

VALUE
MORE
ENGAGE
MORE
THRIVE
MORE

Thomas More College Strategic Plan

2015-2020



Accomplishments 2017-2018

The Board of Trustees at Thomas More College approved the 2015-2020 Strategic Plan in December of 2014. The administration immediately began implementation plans and has made significant progress during each successive academic year. This report highlights some of the major accomplishments of the 2017-2018 academic year and provides the metrics by which the College is measuring success within the Strategic Plan.

“...IF ANY GOOD THING SHALL GO FORWARD,
SOMETHING MUST BE ADVENTURED.”

—Thomas More
Philosopher, Scholar, Saint



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

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

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

well-rounded, ethical leaders; → provides programs and tools to ensure that more students successfully initiate and complete a Thomas More College education, resulting in a **CAREER ROI**; → develops **COMMUNITY ROI**, through engagement with a close-knit, caring network of faculty, staff, administration, and alumni, in addition to serving neighbors in need.

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

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



GOAL 1: VALUE MORE

Highlight the meaning and relevance of a Thomas More College education

- **Strategy A:** Enhance appreciation of its Catholic liberal arts identity
- **Strategy B:** Develop and model the Thomas More College experience
- **Strategy C:** Deliver a core curriculum consistent with the Thomas More College mission and relevant to students within the current landscape of higher education

Progress for 2017-2018

→ STRATEGY A: ACCOMPLISHMENTS

>> Finalized statement on the Catholic Identity of the College.

The Catholic Identity of the College is expressed by the visibility of Catholic values in all aspects of the life of the college. These values are

- >> the search for truth,
 - >> the recognition of the dignity of each human person, and
 - >> the provision of service to others
- all within an atmosphere of mutual respect.

- >> TMC Community Day held in April to clean up our surrounding community
- >> Acton Institute for the Study of Religion and Liberty attended by President David Armstrong
- >> Sponsored Ruah Woods Theology of the Body education center presentation by Paul Kengor, author of *A Pope and a President: John Paul II, Ronald Reagan, and the Extraordinary Untold Story of the 20th Century*
- >> Review of Ethical Leadership Studies courses by Theology faculty
- >> Student-led Service Leadership Team increased focus on awareness and value of service projects
- >> Agape Latte program growing to 11 student leaders and an average of 40 students at each event. The series is also used as a recruitment tool for the Bishop Foy's Ministry and Service Scholarship.

→ STRATEGY A: MEASUREMENT OF PROGRESS

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

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

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

2014-15 - Mean = 4.2; 83% answered strongly agree/agree

2015-16 - Mean = 4.1; 82% answered strongly agree/agree

2016-17 - Mean = 4.2; 85% answered strongly agree/agree

2017-18 - Mean = 4.2; 81% answered strongly agree/agree

→ STRATEGY B: ACCOMPLISHMENTS

- >> Redesigned website for adult and graduate programs
- >> Social media strategy revamped to highlight students

→ STRATEGY C: ACCOMPLISHMENTS

- >> Core curriculum outcomes approved.

The Core Curriculum provides a liberal arts education rooted in the Catholic Intellectual Tradition to develop lifelong learners who

- >> seek truth, goodness, and beauty in its varied forms;
- >> understand and appreciate one's role in the world; and
- >> are committed to morality, justice and the common good.

In pursuit of these goals, all graduates will be able to:

1. Evaluate the merits of arguments, created materials, and behavior against standards based in faith and reason, science, aesthetics, and ethics
2. Respectfully evaluate their worldview in relation to the worldviews of others
3. Examine social issues with an awareness of Catholic tradition of justice
4. Demonstrate habits of curiosity, reflection, and independent inquiry using knowledge and skills drawn from multiple disciplines
5. Communicate effectively through speech and writing

