

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

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:

- Addition of five full-time faculty lines
- A new general-education curriculum has been fully implemented
- Commenced the search for a new president
- Glendening Hall, a new student services building, opened in January 2009
- Initiated a new five-year strategic planning cycle

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.

Assessment of Progress in Achieving Goals and Objectives

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

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

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

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

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

Area 5: Financial (Goals 7 and 12)

Area 1: Academic Experiences

Goal 1: Strengthen the quality of instruction.

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

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

St. Mary's College maintains its expectation of high standards of instruction consistently through employing over 98 percent of core faculty with a terminal degree. Over the past four years, the number of tenured and tenure-track faculty lines have increased by 13, from 125 to 138. St. Mary's has maintained superlative 4- and 6-year graduation rates of 70 and 79 percent, respectively.

Area 2: External Awareness

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

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

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

St. Mary's College students contribute to their community through participating in volunteer work. Of the 2009 graduating seniors, 68 percent reported having completed community service or volunteer work. Stewardship of the natural environment is evidenced by the recent Green Power and Audubon certifications awarded to the College.

St. Mary's College has been conscious of our environmental footprint and has worked to reduce the kilowatt hours of electricity consumed per square foot of facilities by 11% from 2005 to 2009. Between the beginning of FY 05 (the baseline year) and the end of FY 09, several new buildings were constructed (and demolished) on campus and have been excluded from this analysis to normalize the data. This allows us to compare the energy consumption of a consistent building area of 748,913 GSF (36 buildings) during the evaluation period.

Area 3: Supporting the Workforce

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

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

St. Mary's contributes to the Maryland and national workforce through the development of the M.A.T. (master of arts in teaching) program. The number of students in this program has grown from an initial graduation cohort of six in 2007 to 29 in 2009. St. Mary's will continue to support, develop, and grow this important program.

Area 4: Student Experiences and Diversity

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

Goal 6: Enhance the quality of student life.

St. Mary's College meets student needs and expectations through the reexamination of current and future practices. Eighty-nine percent of the graduating class of 2009 rated food service as either good or excellent, up five percentage points from the prior year. The percentage

of graduating seniors rating health services as good or excellent has risen 13 percentage points from the prior survey. Campus recreational programs and facilities, as well as extracurricular activities and events, have increased seven percentage points over a four-year span to 92 percent rating those categories as good or excellent. These are the highest percentages recorded within the past four years.

St. Mary's has also continued to support all students from matriculation to graduation. The most recent 4- and 6-year graduation rates are 70 and 79 percent, respectively. Over one-half of our students continue on to graduate school or teaching careers.

Area 5: Financial

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

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

Approximately 70 percent of the first-year class receives institutional support. St. Mary's has guaranteed all financial aid scholarships and grants for fiscal year 2010, evidence of the commitment to access and success. A special appeal for emergency funds to support students and families in financial distress was enthusiastically supported by donors, raising approximately \$100,000.

Explanation requested by the Commission

2009

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

In 2008, the six-year graduation rate for all minorities at SMCM was 52%, down from 67% in 2007 and from 72% in 2006.

St. Mary's Response

The decreases noted above are a statistical aberration that occurs when working with small numbers. While about one-fifth of our current student body is members of minority groups, this represents a small number for what is a relatively small student body. For example, in the recent four-year graduation cohort, each of the 68 minority students comprised over one percent of their cohort, while the 36 African-American students accounted for nearly three percent of their cohort. In the most recent 2009 graduation rates, St. Mary's has experienced a four-year high for all minorities for both the 4- and 6-year graduation rates at 67 and 76 percent, respectively.

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

From 2007 to 2008, the percentage of African-American full-time, tenured or tenure-track faculty decreased from 6% to 5%.

From 2007 to 2008, the percentage of African-American full-time executive/managerial staff members decreased from 7% to 4%.

St. Mary's Response

St. Mary's College affirms the importance of hiring and retaining African-American faculty and executive/managerial staff. Our overall number of faculty and staff is small, with one staff member constituting the three percent change in executive/managerial staff. However, we continue to promote the hiring of minority candidates through our EEO/AA office and creation of an increasingly welcoming work environment.

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

From 2007 to 2008 the proportion of graduating seniors completing a St. Mary's Project decreased from 68% to 61%, and this figure is currently at a four-year low.

