retention strategies through the Enrollment Management Council

Strategy B: Diversify revenue streams beyond tuition

TACTICS
>> Increase resources through fundraising for growth initiatives COMPLETE, ONGOING
>> Explore initiation of capital campaign IN PROGRESS, PLANNED COMPLETION SPRING 2018
>> Increase resources through new and enhanced auxiliary enterprises COMPLETE, ONGOING
>> Develop new options for housing on campus IN PROGRESS, PLANNED COMPLETION FALL 2019
>> Increase grant funding COMPLETE, ONGOING
>> Increase fundraising COMPLETE, ONGOING

HIGHLIGHTS
>> More Store established and with total revenues over $450,000
>> Residency requirement added for first and second year students living outside commuter range
>> Raised $127,135 in 24 hours during Giving Tuesday, with campaign total of $215,455
>> Friends of the Field Station membership launched to raise funds for the Field Station operations, increase awareness of the Field Station’s programs and reach, to generate supporters through volunteers and in-kind donations, and increase the diversity of fundraising mechanisms and stakeholders
>> Secured several new grants
  • $50,000 grant funded by the Duke Energy for the STEM and Water Quality Initiative
  • $25,000 grant funded by The Butler Foundation for high-need scholarship aides
  • $10,000 grant funded by PNC Bank Ohio/Northern Kentucky to the Thomas More College Success Center

MEASUREMENT OF PROGRESS

Annual Fund towards budget
Target: 2.5%
Baseline: 4.9%
2014-15: 6.2%
2015-16: 5.16%
2016-17: 10.07%
Source: Finance

Total Gifts & Grants
Target: $6,500,000
Baseline: $2,000,000
2014-15: $6,556,453
2015-16: $2,077,611
2016-17: $4,000,879
Source: Institutional Advancement
WHAT'S NEXT
>>Executing new auxiliary contracts to increase resources
>>Adding amenities across campus
>>Increase grant funding and fundraising

Strategy C: Strengthen community partnerships

TACTICS
>>Explore creation of partnerships with local residential opportunities off campus COMPLETE
>>Create and expand institutional partnerships COMPLETE, ONGOING
>>Work to create advisory boards across curricular, co-curricular, and extra-curricular departments IN PROGRESS, PLANNED COMPLETION SPRING 2019
>>Strengthen alumni involvement across campus IN PROGRESS, PLANNED COMPLETION MAY 2018

HIGHLIGHTS
>>Expanded relationships through the Gemini Dual Credit Program including Boone County’s Early College Program and Kenton County Academies of Innovation and Technology
>>Thomas More College participates in the Corporate Work Study Program of the DePaul Cristo Rey High School, hosting four students throughout the academic year to provide real work experience
>>Partner with WAVE Foundation at the Newport Aquarium to offer Marine Biology and Conservation Lecture Series
>>Saints Salutes given to Cincinnati Reds and St. Elizabeth Healthcare to honor their partnership and support shown to the Thomas More College community
>>Hosted the Regional Youth Leadership graduation ceremony and offered up to 50% off tuition for future graduates of the program
>>Various Thomas More College Faculty in the media offering their expertise, including Dr. John T. Spence in Political Science and Dr. Malcolm Robinson in Economics
>>President Armstrong selected to serve on Committee on Accountability for the National Association of Independent Colleges and Universities, the only national organization focused on representing private, nonprofit higher education on public policy issues

WHAT'S NEXT
>>Call to everyone to build and enhance community partnerships as employers of our graduates and students in need of experiential learning, potential contributors to our fundraising goals, and potential partners in adult education
>>Institutional Advancement developing packet to assist academic and co-curricular programs in developing advisory boards
>>Director of Alumni Engagement working with Alumni Board, academic and co-curricular programs, and institutional partners to increase alumni engagement
## Strategy D: Develop and implement long-range organizational, financial and master plans