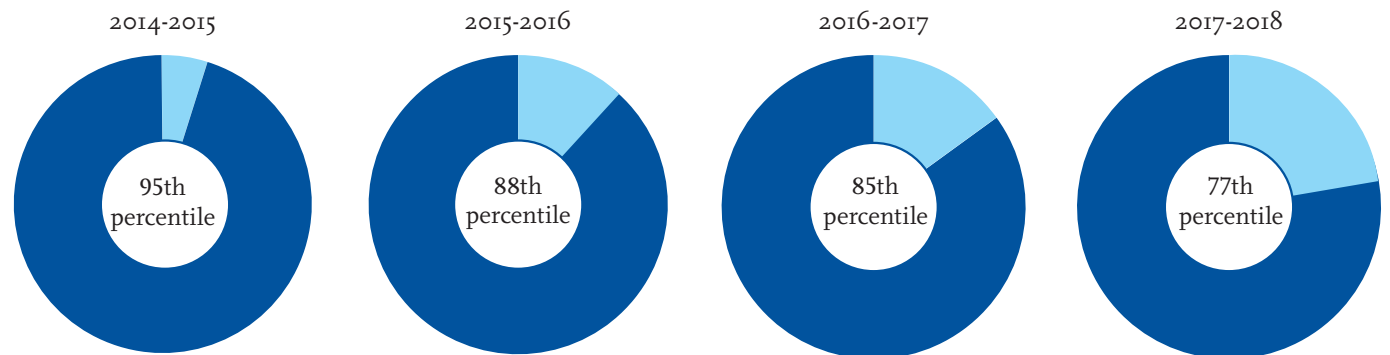
- >> Developed assessment measures for each core outcome

→ STRATEGY C: MEASUREMENT OF PROGRESS

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

Target: at or above 90th percentile

Source: ETS



GOAL 2: ENGAGE MORE

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



- **Strategy A:** Commit to continuous improvement through program evaluations and make decisions based on the results
- **Strategy B:** Explore and implement new curricular programs and expand on current programs
- **Strategy C:** Ensure pathways for students to complete programs and launch careers
- **Strategy D:** Increase and enhance co-curricular and extracurricular activities

Progress for 2017-2018

→ STRATEGY A: ACCOMPLISHMENTS

- >> Board of Trustee Self-Evaluation completed
- >> Administrative Annual Reports completed
- >> Alignment of departmental assessment, goals, and budgeting process

→ STRATEGY B: ACCOMPLISHMENTS

- >> Graduate Steering Committee established to formalize practices and policies in order to support graduate and adult programs
- >> All current adult programs offered online
- >> Standards established for all online courses, which must meet six principles of online pedagogy: Engagement, Community, Presence, Accessibility, Ethics, and Feedback
- >> Global Initiatives Office established – supported 48 students on study abroad programs, joined the Kentucky Institute for International Studies (KIIS) to support faculty and students in studying abroad, and joined the National Association for Study Abroad Professionals to adopt best practices for study abroad
- >> Inaugural SCUBA class of Marine Biology track completed training to become certified Open Water Divers

→ STRATEGY B: MEASUREMENT OF PROGRESS

>>Target: Explore at least one new program per year

Minor in Bioinformatics and Computational Biology

Bachelor of Arts in Special Education

>>Target: Explore at least one expanded program per year

Certificate in Ethical Leadership

Minor in Biochemistry

Concentration in Forensic Science

→ STRATEGY C: ACCOMPLISHMENTS

- >> First graduating class with 100% completion of experiential learning requirement
- >> 47 first year students attended Camp Summit, a three day summer workshop on academic success, leadership, and campus involvement
- >> Joe Raphael Institute for Career and Graduate School Planning Studio established allowing students and alumni access to technology and a polished backdrop for job interviews, video conferencing, and networking opportunities
- >> Work Ready Incubator launched in partnership with Gravity Diagnostics. The Work Ready Incubator provides an opportunity and space for employers to work with TMC students in co-ops, internships, or full-time positions to enhance student skillsets while meeting company needs. Students are mentored by an alumnus, representative from the business community, and a TMC faculty member
- >> University of Alaska Fairbanks partnership expanded to provide experiential learning opportunities for athletic training and biology majors
- >> UK College of Medicine partnership established to allow TMC sophomores guaranteed admission to the Northern Kentucky campus of UK Medical School if they maintain their grades, score well enough on the MCAT, and complete the program enrichment activities designed to prepare them for application to medical school and help them learn more about the medical profession
- >> Student Dashboard developed to provide a single application for faculty and administrators to view critical data about student success
- >> Sleep Deprivation Program with students to share the benefits of sleep, effects of sleep deprivation, and strategies for better sleep
- >> Campus Counseling Center classroom presentations on Stress Reduction, Mindfulness, Wellness, and Motivation

→ STRATEGY C: MEASUREMENT OF PROGRESS

Retention Rate

First Year - Target: >73%

Second Year - No more than 9% additional attrition from FY

First Year Baseline 67% (5 yr. avg.)

