

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.

KEY GOALS AND OBJECTIVES

Note: Unless otherwise indicated, column headers refer to fiscal years; e.g., "2008 Actual" refers to fiscal year 2008. Fall 2007 SAT scores, for example, will appear under "2008 Actual" since fall 2007 is in fiscal year 2008. 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		2008 Actual	2009 Actual	2010 Actual	2011 Actual
Input	Number of tenured or tenure-track faculty lines	133	138	140	140
Quality	% of core faculty with terminal degree	98%	98%	98%	99%

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

Performance Measures		2008 Actual	2009 Actual	2010 Actual	2011 Actual
Input	Undergraduate student-faculty ratio	12.5 / 1	12.9 / 1	13.2 / 1	12.7 / 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		2008	2009	2010	2011
Input		Actual	Actual	Actual	Actual
<i>Average SMCM faculty salary as a percentage of the median for the top 100 baccalaureate colleges</i>					
	Professor	87%	88%	95%	% ¹
	Associate Professor	85%	89%	89%	% ¹
	Assistant Professor	87%	85%	89%	% ¹

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		2008	2009	2010	2011
Input		Actual	Actual	Actual	Actual
	Average SAT scores of entering first-year class	1221	1230	1229	1213
	Average high school GPA of entering first-year class	3.47	3.52	3.78	3.58
	% African American of entering first-year class ²	11%	8%	9%	9%
	% all minorities of entering first-year class ²	20%	19%	19%	23%
	% first generation of entering first-year class	23%	22%	17%	19%
	% international of all full-time students	3%	3%	3%	2%
	% African American of all full-time students ²	9%	9%	9%	10%

1. Data for this metric is currently unavailable. Updated figures will be provided to the Commission when the data is available.

2. The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010). Prior year's data are not comparable to the 2011 Actual (Fall 2010).

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		2008	2009	2010	2011
		Actual	Actual	Actual	Actual
Output	Four-year graduation rate for all minorities at SMCM ³	56%	67%	58%	54%
	Six-year graduation rate for all minorities at SMCM ³	52%	76%	63%	79%
	Four-year graduation rate for African Americans at SMCM ³	67%	65%	51%	50%
	Six-year graduation rate for African Americans at SMCM ³	53%	74%	76%	80%

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		2008	2009	2010	2011
		Actual	Actual	Actual	Actual
Input	% minority full-time, tenured or tenure-track faculty ⁴	16%	13%	16%	17%
	% minority full-time executive/managerial ⁴	7%	8%	8%	13%
	% African American full-time, tenured or tenure-track faculty ⁴	5%	4%	4%	4%
	% African American full-time executive/managerial ⁴	4%	8%	6%	7%
	% women full-time executive/managerial	51%	47%	56%	52%
	% women full-time, tenured or tenure-track faculty	46%	52%	47%	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		2008	2009	2010	2011
		Actual	Actual	Actual	Actual
Input	% of out-of-state students in the first-year class	19%	21%	13%	14%

3. The race and ethnicity classifications methodology has changed for current students. Race and ethnicity

classifications are reported as of when a student entered the College and are not comparable to current student data.

4. The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010). Prior year's data are not comparable to the 2011 Actual (Fall 2010).

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

Performance Measures	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Input % of international students in the first-year class	4%	2%	4%	2%

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

Performance Measures	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Output % of graduating seniors who studied abroad while at SMCM	40%	46%	39%	33%

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

Performance Measures	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Input Number of international study tours led by SMCM faculty	12	10	7	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	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Output % of graduating seniors completing a St. Mary's Project	61%	57%	65%	58%

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 Project, directed research) while at SMCM.