St. Mary's Response

There are two changes that explain the decline in St. Mary's Project participation. When the goal of 70 percent was originally established, the proportion of majors requiring St. Mary's Projects was higher. With the introduction of the new core curriculum, St. Mary's has seen a slight shift in departmental requirements to allow students the option of a St. Mary's Project or an alternative Senior Experience. In addition, the distribution of graduating students by major has shifted toward majors that offer the alternative requirement than the St. Mary's Project. An example of this can be seen in the Psychology department, which produced the third largest proportion of 2009 graduates, and has made the St. Mary's Project experience optional. With these two tendencies, the College must assess whether the 70 percent remains as an appropriate metric of this objective.

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

In 2008, 54% of graduating SMCM seniors rated campus health services as good or excellent, compared to 64% of seniors who did so in 2007.

St. Mary's Response

St. Mary's has acknowledged the past declines in student satisfaction with campus health services. As a result of the figures from the past few years, there has been an expansion of services in the health center. In the 2009 survey, 67 percent of seniors rated the health services as good or excellent, which is a four-year high. The College continues to seek alternatives that provide improved health services, both on campus and through local providers.

2008

Objective 2.3 – Between 2005 and 2009, increase by 10% the percentage of racial/ethnic minority faculty and administrative staff, and increase by 10% 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% to 15%.

St. Mary's Response

Over the past 4 years, we have increased our faculty count by 13 but have not kept pace with the successful hiring of minorities at a comparable rate. Recent efforts in the faculty have stressed the importance of recruiting a diverse pool of candidates and also publicizing searches to prospective minority candidates.

Objective 8.1 – By 2009, at least 80% 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% to 64% during the last three years.

St. Mary's Response

Despite the appearance of a steep decline in this measure since 2005, all other values since 2003 have ranged from a low of 64 percent in 2007 to a high of 70 percent in 2003. The 2005 value of 80 percent seems to signify the positive measures of this class rather than a general trend towards 80 percent. 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, Rotaract, and the Student Environmental Action Coalition (SEAC). There are also popular St. Mary's events such as 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 18th in the country amongst small colleges nationwide for contributing volunteers for the Peace Corps. St. Mary's College alumni have served around the globe in Morocco, East Timor, South Korea, Moldova, Ukraine, Botswana, Mauritania, Thailand, Turkmenistan, Poland, and Nepal. 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. Giving in fiscal year 2008 was nearly \$3.3 million, with the current year results again near that level. Also, the number of donors has stabilized near 2,500, up from less than 2,000 at the beginning of the decade.

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 | | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Actual |
|----------------------|---|----------------|----------------|----------------|----------------|
| Input | Number of tenured or tenure-track faculty lines | 125 | 130 | 133 | 138 |
| Quality | % of core faculty with terminal degree | 99% | 99% | 98% | 98% |

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

| Performance Measures | | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Actual |
|----------------------|-----------------------|----------------|----------------|----------------|----------------|
| Input | Student-faculty ratio | 13.2 / 1 | 12.9 / 1 | 12.5 / 1 | 13.1 / 1 |

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

| Performance Measures | | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Actual |
|----------------------|---|----------------|----------------|----------------|----------------|
| Input | <i>Average SMCM faculty salary as a percentage of the median for the top 100 baccalaureate colleges</i> | | | | |
| | Professor | 88% | 91% | 87% | 88% |
| | Associate Professor | 87% | 89% | 85% | 89% |
| | Assistant Professor | 92% | 93% | 87% | 85% |

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 | | 2006 | 2007 | 2008 | 2009 |
|--|--|---------------|---------------|---------------|---------------|
| Input | | Actual | Actual | Actual | Actual |
| Average SAT scores of entering first-year class | | 1227 | 1226 | 1221 | 1230 |
| Average high school GPA of entering first-year class | | 3.43 | 3.50 | 3.47 | 3.52 |
| % African American of entering first-year class | | 12% | 9% | 11% | 8% |
| % all minorities of entering first-year class | | 22% | 22% | 20% | 19% |
| % first generation of entering first-year class | | 18% | 21% | 23% | 22% |
| % international of all full-time students | | 3% | 3% | 3% | 3% |
| % African American of all full-time students | | 8% | 10% | 9% | 9% |

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

| Performance Measures | | 2006 | 2007 | 2008 | 2009 |
|---|--|---------------|---------------|---------------|---------------|
| Output | | Actual | Actual | Actual | Actual |
| Four-year graduation rate for all minorities at SMCM | | 48% | 64% | 56% | 67% |
| Six-year graduation rate for all minorities at SMCM | | 72% | 67% | 52% | 76% |
| Four-year graduation rate for African Americans at SMCM | | 38% | 58% | 67% | 65% |
| Six-year graduation rate for African Americans at SMCM | | 73% | 70% | 53% | 74% |