Cohort 2013 - FY 71% : SY 61%

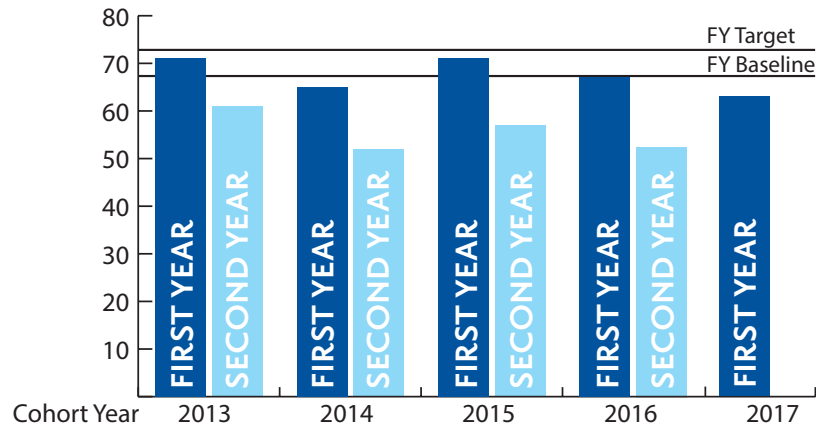
Cohort 2014 - FY 65% : SY 52%

Cohort 2015 - FY 71% : SY 57%

Cohort 2016 - FY 67% : SY 52%

Cohort 2017 - FY 63%

Source: IPEDS



Graduation Rate Six Years

Target: 52%

Baseline 50% (5 yr. avg.)

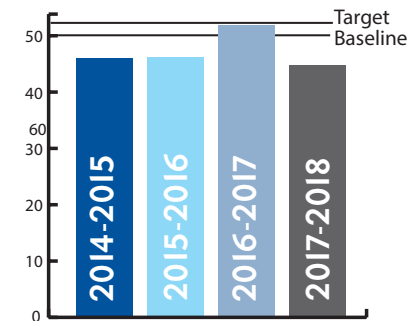
2014-2015 - 46%

2015-2016 - 47%

2016-2017 - 51%

2017-2018 - 45%

Source: IPEDS



Graduation Rate Four Years

Target: 39%

Baseline 36% (5 yr. avg.)

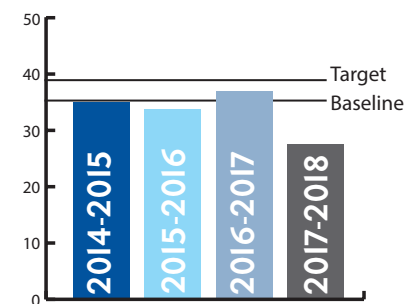
2014-2015 - 36%

2015-2016 - 35%

2016-2017 - 38%

2017-2018 - 28%

Source: IPEDS



→ STRATEGY C: MEASUREMENT OF PROGRESS CONTINUED

Graduates rate their experiences at TMC:

