

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.

INSTITUTIONAL ASSESSMENT

As in previous Performance Accountability Reports submitted by St. Mary's College of Maryland, we provide an institutional assessment in terms of changes in performance measures of five percent or greater. Specifically, we discuss measures in two categories according to their percentage change from the previous year: (1) those that improved by five percent or more, and (2) those declining by five percent or more. (Note: the criteria used for comment were +/- five percentage points if the indicator was already expressed as a percentage.)

In this report, six measures improved by five percent or more, 15 measures declined by five percent or more, and 42 measures changed by less than five percent. As in previous reports, those measures changing by more than +/- five percent (or +/- five percentage points) will be presented with comment.

Overview

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

- Increase in full-time faculty lines
- A new general-education curriculum developed and implementation begun

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.

Measures improving by five percent or more

Six measures improved by five percent or more between 2007 and 2008. These measures include: (1) the third output measure for Objective 2.2 (four-year graduation rate for African Americans at SMCM) increased from 58 percent to 67 percent, an increase of nine percentage points; (2) the measure for Objective 3.4 (number of international study tours led by SMCM faculty) increased from eight to 12, an increase of 50 percent; (3) the first measure for Objective 5.3 (graduate/professional school going rate for one-year-out alumni) has increased from 35 to 43 percent, an increase of eight percentage points; (4) the measure for Objective 10.1 (number of graduates from the M.A.T. program) has increased from six to 23, an increase of 283 percent; (5) the first outcome measure for Objective 11.1 (recycling rate for solid waste) increased from 37 to 42 percent, an increase of five percentage points; and (6) the measure in Objective 12.2 (amount in annual giving) has increased from \$2.0 to \$3.2 million, an increase of 60 percent.

The nine percentage point increase in the most recent four-year graduation rate for African-American students at SMCM is most likely a result of having a small student cohort. In this cohort, there were 33 African-American students, which translates to each student representing three percent of the cohort. The number of international study tours led by SMCM faculty has increased by four study tours from the prior year as a result of our increased attention to the new Core Curriculum requirement: Experiencing the Liberal Arts in the World. St. Mary's is committed to integrating the knowledge learned in the academic environment with the experiences out of the classroom.

The graduate and professional school going rate for one-year-out alumni has increased by eight percentage points. St. Mary's continues to provide a challenging curriculum that assists students in their quest for intellectual growth. We will continue to monitor the institution and our alumni to foster these positive changes.

The 283 percent change in the graduates from the M.A.T. program signals the success of the second cohort of the graduate-level teaching program in which 23 students graduated. We will continue to cultivate this program in the future. The increase of five percentage points in the recycling rate for St. Mary's solid wastes indicates our continued commitment to preserve natural resources and be a good steward of the environment.

In the final year of the College's five-year \$40 million comprehensive campaign, \$11.6 million was recorded. This sum included an extraordinary federal commitment of \$4.4 million. Calendar year 2006 was the first year following the close of the campaign and does not include the nearly \$1.4 million in prior year campaign payments. As these campaign pledge payments trail off, we are currently experiencing growth in new gifts.