Performance Measures	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Output % of graduating seniors who have enrolled in one-on-one courses while at SMCM	84%	81%	80%	78%

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

2008	2009	2010	2011
-------------	-------------	-------------	-------------

Performance Measures		Actual	Actual	Actual	Actual
Input	% of class offerings with fewer than 20 students	63%	66%	65%	65%

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		2008	2009	2010	2011
Output	Second-year retention rate at SMCM	91%	90%	91%	87%

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

Performance Measures		2008	2009	2010	2011
Output	Four-year graduation rate at SMCM	70%	70%	72%	71%
	Six-year graduation rate at SMCM	75%	79%	77%	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.

Performance Measures		2008	2009	2010	2011
Outcome	<i>Graduate/professional school going rate</i>	Survey Actual	Survey Actual	Survey Actual	Survey Actual
	One-year-out alumni	43%	33%	40 %	34 %
	Five-year-out alumni	59%	59%	57 %	72 %
	Ten-year-out alumni	54%	61%	65 %	69%

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.

Performance Measures		2008	2009	2010	2011
Outcome	<i>Alumni satisfaction with graduate/professional school preparation</i>	Survey Actual	Survey Actual	Survey Actual	Survey Actual
	One-year-out alumni	97%	98%	98 %	98% ⁵
	Five-year-out alumni	90%	98%	100 %	99% ⁵
	Ten-year-out alumni	93%	98%	100 %	99% ⁵

5. Based upon unforeseen data issues with the Spring 2011 Alumni survey administration, this metric has been extrapolated based upon prior values and was calculated by constructing a weighted average of the prior two year's actual survey results.

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.

Performance Measures		2008 Survey Actual	2009 Survey Actual	2010 Survey Actual	2011 Survey Actual
Outcome	<i>Alumni satisfaction with job preparation</i>				
	One-year-out alumni	85%	99%	100 %	99% ⁶
	Five-year-out alumni	93%	98%	97 %	98% ⁶
	Ten-year-out alumni	94%	98%	98 %	97% ⁶

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.

Performance Measures		2008 Survey Actual	2009 Survey Actual	2010 Survey Actual	2011 Survey Actual
Quality	% of graduating seniors rating student residences as good or excellent	80%	83%	74%	72%

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

Performance Measures		2008 Survey Actual	2009 Survey Actual	2010 Survey Actual	2011 Survey Actual
Quality	% of graduating seniors rating cafeteria and food services as good or excellent	84%	89%	86%	71%

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

Performance Measures		2008 Survey Actual	2009 Survey Actual	2010 Survey Actual	2011 Survey Actual
Quality	% of graduating seniors rating health services as good or excellent	54%	67%	73%	69%

6. Based upon unforeseen data issues with the Spring 2011 Alumni survey administration, this metric has been extrapolated based upon prior values and was calculated by constructing a weighted average of the prior two year's actual survey results.

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

		2008	2009	2010	2011
		Survey	Survey	Survey	Survey
Performance Measures		Actual	Actual	Actual	Actual
Quality	% of graduating seniors rating campus recreational programs and facilities as good or excellent	87%	93%	87%	91%

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

		2008	2009	2010	2011
		Survey	Survey	Survey	Survey
Performance Measures		Actual	Actual	Actual	Actual
Quality	% of graduating seniors rating extracurricular activities and events as good or excellent	90%	92%	92%	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%.

		2008	2009	2010	2011
		Actual	Actual	Actual	Actual
Output	% of first-year students who receive institutionally-based financial aid (grants and scholarships)	72%	70%	64%	60%

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.

		2008	2009	2010	2011
		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	68%	68%	75%	77%
---------------	--	-----	-----	-----	-----

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		2008 Survey Actual	2009 Survey Actual	2010 Survey Actual	2011 Survey Actual
Outcome	Employment rate of one-year-out alumni	96%	85%	95%	84%

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

Performance Measures		2008 Survey Actual	2009 Survey Actual	2010 Survey Actual	2011 Survey Actual
Outcome	% of five-year-out full-time employed alumni who are teachers	18%	13%	16 %	17% ⁷