Positive impact on career goals and aspirations

Target: Mean > 4.0 > 85% answer strongly agree/agree

2014-15 - Mean = 4.3 88% answered strongly agree/agree

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

2016-17 - Mean = 4.4 93% answered strongly agree/agree

2017-18 - Mean = 4.3 87% answered strongly agree/agree

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

Faculty were genuinely interested in me as a student

Target: Mean > 4.0; > 90% answer strongly agree/agree

2014-15 - Mean = 4.4 92% answered strongly agree/agree

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

2016-17 - Mean = 4.3 91% answered strongly agree/agree

2017-18 - Mean = 4.3 86% answered strongly agree/agree

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

Placement Rate for Graduates

Employment/grad school six months post graduation

Target: 90%

Baseline 89%

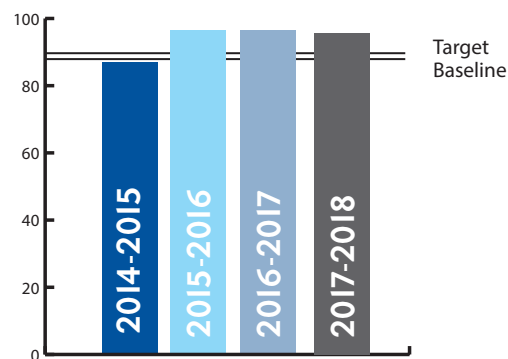
2014-2015 - 87%

2015-2016 - 96%

2016-2017 - 96%

2017-2018 - 95%

Source: Institutional Research



→ STRATEGY D: ACCOMPLISHMENTS

- >> Athletic team report developed to include retention and graduation rates
- >> Trap shooting and archery, swimming and diving, and men's volleyball introduced for Fall 2018 recruiting
- >> First-Year Student Show included 14 first-year students taking the TMC stage for the first time
- >> Dance Team took first place in the National Jam Fest Dance competition
- >> Marching Band completed Christmas gift boxes for homeless
- >> Choir performed National Anthem at home football games and Cincinnati Red's game
- >> Eight PAC Championships – women's volleyball, women's soccer, men's soccer, men's basketball, women's basketball, men's tennis, softball, baseball
- >> Students awarded for individual success on and off the field, including NCAA Division III Outdoor Champion, All-Academic, All-American, Academic All-American, and NCAA Woman of the Year
- >> First Generation Club formed to increase support for first-generation college students

→ **STRATEGY D: MEASUREMENT OF PROGRESS**

Number of Students Participating

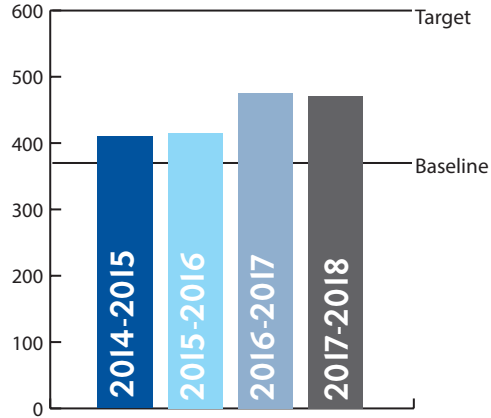
Athletes

Target: 600

Baseline 379

2014-2015 - 410
 2015-2016 - 415
 2016-2017 - 475
 2017-2018 - 471

Source: Institutional Research



Number of Students Participating

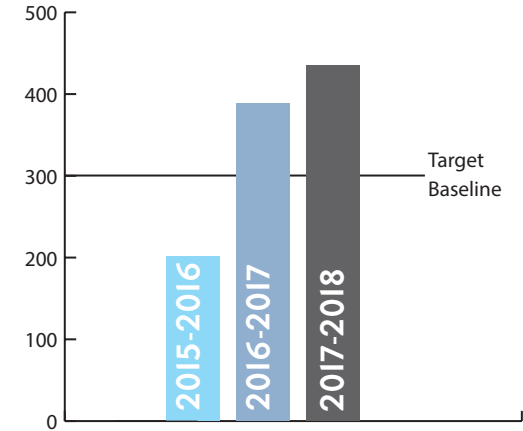
Student activities/organizations/performing arts

Target: 300

Baseline 300

2014-2015 - not measured
 2015-2016 - 201
 2016-2017 - 389
 2017-2018 - 435

Source: Institutional Research

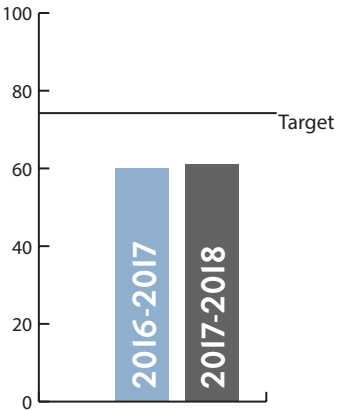


Traditional full time students engaged in co- or extra-curricular activities

Target: 75%

2016-2017 - 60%
 2017-2018 - 61%

Source: Institutional Research



VALUE ENGAGE THRIVE
 MORE MORE MORE

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

Intercollegiate Athletics

Target: Mean = 4.0; 70%*

2014-15 - Mean = 3.9; 68%* 2015-16 - Mean = 3.6; 58%* 2016-17 - Mean = 3.8; 68%* 2017-18 - Mean = 4.1; 74%*