### TACTICS

- **Review and revise the budget process** **COMPLETE**
- **Develop a one-year financial plan** **COMPLETE, ONGOING**
- **Develop a five-year financial plan** **IN PROGRESS, PLANNED COMPLETION SPRING 2018**
- **Pay down debt and run surplus** **COMPLETE, ONGOING**
- **Invest in human resources, including professional development and appropriate compensation** **IN PROGRESS, PLANNED COMPLETION MAY 2018**
- **Review all operational processes and procedural/policy manuals** **IN PROGRESS, PLANNED COMPLETION MAY 2018**
- **Develop technology plan** **COMPLETE, ONGOING IMPLEMENTATION**
- **Create a master plan to ensure suitable facilities for growth** **IN PROGRESS, PLANNED COMPLETION FALL 2019**
- **Move to University** **COMPLETE, ONGOING IMPLEMENTATION**

### HIGHLIGHTS

- **Released an RFI to attract interest in a long range campus development plan and construction of new residence halls**
- **Improved budget process to gather input from all department managers**
- **Outsourced payroll to ensure compliance with regulations**
- **Simplified employee evaluation form to improve feedback and experience for employees**
- **Saints Community Standards developed for all students in order to more accurately reflect the TMC community, mission, and values**
- **Compliance Group established to ensure the College's compliance with federal and state requirements and best practice in policy development and implementation**
- **Over 120 professionals attended the inaugural Institute for Higher Education Compliance conference designed as a one-day, inexpensive event to help small schools navigate the complexities of compliance**
- **Groundbreaking for new K-16 STEM Outreach Center at Biology Field Station, funded by gift from R.C. Durr Foundation**
- **Report Writer Training group includes seven key staff in order to improve access to data**
- **Technology Plan completed to align with Strategic Plan priorities. Implementation so far:**
  - Virtualized several key servers in order to move mission critical applications off aged hardware
  - All wifi access points on main campus replaced and up to date with latest wifi standards
  - Upgraded all components of the identity management system, ensuring efficient and secure user account management
  - Asset Tracker application developed to inventory technology assets
  - Replaced all printers on campus under a managed print services contract, which eliminated many outdated printers and reduced costs
- **Renovated spaces**
  - Thomas More Success Center and Benedictine Library merger
  - Converted space into wrestling facility
  - Center for Student Engagement space established
  - Dedicated St. Elizabeth Hall of Fame Room
  - Updated infrastructure in the Theatre
  - Constructed experimental classroom with state-of-the-art technology
  - Mac lab established for art and education technology courses
  - Increase in parking
MEASUREMENT OF PROGRESS

Draw on Endowment
Target: Not to exceed 5% annually
Baseline - 9%
2014-15 - 5%
2015-16 - 5%
2016-17 - 5%
Source: Finance

Endowment Investments
Value of endowment - $24 million
Baseline - $15 million
2014-15 - $15.2 million
2015-16 - $17.1 million
2016-17 - $18.2 million
Source: Finance

Operating Margin
Target: 2%, Minimum of balanced budget
Baseline - -15%
2014-15 - -1.20%
2015-16 - -5.10%
2016-17 - 5.14%
Source: Finance

Composite Financial Index
A standardized score that falls along a scale of -4 to 10. A CFI score of 3 is the threshold of institutional financial health.
Target: 7.0
Baseline - 1.0
2014-2015 - 1.8
2015-2016 - 1.1
2016-2017 - 2.3
Source: Finance

Department of Education Ratio
Ratio to identify institutions that are at financial risk on a scale of -1 to 3
Target: 3.0
Baseline - 1.2
2014-2015 - 1.6
2015-2016 - 1.3
2016-2017 - 2.1
Source: Finance

Southern Association of Colleges and Schools (regional accreditor)
unrestricted assets exclusive of plant assets and plant-related debt
Target: positive
Baseline - ($2,650,354)
2014-2015 - ($2,386,598)
2015-2016 - ($3,695,372)
2016-2017 - ($2,517,978)
Source: Finance
WHAT'S NEXT

>> University transition
>> Improve operational process and policy manuals
>> Develop long-range campus development plan
>> Structured method of managing staff professional development
>> Engage with CUPA-HR, College and University Professional Association for Human Resources, to evaluate salary and benefits and understand compliance issues impacting the higher ed workplace
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.