Measures declining by 5 percent or more

Fifteen measures declined by five percent or more between 2007 and 2008. These include: (1) the third output measure for Objective 1.3 (average SMCM assistant professor faculty salary as a percentage of the median for the top 100 baccalaureate colleges) decreased from 93 percent to 87 percent, a decrease of six percentage points; (2) the first output measure for Objective 2.2 (four-year graduation rate for all minorities at SMCM) decreased from 64 percent to 56 percent, a decrease of eight percentage points; (3) the second output measure for Objective 2.2 (six-year graduation rate for all minorities at SMCM) decreased from 67 percent to 52 percent, a decrease of 15 percentage points; (4) the fourth output measure for Objective 2.2 (six-year graduation rate for African Americans at SMCM) decreased from 70 percent to 53 percent, a decrease of 17 percentage points; (5) the measure for Objective 4.1 (percent of graduating seniors completing a St. Mary's Project) decreased from 68 percent to 61 percent, a decrease of seven percentage points; (6) the second measure for Objective 5.2 (six-year graduation rate at SMCM) decreased from 83 percent to 75 percent, a decrease in eight percentage points; (7) the second measure for Objective 5.3 (graduate/professional school going rate for five-year-out alumni) decreased from 65 percent to 59 percent, a decrease of six percentage points; (8) the second output measure for Objective 5.4 (five-year-out alumni satisfaction with graduate/professional school preparation) decreased from 98 percent to 90 percent, a decrease of eight percentage points; (9) the third output measure for Objective 5.4 (10-year-out alumni satisfaction with graduate/professional school preparation) decreased from 100 percent to 93 percent, a decrease of seven percentage points; (10) the first measure in Objective 5.5 (one-year-out alumni satisfaction with job preparation) decreased by five percentage points, dropping from 90 to 85 percent; (11) the second measure in Objective 5.5 (five-year-out alumni satisfaction with job preparation) decreased from 99 to 93 percent, a decrease of six percentage points; (12) the measure for Objective 6.3 (percent of graduating seniors rating health services as good or excellent) decreased from 64 percent to 54 percent, a decrease of ten percentage points; (13) the measure for Objective 7.1 (percent of first-year students who received institutional-based financial aid) decreased by five percentage points from 77 to 72 percent; (14) the third measure for 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) decreased 16 percentage points from 65 to 49 percent; and (15) the second outcome measure for Objective 11.1 (Kilowatt hours of electricity consumed per square foot of facilities as a percent of 2005 usage) decreased from 78 percent to 73 percent, decreasing St. Mary's electricity consumption by five percentage points.

The average salary for a SMCM assistant professor as a percentage of the median for the top 100 baccalaureate colleges decreased from 93 to 87 percent, a decrease of six percentage points. Over the past three years, SMCM has hired 48 new assistant professors to replace faculty members who have retired or are on sabbatical. SMCM has also had a large number of faculty promotions into professor and associate professor status, while those at the assistant professor rank are relatively younger. This decline is not the result of any biased practices in recruitment, working conditions, or the application of policy or pay.

The decrease in percentage of graduating students completing St. Mary's Projects reflects the flexibility of the liberal arts majors at St. Mary's. Part of the benefit to obtaining a liberal

arts education at St. Mary's is that students choosing certain majors have the ability to select different options to complete a senior experience. Although 61 percent of the 2008 graduating class completed a St. Mary's Project, which is lower than the 68 percent for the class of 2007, this number is comparable to the class of 2006, where 62 percent completed a capstone course.

Although there is a decrease in the six-year graduation rate in comparison to the prior year, the past graduation rates have oscillated between 75 and 80 percentage. This value of 75 percent is within the lower level of the expected performance for this measure. The first, second, and fourth measures in Objective 2.2 (four-year graduation rate for all minorities, six-year graduation rate for all minorities, and for African-American students) have decreased. This decrease is a statistical aberration that sometimes occurs when working with small numbers. While about one-fifth of our current student body are members of minority groups, this represents a fairly small number for what is a relatively small student body. For example, in the recent four-year graduation cohort, each of the 64 minority students comprised 1.6 percent of their cohort, while the 33 African-American students consisted of 3.0 percent of their cohort. Even though the most recent four-year graduation rate for all minority students went down, the graduation rate of African-American students increased by nine percentage points. The six-year graduation rate cohort had comparable numbers. There were 71 minority students and 34 African-American students, each student representing 1.4 and 2.9 percent of their respective cohorts. Therefore, as a result of working with such small numbers, each student can cause a rather large shift in percentages that are reflected by idiosyncratic variations among individuals. Retention, especially that of minority students, is a priority for St. Mary's and an issue that we will continue to monitor to ensure that we are providing an inclusive educational environment for all members of our campus community.

While the percentage points for alumni satisfaction with graduate and professional school as well as job preparation have decreased, all of these measures for the survey conducted in 2008 were still at or above 90 percent. Although the five-year-out alumni rate of earning advanced degrees and that of attendance at graduate and profession school has declined respectively by sixteen and six percentage points, the one-year-out attendance rate has increased by eight percentage points. These changes can be attributed to relatively small sample sizes of responses and will continue to be monitored to determine what changes can be made to make improvements to the institution.