Student clubs and organizations

Target: Mean = 4.0; 50%*

2014-15 - Mean = 3.3; 39%* 2015-16 - Mean = 3.3; 40%* 2016-17 - Mean = 3.3; 41%* 2017-18 - Mean = 3.3; 46%*

Student Activities

Target: Mean = 4.0; 50%*

2014-15 - Mean = 3.4; 43%* 2015-16 - Mean = 3.3; 41%* 2016-17 - Mean = 3.3; 48%* 2017-18 - Mean = 3.3; 46%*

Source: Senior Exit Survey - Five point scale with 1=not at all, 5=very much *answered very much/quite a bit



GOAL 3: THRIVE MORE

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



- **Strategy A:** Increase resources through effective enrollment management to grow to ideal size and composition within the scope of our mission
- **Strategy B:** Diversify revenue streams beyond tuition
- **Strategy C:** Strengthen community partnerships
- **Strategy D:** Develop and implement long-range organizational, financial and master plans

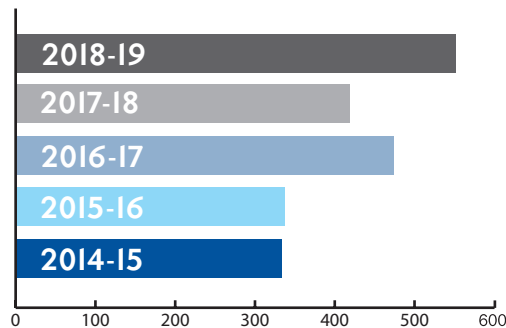
Progress for 2017-2018

→ STRATEGY A: ACCOMPLISHMENTS

>> Fall 2018 is largest class in college's history while increasing the average high school GPA

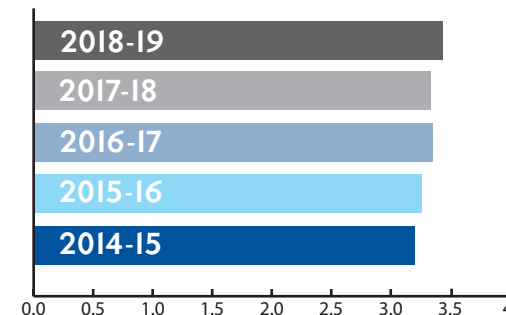
Incoming Enrollment

2014-2015 - 334
 2015-2016 - 337
 2016-2017 - 474
 2017-2018 - 419
 2018-2019 - 547



Average High School GPA

incoming traditional, first-time students
 2014-2015 - 3.20
 2015-2016 - 3.26
 2016-2017 - 3.35
 2017-2018 - 3.34
 2018-2019 - 3.43

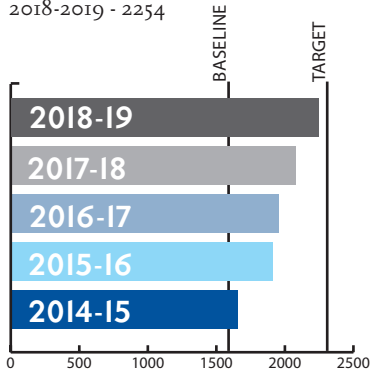


>> Opening Renaissance Hall in Fall 2018, a new residence hall housing 96 first and second year students in traditional rooms with semi-private bathrooms and kitchenettes and laundry in common areas