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		2008 Survey Actual	2009 Survey Actual	2010 Survey Actual	2011 Survey Actual
Outcome	% of alumni for whom highest degree is master's	34%	34%	46 %	44% ⁷
	% of alumni for whom highest degree is Ph.D.	9%	2%	5 %	7% ⁷
	% of alumni that hold professional degrees (engineers, doctors, lawyers, etc.)	6%	5%	7 %	9% ⁷
	Totals	49%	41%	57 %	60% ⁷

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		2008	2009	2010	2011
Output		Actual	Actual	Actual	Actual
Number of graduates from the MAT program		23	28	39	33

7. Based upon unforeseen data issues with the Spring 2011 Alumni survey administration, this metric has been extrapolated based upon prior values and was calculated by constructing a weighted average of the prior two year's actual survey results.

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

Performance Measures		2008	2009	2010	2011
Outcome		Survey Actual	Survey Actual	Survey Actual	Survey Actual
% of one-year-out MAT alumni teaching full-time		100%	95%	100% ⁸	92%

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		2008	2009	2010	2011
Outcome		Actual	Actual	Actual	Actual
Recycling rate for solid waste		41%	42%	40%	35%
Kilowatt hours of electricity consumed per square foot of facilities as a percent of 2005 usage (18.6 Kw hours/square foot) ⁷		93.8% ⁸	99.0% ⁸	105.1% ⁸	102.4% ⁸

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		2008	2009	2010	2011
Outcome		Actual	Actual	Actual	Actual
Amount of endowment value		\$27.1M	\$25.0M	\$26.3M ⁷	\$28.0M

Objective 12.2 Maintain annual private giving at a minimum of \$3,000,000 annually by CY2008.⁹

Performance Measures		CY2007⁹	CY2008⁹	CY2009⁹	CY2010⁹
Outcome		Actual	Actual	Actual	Actual
Amount in annual giving		\$3.2M	\$2.8M	\$1.1M	\$1.6M

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

	CY2007 ⁹	CY2008 ⁹	CY2009 ⁹	CY2010 ⁹
Performance Measures	Actual	Actual	Actual	Actual
Outcome % of alumni giving	24%	20%	22%	22%

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

	2008	2009	2010	2011
Performance Measures	Actual	Actual	Actual	Actual
Outcome Total dollars: federal, state, and private grants	\$3.1M	\$3.3M	\$4.0M	\$2.3M

8. Updated from prior year's data.

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

INSTITUTIONAL ASSESSMENT

Overview

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

- The design for the replacement of Anne Arundel Hall is 95% complete. The completion of the design is projected for January 2012.
- College continues to have balanced budgets as a result of strong enrollment and retention, and selected cost containment measures.
- Search completed for Vice President for Academic Affairs and Dean of the Faculty with the selection of Dr. Beth Rushing.

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.

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 six years, the number of tenured and tenure-track faculty lines have increased by 15, from 125 to 140. St. Mary's has maintained superlative 4- and 6-year graduation rates of 71 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 by participating in volunteer work. Of the 2011 graduating seniors, 77 percent reported having completed community service or volunteer work. Community service participation has increased by 9 percentage points, from 68 to 77 percent, over the past three years.

Stewardship of the natural environment is evidenced by the recent Green Power and Audubon certifications awarded to the College. St. Mary's College is one of ten organizations to receive the Leadership Award of the Maryland Green Registry, which recognizes organizations that show a strong commitment to sustainable practices, that continue to improve environmental performance, and that demonstrate measurable results. The efforts by students, faculty, and staff have helped the College offset 115 percent of campus electricity use through the purchase of Renewable Energy Credits. A two-year-old plan to stop using trays in the dining hall has reduced waste by 23 percent, reduced food costs, and reduced water consumption (used for washing the trays). Furthermore, last year's adoption of a reusable to-go container program has significantly reduced the College's consumption of Styrofoam containers.