The percent of first-year students who received institutional-based financial aid has decreased in 2008 as a result of a fluctuation in the need profile of the incoming students. Although the 2008 figure is less than that of 2007, it is higher than either in 2006 (10 percentage points) or 2005 (12 percentage points). This suggests the unique success in 2007 as a result of extra institutional funds being allocated. Two thirds of aid distributed is based on need. St. Mary's is committed to increasing the percentage of students who receive institutionally based financial aid to continue to attract and recruit a diverse student body while continuing to provide access to higher education.

The decrease in kilowatt hours per square foot reflects our attempts to be better guardians of our environment (e.g., making more extensive use of electricity conserving equipment and practices). The Environmental Protection Agency (EPA) has named St. Mary's the number two

ranked college (universities were ranked separately) for total amount of green power purchased during the EPA's year-long College and University Green Power Challenge. Last year, St. Mary's continued to model the importance of conserving our environment through joining the EPA Green Power Partnership and the Energy Star Program.

KEY GOALS AND OBJECTIVES

Note: Unless otherwise indicated, column headers refer to fiscal years; e.g., “2006 Actual” refers to fiscal year 2006. Fall 2005 SAT scores, for example, will appear under “2006 Actual” since fall 2005 is in fiscal year 2006. 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		2005 Actual	2006 Actual	2007 Actual	2008 Actual
Input	Number of tenured or tenure-track faculty lines	119	125	130	133
Quality	% of core faculty with terminal degree	99%	99%	99%	98%

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

Performance Measures		2005 Actual	2006 Actual	2007 Actual	2008 Actual
Input	Student-faculty ratio	13.5 / 1	13.2 / 1	12.9 / 1	12.5 / 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 and World Report’s *America’s Best Colleges*.

Performance Measures		2005 Actual	2006 Actual	2007 Actual	2008 Actual
Input	<i>Average SMCM faculty salary as a percentage of the median for the top 100 baccalaureate colleges</i>				
	Professor	91%	88%	91%	87%
	Associate Professor	90%	87%	89%	85%
	Assistant Professor	92%	92%	93%	87%

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.

Performance Measures		2005	2006	2007	2008
Input		Actual	Actual	Actual	Actual
Average SAT scores of entering first-year class		1248	1227	1226	1221
Average high school GPA of entering first-year class		3.45	3.43	3.50	3.47
% African American of entering first-year class		8%	12%	9%	11%
% all minorities of entering first-year class		16%	22%	22%	20%
% first generation of entering first-year class		20%	18%	21%	23%
% international of all full-time students		2%	3%	3%	3%
% African American of all full-time students		7%	8%	10%	9%

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

Performance Measures		2005	2006	2007	2008
Output		Actual	Actual	Actual	Actual
Four-year graduation rate for all minorities at SMCM		52%	48%	64%	56%
Six-year graduation rate for all minorities at SMCM		54%	72%	67%	52%
Four-year graduation rate for African Americans at SMCM		61%	38%	58%	67%
Six-year graduation rate for African Americans at SMCM		56%	73%	70%	53%

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.

Performance Measures		2005	2006	2007	2008
Input		Actual	Actual	Actual	Actual
% minority full-time, tenured or tenure-track faculty		18%	17%	15%	16%
% minority full-time executive/managerial		7%	11%	9%	7%
% African American full-time, tenured or tenure-track faculty		8%	6%	6%	5%
% African American full-time executive/managerial		5%	6%	7%	4%
% women full-time executive/managerial		40%	43%	48%	51%
% women full-time, tenured or tenure-track faculty		47%	47%	46%	46%

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.

Performance Measures		2005	2006	2007	2008
Input		Actual	Actual	Actual	Actual
% of out-of-state students in the first-year class		22%	18%	21%	19%

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

Performance Measures		2005	2006	2007	2008
Input		Actual	Actual	Actual	Actual
% of international students in the first-year class		3%	3%	3%	4%

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

Performance Measures		2005	2006	2007	2008
Output		Actual	Actual	Actual	Actual
% of graduating seniors who studied abroad while at SMCM		33%	36%	40%	40%

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

Performance Measures		2005	2006	2007	2008
		Actual	Actual	Actual	Actual
Input	Number of international study tours led by SMCM faculty	9	10	8	12

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).