→ STRATEGY A: MEASUREMENT OF PROGRESS

Fall Total Headcount

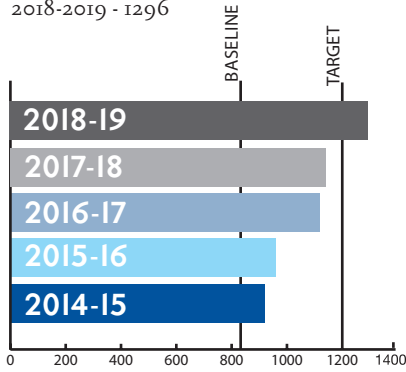
Target: 2300
 Baseline - 1615
 2014-2015 - 1655
 2015-2016 - 1910
 2016-2017 - 1963
 2017-2018 - 2065
 2018-2019 - 2254



Source: Institutional Research, IPEDS

Fall Traditional Enrollment

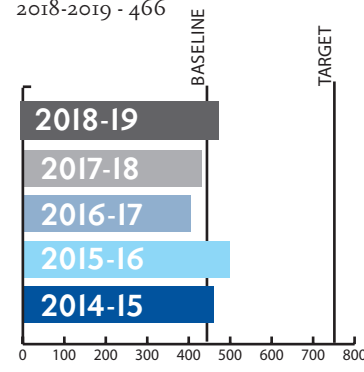
Target: 1200
 Baseline - 837
 2014-2015 - 919
 2015-2016 - 959
 2016-2017 - 1118
 2017-2018 - 1141
 2018-2019 - 1296



Source: Institutional Research, Census Data

Fall Non-traditional Enrollment

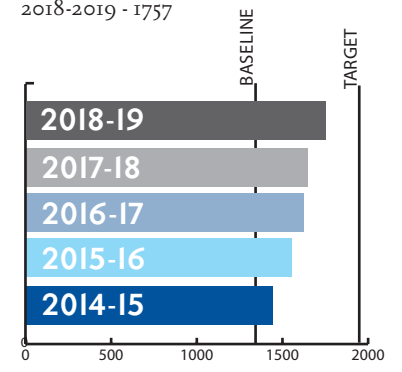
Target: 750
 Baseline - 442
 2014-2015 - 459
 2015-2016 - 499
 2016-2017 - 402
 2017-2018 - 425
 2018-2019 - 466



Source: Institutional Research, Admissions

Fall Full Time Equivalent

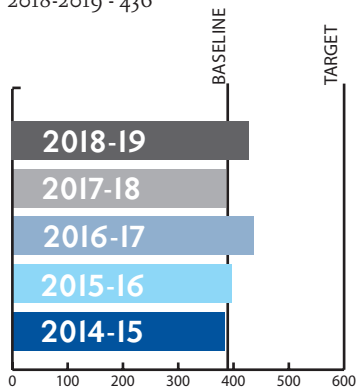
Target: 1950
 Baseline - 1353
 2014-2015 - 1446
 2015-2016 - 1589
 2016-2017 - 1647
 2017-2018 - 1674
 2018-2019 - 1757



Source: Institutional Research, IPEDS

Fall Residential Population

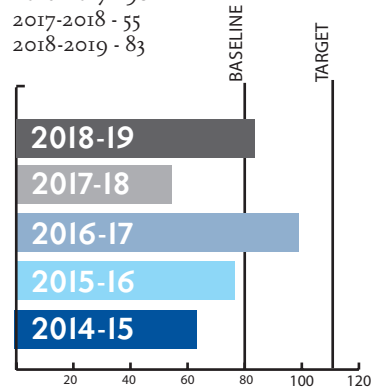
Target: 600
 Baseline - 389
 2014-2015 - 385
 2015-2016 - 397
 2016-2017 - 439
 2017-2018 - 385
 2018-2019 - 436



Source: Institutional Research, Admissions

Incoming Traditional Students from Greater Cincinnati Diocesan Schools

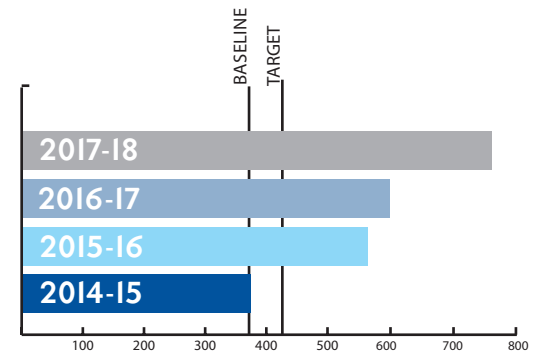
Target: 110
 Baseline - 80
 2014-2015 - 64
 2015-2016 - 76
 2016-2017 - 98
 2017-2018 - 55
 2018-2019 - 83