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 | | 2006 | 2007 | 2008 | 2009 |
|---|--|---------------|---------------|---------------|---------------|
| Input | | Actual | Actual | Actual | Actual |
| % minority full-time, tenured or tenure-track faculty | | 17% | 15% | 16% | 13% |
| % minority full-time executive/managerial | | 11% | 9% | 7% | 8% |
| % African American full-time, tenured or tenure-track faculty | | 6% | 6% | 5% | 4% |
| % African American full-time executive/managerial | | 6% | 7% | 4% | 8% |
| % women full-time executive/managerial | | 43% | 48% | 51% | 47% |
| % women full-time, tenured or tenure-track faculty | | 47% | 46% | 46% | 52% |

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 | | 2006 | 2007 | 2008 | 2009 |
|--|--|---------------|---------------|---------------|---------------|
| Input | | Actual | Actual | Actual | Actual |
| % of out-of-state students in the first-year class | | 18% | 21% | 19% | 21% |

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

| Performance Measures | | 2006 | 2007 | 2008 | 2009 |
|---|--|---------------|---------------|---------------|---------------|
| Input | | Actual | Actual | Actual | Actual |
| % of international students in the first-year class | | 3% | 3% | 4% | 2% |

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

| Performance Measures | | 2006 | 2007 | 2008 | 2009 |
|--|--|---------------|---------------|---------------|---------------|
| Output | | Actual | Actual | Actual | Actual |
| % of graduating seniors who studied abroad while at SMCM | | 36% | 40% | 40% | 46% |

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

| Performance Measures | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|---|---------------|---------------|---------------|---------------|
| | | Actual | Actual | Actual | Actual |
| Input | Number of international study tours led by SMCM faculty | 10 | 8 | 12 | 10 |

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 | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|---|---------------|---------------|---------------|---------------|
| | | Actual | Actual | Actual | Actual |
| Output | % of graduating seniors completing a St. Mary's Project | 62% | 68% | 61% | 57% |

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 | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|---|---------------|---------------|---------------|---------------|
| | | Actual | Actual | Actual | Actual |
| Output | % of graduating seniors who have enrolled in one-on-one courses while at SMCM | 85% | 87% | 84% | 81% |

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

| Performance Measures | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|--|---------------|---------------|---------------|---------------|
| | | Actual | Actual | Actual | Actual |
| Input | % of class offerings with fewer than 20 students | 61% | 59% | 63% | 66% |

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 | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|------------------------------------|---------------|---------------|---------------|---------------|
| | | Actual | Actual | Actual | Actual |
| Output | Second-year retention rate at SMCM | 89% | 87% | 91% | 90% |

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

| Performance Measures | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|-----------------------------------|---------------|---------------|---------------|---------------|
| | | Actual | Actual | Actual | Actual |
| Output | Four-year graduation rate at SMCM | 67% | 71% | 70% | 70% |
| | Six-year graduation rate at SMCM | 80% | 83% | 75% | 79% |

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.

| | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|--|--------|--------|--------|--------|
| | | Survey | Survey | Survey | Survey |
| | | Actual | Actual | Actual | Actual |
| Performance Measures | | | | | |
| Outcome | <i>Graduate/professional school going rate</i> | | | | |
| | One-year-out alumni | 34% | 35% | 43% | 33% |
| | Five-year-out alumni | 65% | 65% | 59% | 59% |
| | Ten-year-out alumni | 57% | 57% | 54% | 61% |

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.

| | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|--|--------|--------|--------|--------|
| | | Survey | Survey | Survey | Survey |
| | | Actual | Actual | Actual | Actual |
| Performance Measures | | | | | |
| Outcome | <i>Alumni satisfaction with graduate/professional school preparation</i> | | | | |
| | One-year-out alumni | 100% | 100% | 97% | 98% |
| | Five-year-out alumni | 99% | 98% | 90% | 98% |
| | Ten-year-out alumni | 100% | 100% | 93% | 98% |

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.

| | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|---|--------|--------|--------|--------|
| | | Survey | Survey | Survey | Survey |
| | | Actual | Actual | Actual | Actual |
| Performance Measures | | | | | |
| Outcome | <i>Alumni satisfaction with job preparation</i> | | | | |
| | One-year-out alumni | 96% | 90% | 85% | 99% |
| | Five-year-out alumni | 88% | 99% | 93% | 98% |
| | Ten-year-out alumni | 96% | 96% | 94% | 98% |

Goal 6: Enhance the quality of student life.