Performance Measures		2005	2006	2007	2008
		Actual	Actual	Actual	Actual
Output	% of graduating seniors completing a St. Mary's Project	66%	62%	68%	61%

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 Projects, directed research) while at SMCM.

Performance Measures		2005	2006	2007	2008
		Actual	Actual	Actual	Actual
Output	% of graduating seniors who have enrolled in one-on-one courses while at SMCM	90%	85%	87%	84%

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

Performance Measures		2005	2006	2007	2008
		Actual	Actual	Actual	Actual
Input	% of class offerings with fewer than 20 students	55%	61%	59%	63%

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%.

Performance Measures		2005	2006	2007	2008
		Actual	Actual	Actual	Actual
Output	Second-year retention rate at SMCM	89%	89%	87%	91%

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

Performance Measures		2005	2006	2007	2008
		Actual	Actual	Actual	Actual
Output	Four-year graduation rate at SMCM	75%	67%	71%	70%
	Six-year graduation rate at SMCM	72%	80%	83%	75%

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.

	2005	2006	2007	2008
	Survey	Survey	Survey	Survey
Performance Measures	Actual	Actual	Actual	Actual
Outcome <i>Graduate/professional school going rate</i>				
One-year-out alumni	34%	34%	35%	43%
Five-year-out alumni	61%	65%	65%	59%
Ten-year-out alumni	61%	57%	57%	54%

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.

	2005	2006	2007	2008
	Survey	Survey	Survey	Survey
Performance Measures	Actual	Actual	Actual	Actual
Outcome <i>Alumni satisfaction with graduate/professional school preparation</i>				
One-year-out alumni	98%	100%	100%	97%
Five-year-out alumni	100%	99%	98%	90%
Ten-year-out alumni	100%	100%	100%	93%

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.

	2005	2006	2007	2008
	Survey	Survey	Survey	Survey
Performance Measures	Actual	Actual	Actual	Actual
Outcome <i>Alumni satisfaction with job preparation</i>				
One-year-out alumni	87%	96%	90%	85%
Five-year-out alumni	95%	88%	99%	93%
Ten-year-out alumni	96%	96%	96%	94%

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.

	2005	2006	2007	2008
	Survey	Survey	Survey	Survey
Performance Measures	Actual	Actual	Actual	Actual

Quality	% of graduating seniors rating student residences as good or excellent	88%	82%	79%	80%
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Objective 6.2 By 2009, 75% of graduating seniors will rate the quality of campus food services as either good or excellent.

		2005 Survey Actual	2006 Survey Actual	2007 Survey Actual	2008 Survey Actual
Performance Measures					
Quality	% of graduating seniors rating food services as good or excellent	71%	85%	83%	84%

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

		2005 Survey Actual	2006 Survey Actual	2007 Survey Actual	2008 Survey Actual
Performance Measures					
Quality	% of graduating seniors rating health services as good or excellent	59%	60%	64%	54%

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

		2005 Survey Actual	2006 Survey Actual	2007 Survey Actual	2008 Survey Actual
Performance Measures					
Quality	% of graduating seniors rating campus recreational programs and facilities as good or excellent	76%	85%	90%	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.

		2005 Survey Actual	2006 Survey Actual	2007 Survey Actual	2008 Survey Actual
Performance Measures					
Quality	% of graduating seniors rating extracurricular activities and events as good or excellent	82%	85%	87%	90%

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%.

	2005	2006	2007	2008
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Performance Measures		Actual	Actual	Actual	Actual
Output	% of first-year students who receive institutionally-based financial aid (grants and scholarships)	60%	62%	77%	72%

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.

		2005	2006	2007	2008
		Survey	Survey	Survey	Survey
Performance Measures		Actual	Actual	Actual	Actual
Output	% of graduating seniors who report having done community service or volunteer work while at SMCM	80%	65%	64%	68%

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%.