Source: Institutional Research, Admissions

Gemini Headcount

Target: 425
 Baseline - 364
 2014-2015 - 356
 2015-2016 - 581
 2016-2017 - 599
 2017-2018 - 762
 2018-2019 - TBD*



Source: Institutional Research, Census Data

*Data not available until HS spring semester

→ STRATEGY B: ACCOMPLISHMENTS

- >> Giving Tuesday - over \$233,000 raised
- >> Employee Campaign - reached \$50,000 goal
- >> Scholarship Golf Classic - reached \$50,000 goal
- >> Thomas More Success Center - secured final \$1MM gift, bringing total gift to \$8MM

→ STRATEGY B: MEASUREMENT OF PROGRESS

Annual Fund towards budget

Target: 2.5%

Baseline - 4.9%

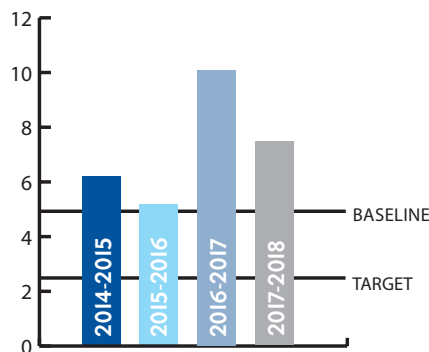
2014-15 - 6.2%

2015-16 - 5.16%

2016-17 - 10.07%

2017-18 - 7.66%

Source: Finance



Total Gifts & Grants

Target: \$6,500,000

Baseline - \$2,000,000

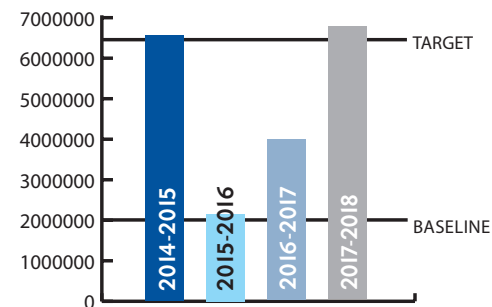
2014-15 - \$6,556,453

2015-16 - \$2,077,611

2016-17 - \$4,000,879

2017-18 - \$6,820,697

Source: Institutional Advancement



→ STRATEGY C: ACCOMPLISHMENTS

- >> UK and Xavier pre-season basketball exhibition games engaged new audiences and re-engaged friends and alumni of the College
- >> Dr. Christopher Lorentz served as keynote speaker at the Covington Neighborhood Collaborative Summit focused on environmental concerns
- >> Young alumni council formed to increase alumni engagement within first 10 years of graduating
- >> Alumni survey yielded great information regarding events and the University transition
- >> Wine tasting at Camporossa with record breaking attendance of 75 people
- >> Homecoming included Utopia fest community block party in partnership with Student Life and Alumni Engagement
- >> Expanded Compliance Institute to eight focused tracks and doubled attendance to 255
- >> Professional non-credit course offered in Lean Six Sigma

→ STRATEGY D: ACCOMPLISHMENTS

- >> Thomas More University approved with three colleges created: College of Arts and Sciences, College of Business, and College of Education and Health Sciences
- >> Master Plan developed with three goals: create a living/learning community, align learning environments with University structure, and establish a community destination. The plan includes three phases to be implemented over twenty years.
- >> Revisions of Employee Policy Manual, Faculty Constitution, and Faculty Policy Manual began with Stevens Strategy Consulting
- >> Performing Arts Lab space leased to provide practice and storage space for the marching band, choir, and dance team
- >> Center for Health Sciences purchased and renovated to support the Nursing, Athletic Training, and Exercise Science programs
- >> Adirondack Solutions implemented for web-based room application and housing operations
- >> Go365 wellness initiative through Humana had 42% of TMC employees participating
- >> Policy website and database developed as central location for all policies