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

| | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|--|--------|--------|--------|--------|
| | | Survey | Survey | Survey | Survey |
| | | Actual | Actual | Actual | Actual |
| Performance Measures | | | | | |
| Quality | % of graduating seniors rating student residences as good or excellent | | | | |
| | | 82% | 79% | 80% | 83% |

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

| | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|---|---------------|---------------|---------------|---------------|
| | | Survey | Survey | Survey | Survey |
| | | Actual | Actual | Actual | Actual |
| Performance Measures | | | | | |
| Quality | % of graduating seniors rating cafeteria and food services as good or excellent | 85% | 83% | 84% | 89% |

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

| | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|---|---------------|---------------|---------------|---------------|
| | | Survey | Survey | Survey | Survey |
| | | Actual | Actual | Actual | Actual |
| Performance Measures | | | | | |
| Quality | % of graduating seniors rating health services as good or excellent | 60% | 64% | 54% | 67% |

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

| | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|---|---------------|---------------|---------------|---------------|
| | | Survey | Survey | Survey | Survey |
| | | Actual | Actual | Actual | Actual |
| Performance Measures | | | | | |
| Quality | % of graduating seniors rating campus recreational programs and facilities as good or excellent | 85% | 90% | 87% | 93% |

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

| | | 2006 | 2007 | 2008 | 2009 |
|-----------------------------|---|---------------|---------------|---------------|---------------|
| | | Survey | Survey | Survey | Survey |
| | | Actual | Actual | Actual | Actual |
| Performance Measures | | | | | |
| Quality | % of graduating seniors rating extracurricular activities and events as good or excellent | 85% | 87% | 90% | 92% |

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

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

| Performance Measures | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Actual |
|--|------------------------|------------------------|------------------------|------------------------|
| Output % of first-year students who receive institutionally-based financial aid (grants and scholarships) | 62% | 77% | 72% | 70% |

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.

| Performance Measures | 2006 Survey Actual | 2007 Survey Actual | 2008 Survey Actual | 2009 Survey Actual |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Output % of graduating seniors who report having done community service or volunteer work while at SMCM | 65% | 64% | 68% | 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%.

| Performance Measures | 2006 Survey Actual | 2007 Survey Actual | 2008 Survey Actual | 2009 Survey Actual |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Outcome Employment rate of one-year-out alumni | 92% | 93% | 96% | 85% |

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

| Performance Measures | 2006 Survey Actual | 2007 Survey Actual | 2008 Survey Actual | 2009 Survey Actual |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Outcome % of five-year-out full-time employed alumni who are teachers | 16% | 16% | 18% | 13% |

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.

| Performance Measures | | 2006 Survey Actual | 2007 Survey Actual | 2008 Survey Actual | 2009 Survey Actual |
|-----------------------------|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Outcome | % of alumni for whom highest degree is master's | 46% | 37% | 34% | 34% |
| | % of alumni for whom highest degree is Ph.D. | 7% | 11% | 9% | 2% |
| | % of alumni that hold professional degrees (engineers, doctors, lawyers, etc.) | 10% | 17% | 6% | 5% |
| | Totals | 63% | 65% | 49% | 41% |

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

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

| Performance Measures | | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Actual |
|-----------------------------|---|------------------------|------------------------|------------------------|------------------------|
| Output | Number of graduates from the M.A.T. program | — | 6 | 23 | 28 |

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

| Performance Measures | | 2006 Survey Actual | 2007 Survey Actual | 2008 Survey Actual | 2009 Survey Actual |
|-----------------------------|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Outcome | % of one-year-out M.A.T. alumni teaching full-time | — | — | 100% | 95% |

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 | | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Actual |
|-----------------------------|---|------------------------|------------------------|------------------------|------------------------|
| Outcome | Recycling rate for solid waste | 17.4% | 37.0% | 41% | 42% |
| | Kilowatt hours of electricity consumed per square foot of facilities as a percent of 2005 usage (18.6 Kw hours/square foot) | 101% | 93% | 100% | 89% |

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 | | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Actual |
|-----------------------------|---------------------------|------------------------|------------------------|------------------------|------------------------|
| Outcome | Amount of endowment value | \$28.5M | \$26.9M | \$27.5M | \$27.1M |

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

| Performance Measures | | CY2005¹ Actual | CY2006¹ Actual | CY2007¹ Actual | CY2008¹ Actual |
|-----------------------------|-------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Outcome | Amount in annual giving | \$11.6M | \$2.0M | \$3.2M | \$2.8M |

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

| Performance Measures | | CY2005¹ Actual | CY2006¹ Actual | CY2007¹ Actual | CY2008¹ Actual |
|-----------------------------|--------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Outcome | % of alumni giving | 23% | 22% | 24% | 20% |