		2005	2006	2007	2008
		Survey	Survey	Survey	Survey
Performance Measures		Actual	Actual	Actual	Actual
Outcome	Employment rate of one-year-out alumni	96%	92%	93%	96%

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

		2005	2006	2007	2008
		Survey	Survey	Survey	Survey
Performance Measures		Actual	Actual	Actual	Actual
Outcome	% of five-year-out full-time employed alumni who are teachers	18%	16%	16%	18%

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.

		2005	2006	2007	2008
		Survey	Survey	Survey	Survey
Performance Measures		Actual	Actual	Actual	Actual

Outcome	% of alumni for whom highest degree is master's	42%	46%	37%	34%
	% of alumni for whom highest degree is Ph.D.	6%	7%	11%	9%
	% of alumni that hold professional degrees (engineers, doctors, lawyers, etc.)	12%	10%	17%	6%
	Totals	60%	63%	65%	49%

Goal 10: Establish a master's in teaching (MAT) program that will contribute to the teaching workforce.

Objective 10.1 Increase the number of graduates from the MAT program to 25 by 2009.

Performance Measures	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Output Number of graduates from the MAT program	—	—	6	23

Objective 10.2 90% of one-year-out MAT alumni will be teaching full-time by fall 2008.

Performance Measures	2005 Survey Actual	2006 Survey Actual	2007 Survey Actual	2008 Survey Actual
Outcome % of one-year-out MAT alumni teaching full-time	—	—	—	6

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%.

Performance Measures	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Outcome Recycling rate for solid waste	22.1%	17.4%	37.0%	42%
Kilowatt hours of electricity consumed per square foot of facilities as a percent of 2005 usage (18.6 Kw hours/square foot)	100%	84%	78%	73%

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.

Performance Measures	2005 Actual	2006 Actual	2007 Actual	2008 Actual
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Outcome	Amount of endowment value	\$28.4M	\$28.5M	\$26.9M	\$27.5M
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Objective 12.2 Maintain annual private giving at a minimum of \$3,000,000 annually by CY2008.¹

Performance Measures		CY2004¹	CY2005¹	CY2006¹	CY2007¹
		Actual	Actual	Actual	Actual
Outcome	Amount in annual giving	\$5.5M	\$11.6M	\$2.0M	\$3.2M

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

Performance Measures		CY2004¹	CY2005¹	CY2006¹	CY2007¹
		Actual	Actual	Actual	Actual
Outcome	% of alumni giving	27%	23%	22%	24%

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

Performance Measures		2005	2006	2007	2008
		Actual	Actual	Actual	Actual
Outcome	Total dollars: Federal, state, and private grant	\$3.4M	\$3.4M	\$3.1M	\$3.1M

Notes:

¹ "CY" refers to "Calendar Year" (January through December).

Questions Where an Explanation is Required

Objective 2.3 – Between 2005 and 2009, increase by 10 percent the percentage of racial/ethnic minority faculty and administrative staff, and increase by 10 percent the percentage of female administrative staff.

The percentage which minorities constitute of full-time, tenured or tenure-track faculty at St. Mary's has fallen steadily in the past four years from 18 percent to 15 percent.

St. Mary's Response

Although the percentage of minority full-time, tenure or tenure-track faculty members have fallen from 18 percent in FY 2005 to 15 in 2007, the percentage increased to 16 in FY 2008. Most of the minority faculty departures at St. Mary's can be attributed to the following: initially hired contractually as a sabbatical replacement, hired for a tenure or tenure-track position at another institution, retirement, or other reasons. This decline is not based on any biased practices in recruitment, working conditions, or the application of policy or pay. St. Mary's is committed to recruiting and retaining a diverse and inclusive community of students, faculty, and staff.

Objective 8.1 – By 2009, at least 80 percent of graduating seniors will have performed voluntary community service while at St. Mary's.

The percentage of graduating seniors who reported having done community service or volunteer work while at St. Mary's has consistently dropped from 80 percent to 64 percent during the last three years.