→ STRATEGY D: ACCOMPLISHMENTS CONTINUED

- >> President's Innovation Grant awarded to nine faculty for innovation projects designed to improve TMC programs
- >> Awarded the Emerging Business Award for 2018 based on the College's exceptional leadership, expertise in higher education, and commitment to cultivating a thriving and progressive business
- >> IT training sessions regularly offered to employees and videos and documents developed for online access
- >> Genetec software implemented for managing security cameras and card swipes for access control

→ STRATEGY D: MEASUREMENT OF PROGRESS

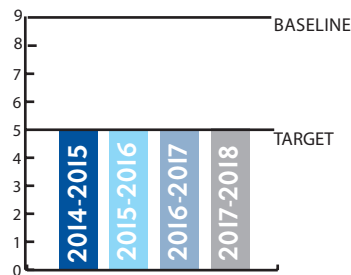
Draw on Endowment

Target: Not to exceed 5% annually

Baseline - 9%

2014-15 - 5%
2015-16 - 5%
2016-17 - 5%
2017-18 - 5%

Source: Finance



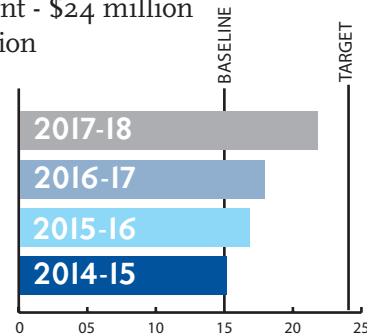
Endowment Investments

Value of endowment - \$24 million

Baseline - \$15 million

2014-15 \$15.2 million
2015-16 \$17.1 million
2016-17 \$18.2 million
2017-18 \$22.4 million

Source: Finance



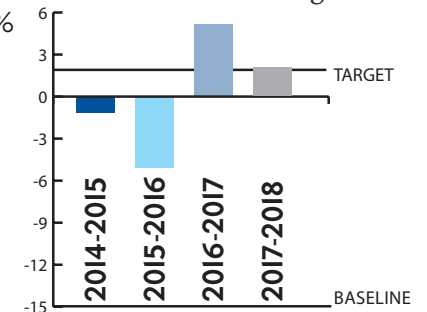
Operating Margin

Target: 2%, Minimum of balanced budget

Baseline - -15%

2014-15 - -1.20%
2015-16 - -5.10%
2016-17 - 5.14%
2017-18 - 2.19%

Source: Finance



Composite Financial Index

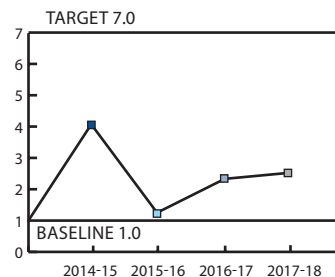
A standardized score that falls along a scale of -4 to 10. A CFI score of 3 is the threshold of institutional financial health.

Target: 7.0

Baseline - 1.0

2014-15 - 1.8
2015-16 - 1.1
2016-17 - 2.3
2017-18 - 2.6

Source: Finance



Department of Education Ratio

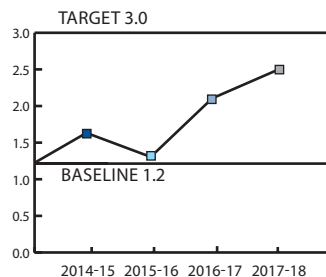
Ratio to identify institutions that are at financial risk on a scale of -1 to 3

Target: 3.0

Baseline - 1.2

2014-15 - 1.6
2015-16 - 1.3
2016-17 - 2.1
2017-18 - 2.6

Source: Finance



Southern Association of Colleges and Schools (regional accreditor)

unrestricted assets exclusive of plant assets and plant-related debt

Target: positive

Baseline - (\$2,650,354)

2014-15 - (\$2,386,598)
2015-16 - (\$3,695,372)
2016-17 - (\$2,517,978)
2017-18 - (\$1,789,783)

Source: Finance