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 MAT (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 33 in 2011. St. Mary's will continue to support, develop, and grow this important program. Graduate-school going rate for the 10-year-out cohort has exceeded the prior survey by four percentage points to a four-year high of 69 percent.

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 has also continued to support all students from matriculation to graduation. The most recent 4- and 6-year graduation rates are 71 and 79 percent, respectively. St. Mary's College continues to affirm the importance of hiring and retaining a diverse campus community. The percentage of minority full-time tenure or tenure-track faculty has increased to 17 percent and the percentage of minority full-time executive / managerial staff has increased to 13 percent (an increase of five percentage points).

St. Mary's College continues to examine student feedback data to meets student needs and expectations. Ninety-one percent of the graduating class of 2011 rated campus recreational programs and facilities as either good or excellent (an increase of four percentage points). The percentage of graduating seniors rating extracurricular activities and events as good or excellent has been consistently strong over the past three years at 92 percent.

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 60 percent of the first-year class receives institutional support. St. Mary's increased institutional aid spending levels despite the endowment loses during the economic downturn. Last year, a special appeal for emergency funds to support students and families in financial distress raised \$100,000. The College works at creating relationships within its students that last after they graduate and become alumni. The most recent alumni giving percentage is 22, which has maintained constant over the past two years despite the current economic conditions.

Explanation requested by the Commission

Commission Assessment (not tied to a specific indicator): The College reported in the 2010 PAR that benchmarks would be revised once the College had completed a new strategic plan. Please indicate the expected date for the publication and, if different, implementation of the new strategic plan.

St. Mary's Response

The new strategic plan is in progress and is expected to be completed in the Summer 2012. With the hiring of a new president in August 2010 and a new vice president for academic affairs and dean of faculty in August 2011, the College has taken this opportunity to build on the previous development towards a new strategic plan. Campus forums will be held to broadly communicate the planning process and revised plan. The next strategic plan will include revised metrics that will inform future Performance Accountability Report for Maryland Higher Education Commission and Managing For Results for Department of Budget and Management documents.

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

Commission Assessment: The student-faculty ratio rose for a second consecutive year. In the 2010 PAR the College explained that the MAT and study-abroad programs had a distorting effect on the student-faculty ratio. Please illustrate these distorting effects, and supply uniform comparative data, by providing three sets of calculations for the student-faculty ratio for each year since 2005: the first incorporating all programs, the second incorporating all programs excluding the MAT and study-abroad programs, and the third incorporating the MAT and study-abroad programs only. Discuss whether the ratio is increasing or decreasing; if increasing, describe steps to be taken to reverse the increase.

St. Mary's Response

The inclusion of the MAT program participants and undergraduate study abroad students into this student-faculty ratio calculation provides a figure that is not representative of the ratio of undergraduate students to faculty on the St. Mary's campus. Both endeavors have participants that are not being taught by faculty teaching exclusively in the undergraduate program on-campus. The College has provided the student-faculty ratio for the entire College as well as the ratio excluding study-abroad and the MAT program as a way to demonstrate the distortion.

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.

Commission Assessment: The College is to be commended for achieving the 95% benchmark for full professors despite various financial and economic obstacles. Describe the steps that will be taken to achieve the same benchmark for assistant and associate professors, particularly any steps that were effective in reaching the goal for full professors.

St. Mary's Response

St. Mary's College is committed to supporting a strong faculty at the core of its mission. The Board of Trustees approved an average 4% increase for tenure-track assistant professors in 2010 in response to the faculty retention language in the budget bill (BRFA). The College plans to ask the Board of Trustees to take similar action in support of associate professor and professor salaries in 2011. The College notes that the private peers have continued to increase faculty compensation and will continue to take steps to provide competitive salary levels.

Objective 2.1 – By fiscal year 2009, recruit diverse first-year classes having an average SAT score of at least 1240 and an average high school GPA of at least 3.43.