St. Mary's Response

Despite the decrease in graduating seniors from 2005 to 2007 reporting that they have performed community service, the 2008 level has increased by four percentage points from the prior year. St. Mary's has continued to guide students to integrate their experiences with the

world around them through the development of the new Core Curriculum requirement of: Experiencing the Liberal Arts in the World. The College continues to support student clubs that enrich the campus community through their service activities such as: Circle K, For Goodness' Sake (FGS), Habitat for Humanity, Rotoract, and the Student Environmental Action Coalition (SEAC). There are also popular St. Mary's events, like Christmas in April, where service is a focus for the campus community. Volunteering does not necessarily need to end once a student graduates as St. Mary's is currently ninth in the county amongst small colleges nationwide for contributing volunteers for the Peace Corps. St. Mary's College will continue to monitor students' perceptions of the amount of volunteer work they completed because this is an important value of the institution.

Objective 12.2 – Maintain annual private giving at a minimum of \$3 million annually by CY 2008.

Annual giving at St. Mary's plummeted from \$11.6 million to \$2.0 million in the past year.

St. Mary's Response

In the final year of the College's five-year, \$40 million comprehensive campaign, \$11.6 million was recorded. This sum included an extraordinary federal commitment of \$4.4 million. Calendar year 2006 was the first year following the close of the campaign and does not include the nearly \$1.4 million in prior year campaign payments. As these campaign pledge payments trail off, we are experiencing again a growth in new gifts.

Despite the decrease in graduating seniors from 2005 to 2007 reporting that they have performed community service, the 2008 level has increased by four percentage points from the prior year. St. Mary's has continued to guide students to integrate their experiences with the world around them through the development of the new Core Curriculum requirement of: Experiencing the Liberal Arts in the World. The College continues to support student clubs that enrich the campus community through their service activities such as: Circle K, For Goodness' Sake (FGS), Habitat for Humanity, Rotoract, and the Student Environmental Action Coalition (SEAC). There are also popular St. Mary's events, like Christmas in April, where service is a focus for the campus community. Volunteering does not necessarily need to end once a student graduates as St. Mary's is currently ninth in the county amongst small colleges nationwide for contributing volunteers for the Peace Corps. St. Mary's College will continue to monitor students' perceptions of the amount of volunteer work they completed because this is an important value of the institution.

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
INPUTS					
1	2008 Actual = Fall '07	1.1	Number of tenured or tenure-track faculty lines	Institution	Number of full-time tenured or tenure-track faculty lines.
3	2008 Actual = Fall '07	1.2	Student-faculty ratio	Institution	Ratio of FTE students to FTE faculty
4	2008 Actual = Fall '07	1.3	Average SMCM faculty salary as a percentage of the median for the top 100 baccalaureate colleges	<i>Academe</i> (March-April issue, Table 9A); 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	2008 Actual = Fall '07	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	2008 Actual = Fall '07	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	2008 Actual = Fall '07	2.1	Percent African American of entering first-year class	EIS	(# of African American first-year students / # of race known first-year student) * 100 (first-time, full-time degree-seeking first-year students only)
8	2008 Actual = Fall '07	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	2008 Actual = Fall '07	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	2008 Actual = Fall '07	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	2008 Actual = Fall '07	2.1	Percent African American of all full-time students	EIS	(# of African American full-time undergraduate students / # of race known full-time undergraduate students) * 100
16	2008 Actual = Fall '07	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	2008 Actual = Fall '07	2.3	Percent minority full-time executive/managerial	EDS	Self explanatory
18	2008 Actual = Fall '07	2.3	Percent African American full-time tenured or tenure-track faculty	EDS	Self explanatory (includes faculty on sabbatical, but not those on leave)
19	2008 Actual = Fall '07	2.3	Percent African American full-time executive/managerial	EDS	Self explanatory
20	2008 Actual = Fall '07	2.3	Percent women full-time executive/managerial	EDS	Self explanatory
21	2008 Actual = Fall '07	2.3	Percent women full-time tenured or tenure-track faculty	EDS	Self explanatory (includes faculty on sabbatical, but not those on leave)
22	2008 Actual = Fall '07	3.1	Percent of out-of-state students in the first-year class	Institution	(# of U.S. students from a state other than Maryland / # of U.S. students) * 100 (first-