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

| Performance Measures | | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Actual |
|-----------------------------|--|------------------------|------------------------|------------------------|------------------------|
| Outcome | Total dollars: Federal, state, and private grant | \$3.4M | \$3.1M | \$3.1M | \$3.3M |

Notes:

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

² Data not currently available will be submitted by October 1, 2009.

| OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS | | | | | |
|--|--------------------------|----------------|--|--|--|
| Measure # | Special Timeframe Issues | SMCM Objective | Indicator/Measure | Source | Operational Definition |
| INPUTS | | | | | |
| 1 | 2009 Actual = Fall '08 | 1.1 | Number of tenured or tenure-track faculty lines | Institution | Number of full-time tenured or tenure-track faculty lines. |
| 3 | 2009 Actual = Fall '08 | 1.2 | Student-faculty ratio | Institution | Ratio of FTE students to FTE faculty |
| 4 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 2.3 | Percent minority full-time executive/managerial | EDS | Self explanatory |
| 18 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '08 | 2.3 | Percent African American full-time executive/managerial | EDS | Self explanatory |
| 20 | 2009 Actual = Fall '08 | 2.3 | Percent women full-time executive/managerial | EDS | Self explanatory |
| 21 | 2009 Actual = Fall '08 | 2.3 | Percent women full-time tenured or tenure-track faculty | EDS | Self explanatory (includes faculty on sabbatical, but not those on leave) |
| 22 | 2009 Actual = Fall '08 | 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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| Measure # | Special Timeframe Issues | SMCM Objective | Indicator/Measure | Source | Operational Definition |
| | | | | | time, full-time degree-seeking first-year students only) |
| 23 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fiscal year 2009 | 3.4 | Number of international study tours led by SMCM faculty | Institution | Self explanatory |
| 28 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Fall '05 cohort graduating by Spring '09 | 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 | 2009 Actual = Fall '03 cohort graduating by Spring '09 | 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 | 2009 Actual = Fall '05 cohort graduating by Spring '09 | 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 | 2009 Actual = Fall '03 cohort graduating by Spring '09 | 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 | 2009 Actual = Fall '05 cohort graduating in Spring '09 | 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 | 2009 Actual = Spring '09 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 | 2009 Actual = Fall '05 cohort graduating in Spring '09 | 4.2 | Percent of graduating seniors who have enrolled in one-on-one courses while at SMCM | Institution | (# of graduating seniors who enrolled in a one-on-one course such as a St. Mary's project, independent study, or directed research / # of graduating seniors) * 100 |
| 29 | 2009 Actual = Fall '07 cohort re-enrolled in Fall '08 | 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 | 2009 Actual = Fall '05 cohort graduating by Spring '09 | 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 | 2009 Actual = Fall '03 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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| Measure # | Special Timeframe Issues | SMCM Objective | Indicator/Measure | Source | Operational Definition |
| | Spring '09 | | | | seeking first-year students who graduated from SMCM within six years after matriculation. |
| 46 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Spring '09 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 | 2009 Actual = Spring '08 grads from MAT | 10.1 | Number of graduates from the MAT program | Institution | Self explanatory |
| OUTCOMES | | | | | |
| 32 | 2009 Survey Actual = Spring '08 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '04 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '99 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '08 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '04 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '99 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '08 grads surveyed in 2009 | 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 | | | | | |
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| Measure # | Special Timeframe Issues | SMCM Objective | Indicator/Measure | Source | Operational Definition |
| 39 | 2009 Survey Actual = Spring '04 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '99 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '08 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '04 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '04 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '04 grads surveyed in 2009 | 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 | 2009 Survey Actual = Spring '04 grads surveyed in 2009 | 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 | 2009 Actual = Spring '08 MAT grads surveyed in 2009 | 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 | 2009 Actual = Calendar year 2008 | 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 | 2009 Actual = Fiscal year 2009 | 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 | 2009 Actual = Start of Fiscal Year 2009 | 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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| Measure # | Special Timeframe Issues | SMCM Objective | Indicator/Measure | Source | Operational Definition |
| 58 | CY2008 Actual = Calendar Year 2008 | 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 | CY2008 Actual = Calendar Year 2008 | 12.3 | Percent of alumni giving | Institution | (# of alumni donors / # of alumni solicited) * 100 |
| 60 | 2009 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, 15 and 16. |
| QUALITY | | | | | |
| 2 | 2009 Actual = Fall '08 | 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 | 2009 Actual = Spring '09 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 | 2009 Actual = Spring '09 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 | 2009 Actual = Spring '09 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 | 2009 Actual = Spring '09 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 | 2009 Actual = Spring '09 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