Commission Assessment: The College has successfully increased the high school GPA of the entering class. However, SAT scores have not improved substantially, and the racial and ethnic diversity and proportion of first-generation students in the class have declined. Describe strategies for pursuing increased SAT scores, racial and ethnic diversity, and first-generation students in the entering class.

St. Mary's Response

The College is actively pursuing new strategies for recruiting a diverse and talented entering class. These strategies include analyzing the recruitment of high capacity (categorized by high school grade-point average and SAT scores), first-generation, and under-represented minority students. These important issues of diversity and quality of the incoming class will be prime topics of focus for the new dean of admissions and financial aid. The goals of attracting and retaining a diverse and well-qualified student body ready for rigorous honors level college coursework through graduation has been a renewed focus of the president and senior administration. The future strategic plan will reflect the new strategies, goals and objectives to support this initiative.

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

Commission Assessment: This measure declined sharply to 58% in 2010. This measure has fluctuated substantially from year to year, but if there are any unusual factors at work in 2010, please provide an explanation. In addition, while the rate has *averaged* 66% over the last five years, the indicator calls for a *minimum* 66% rate. Specify strategies for ensuring that the rate increases, ideally, or does not fall below the minimum.

St. Mary's Response

The College is committed to supporting all students through graduation. There are no unusual factors at work here as the fluctuations are due to a small sample size. The DeSousa-Brent Scholars, which is a program that targets first-generation college students and seeks to give them the support they need to perform at high academic levels, along with other retention programs, have been strengthening. With the introduction of a grant from MHEC to support the expansion of DeSousa-Brent Scholars, this program will be expanded from supporting 30 first-year students to 100 scholars each year. The College remains committed to supporting a diverse student body through graduation but is concerned that retention may be negatively affected by the greater economic downturn. With the small population of minority students at the College, a loss of a few students constitutes a relatively large drop in projected graduation rates for this population. Additionally, one of the retention risk factors is affordability, which can negatively affect graduation rates. Strategies to strengthen need-based aid are being evaluated.

Objective 3.1 – Increase the percent of out-of-state students within the entering first-year class to 22% by 2009.

Commission Assessment: This measure declined sharply from 21% in 2009 to 13% in 2010, and although the College reached this benchmark in 2005 it has not returned to that level since then. Explain this decline and discuss steps to be taken to remedy the deficiency.

St. Mary's Response

With the introduction of the next strategic plan, the target for this metric of 22% will likely be revised. Out-of-state tuition is set to cover the full calculated cost of education. Therefore, the increases in out-of-state tuition have risen more rapidly than in-state tuition and affected the affordability of the College for this sub-population of students. The direction the College will pursue regarding the recruitment targets for out-of-state students will be a focused topic of discussion.

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

Commission Assessment: This rate, which was 40% in 2007 and 2008, surged strongly to 46% in 2009. In 2010, this measure regressed to 39% in 2010. Explain the decline and discuss strategies for improving student participation in study-abroad experiences.

St. Mary's Response

Over the past few years, the College saw a steady increase in its participation in study abroad programs, but lately has seen a decline attributed to the extra cost of the international experience. The College has made intentional efforts to partner with cost-neutral programs where students can transport their financial aid and have smooth transfer of credit between the host institution and the College. In the Fall of 2008, with the introduction of the new Core Curriculum requirement of Experiencing Liberal Arts in the World (ELAW), all students must either study abroad or participate in an internship or service learning experience. The College expects to see a consistent number of students choosing study abroad as their choice to fulfill this requirement, thereby increasing study abroad participation. The College also considers short-term study-abroad programs as viable Core Curriculum requirement experiences. Objective 3.3 does not take short-term study-abroad programs into consideration. If it did, participation numbers would be more aligned with the goal. Future iterations of the strategic plan will compensate for this omission.

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%.