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
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					time, full-time degree-seeking first-year students only)
23	2008 Actual = Fall '07	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	2008 Actual = Fiscal year 2008	3.4	Number of international study tours led by SMCM faculty	Institution	Self explanatory
28	2008 Actual = Fall '07	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	2008 Actual = Fall '04 cohort graduating by Spring '08	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	2008 Actual = Fall '02 cohort graduating by Spring '08	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	2008 Actual = Fall '04 cohort graduating by Spring '06	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	2008 Actual = Fall '02 cohort graduating by Spring '06	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	2008 Actual = Fall '04 cohort graduating in Spring '08	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	2008 Actual = Spring '08 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	2008 Actual = Fall '04 cohort graduating in Spring '08	4.2	Percent of graduating seniors who have enrolled in one-on-one courses while at SMCM	Institution	(# of graduating seniors who completed a one-on-one course such as a St. Mary's project, independent study, or directed research / # of graduating seniors) * 100
29	2008 Actual = Fall '06 cohort re-enrolled in Fall '07	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	2008 Actual = Fall '04 cohort graduating by Spring '08	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
31	2008 Actual = Fall '02 cohort graduating by	5.2	Six-year graduation rate at SMCM	Institution	Percentage of first-time, full-time degree-

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
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	Spring '08				seeking first-year students who graduated from SMCM within six years after matriculation.
46	2008 Actual = Fall '07	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	2008 Actual = Spring '08 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	2008 Actual = Spring '07 grads from MAT	10.1	Number of graduates from the MAT program	Institution	Self explanatory
OUTCOMES					
32	2008 Survey Actual = Spring '07 grads surveyed in 2008	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	2008 Survey Actual = Spring '03 grads surveyed in 2008	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	2008 Survey Actual = Spring '98 grads surveyed in 2008	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	2008 Survey Actual = Spring '07 grads surveyed in 2008	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.
36	2008 Survey Actual = Spring '03 grads surveyed in 2008	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	2008 Survey Actual = Spring '98 grads surveyed in 2008	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.
38	2008 Survey Actual = Spring '07 grads surveyed in 2008	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").

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
39	2008 Survey Actual = Spring '03 grads surveyed in 2008	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	2008 Survey Actual = Spring '98 grads surveyed in 2008	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	2008 Survey Actual = Spring '07 grads surveyed in 2008	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	2008 Survey Actual = Spring '03 grads surveyed in 2008	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	2008 Survey Actual = Spring '03 grads surveyed in 2008	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	2008 Survey Actual = Spring '03 grads surveyed in 2008	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	2008 Survey Actual = Spring '03 grads surveyed in 2008	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	2008 Actual = Spring '07 MAT grads surveyed in 2008	10.2	Percent of one-year-out MAT alumni teaching full-time	SMCM Alumni Survey (1-year)	(# of one-year-out MAT alumni teaching full-time / # of one-year-out MAT alumni with survey data) * 100
55	2008 Actual = Calendar year 2007	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	2008 Actual = Fiscal year 2008	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 Kw hours / 772,684 square feet = 18.9). 18.9 is 102% of the 18.6 FY2005 Kw hours per square feet consumed.
57	2008 Actual = Fiscal Year 2008	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).

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS					
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58	CY2007 Actual = Calendar Year 2007	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	CY2007 Actual = Calendar Year 2007	12.3	Percent of alumni giving	Institution	(# of alumni donors / # of alumni solicited) * 100
60	2008 Actual = Fiscal year 2008	12.4	Total dollars: Federal, state, and private grants	IPEDS Finance	IPEDS Finance Report, Part B, Lines 2, 3, 4, 13, 14, and 15.
QUALITY					
2	2008 Actual = Fall '07	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	2008 Actual = Spring '08 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	2008 Actual = Spring '08 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	2008 Actual = Spring '08 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	2008 Actual = Spring '08 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	2008 Actual = Spring '08 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