Commission Assessment: The College is to be commended for its success in achieving, and far exceeding, its benchmark for recycling rates for solid waste. In addition, the College's efforts to use renewable and carbon-neutral energy supplies are praiseworthy. However, the College has not made substantial progress on its goal to reduce electricity consumption. This measure has not been consistently reported in recent years so it is difficult to gauge the precise level of conservation efforts, but it is clear that the college's original ambitious goal has not been met.

Discuss obstacles to reducing consumption, the place of conservation in the college's sustainability plan, and any steps that have been or will be taken to reduce electricity use.

St. Mary's Response

The relatively static kWh/ GSF figures are predominately a consequence of the addition of large, energy intensive buildings and a modest shift in the number of cooling/ heating degree days. While the College has maintained a "green building" policy since 2007, the types of buildings we have added (science labs) use considerably more than the College's average. Eliminating the new buildings from the analysis would show a reduction in energy usage per GSF of 7%. The College estimates that if not for the 2008 energy performance contract (EPC), the green building policy, and student/staff initiatives, energy consumption would be 24% higher than today's figures.

Electricity conservation is a hallmark of the College's 2010 Climate Action Plan. It is the College's intention to continue moving forward with a number of energy efficiency upgrades around campus; often investing in higher-priced capital projects with the intent of significantly reducing facility lifecycle costs through avoided energy use. The College is currently conducting a scoping study for a second EPC and anticipates moving forward with the project within the next year. It is currently the College's goal to reduce campus energy consumption (heating oil, propane, electricity, gasoline and diesel fuel) by up to 20% in the next nine years through energy efficiency projects, installations of renewable energy systems and behavior/operational changes.

Furthermore, the scheduled installation of sub-metering equipment will be completed in the winter of 2013-2014. This new equipment allows the College the ability to evaluate consumption on a real-time basis and will give the College the capacity to better plan and prioritize projects to enhance energy savings.

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
INPUTS					
1	2011 Actual = Fall '10	1.1	Number of tenured or tenure-track faculty lines	Institution	Number of full-time tenured or tenure-track faculty lines.
3	2011 Actual = Fall '10	1.2	Student-faculty ratio	Institution	Ratio of FTE undergraduate students on-campus to FTE faculty
4	2011 Actual = Fall '10	1.3	Average SMCM faculty salary as a percentage of the median for the top 100 baccalaureate colleges	Academe (March-April issue, Appendix I); U.S. News & World Report annual America's Best Colleges	Mean salary for regular SMCM faculty at each rank as a percentage of the median salary at each faculty rank among the top 100 liberal arts colleges identified in that year's U.S. News & World Report rankings.
5	2011 Actual = Fall '10	2.1	Average SAT scores of entering first-year class	Institution	Mean of total SAT score; i.e., (SATV + SATM) of first-time full-time degree-seeking first-year students
6	2011 Actual = Fall '10	2.1	Average high school GPA of entering first-year class	Institution	Mean overall high school GPA of first-time full-time degree-seeking first-year students (does not include students whose schools only report weighted GPAs)
7	2011 Actual = Fall '10	2.1	Percent African American of entering first-year class	EIS	Prior to Fall 2010: (# of AfrAm first-time first-year students / # of race known first-time first-year students) * 100 (first-time full-time degree-seeking freshmen only) Starting in Fall 2010: (# of Non-Hispanic first-time first-year students who selected AfrAm / # of race known first-time first-year students) * 100 (first-time full-time degree-seeking freshmen only) Note: The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010). Prior year's data are not comparable to the 2011 Actual (Fall 2010).
8	2011 Actual = Fall '10	2.1	Percent all minorities of entering first-year class	EIS	Prior to Fall 2010: (# of all minorities first-year students / # of race known first-year students) * 100 (first-time full-time degree-seeking freshmen only) Starting in Fall 2010: (# of Hispanic or non-Hispanic but listed at least one of the following categories: Asian, Pacific Islander, African American, American Indian of first-time first-year students / # of race known first-time first-year students) * 100 (first-time full-time degree-seeking freshmen only) Note: Non-resident alien students are included within their racial classification code. The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010). Prior year's data are not comparable to the 2011 Actual (Fall 2010).

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
9	2011 Actual = Fall '10	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	2011 Actual = Fall '10	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	2011 Actual = Fall '10	2.1	Percent African American of all full-time students	EIS	<p>Prior to Fall 2010: (# of AfrAm full-time students / # of race known full-time students) * 100 (full-time students only; includes away and non-degree)</p> <p>Starting in Fall 2010: (# of Non-Hispanic full-time students who selected AfrAm / # of race known full-time students) * 100 (full-time students only; includes away and non-degree) Note: The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010). Prior year's data are not comparable to the 2011 Actual (Fall 2010).</p>
16	2011 Actual = Fall '10	2.3	Percent minority full-time, tenured or tenure-track faculty	EDS	<p>Prior to Fall 2010: (# of full-time tenured or tenure-track minority faculty / # of all full-time tenure-track faculty) * 100 (includes faculty on sabbatical, but not those on leave)</p> <p>Starting in Fall 2010: (# of Hispanic or non-Hispanic but listed at least one of the following categories: Asian, Pacific Islander, African American, American Indian of full-time tenured or tenure-track faculty / # of race known full-time tenured or tenure-track faculty) * 100 (full-time tenured or tenure-track faculty only) Note: Non-resident alien students are included within their racial classification code. The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010). Prior year's data are not comparable to the 2011 Actual (Fall 2010).</p>
17	2011 Actual = Fall '10	2.3	Percent minority full-time executive/managerial	EDS	<p>Prior to Fall 2010: (# of minority full-time executive/managerial / # of all executive/managerial) * 100</p> <p>Starting in Fall 2010: (# of Hispanic or non-Hispanic but listed at least one of the following categories: Asian, Pacific Islander, African American, American Indian of executive/managerial / # of race</p>

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
					known executive/managerial) * 100 Note: Non-resident alien students are included within their racial classification code. The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010). Prior year's data are not comparable to the 2011 Actual (Fall 2010).
18	2011 Actual = Fall '10	2.3	Percent African American of full-time tenured or tenure-track faculty	EDS	<p>Prior to Fall 2010: (# of AfrAm full-time tenured/tenure-track faculty / # of full-time tenured/tenure-track faculty with race known.)</p> <p>Starting in Fall 2010: (# of full-time tenured or tenure-track faculty who are non-Hispanic but selected at least one race of AfrAm / # of all full-time tenure-track faculty with known race) * 100 (includes faculty on sabbatical, but not those on leave) Note: Non-resident alien students are included within their racial classification code. The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010).</p> <p>All (includes faculty on sabbatical, but not those on leave). Prior year's data are not comparable to the 2011 Actual (Fall 2010).</p>
19	2011 Actual = Fall '10	2.3	Percent African American of full-time executive/managerial	EDS	<p>Prior to Fall 2010: (# of AfrAm full-time executive/managerial / # of full-time executive/managerial with race known.)</p> <p>Starting in Fall 2010: (# of full-time executive/managerial who are non-Hispanic but selected at least one race of AfrAm / # of all full-time executive/managerial with known race) * 100 Note: Non-resident alien students are included within their racial classification code. The race and ethnicity classifications methodology has changed for the 2011 Actual (Fall 2010).</p> <p>Prior year's data are not comparable to the 2011 Actual (Fall 2010).</p>
20	2011 Actual = Fall '10	2.3	Percent women full-time executive/managerial	EDS	Self explanatory
21	2011 Actual = Fall '10	2.3	Percent women full-time tenured or tenure-track faculty	EDS	Self explanatory (includes faculty on sabbatical, but not those on leave)
22	2011 Actual = Fall '10	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-time, full-time degree-seeking first-year students only)

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
23	2011 Actual = Fall '10	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	2011 Actual = Fiscal year 2011	3.4	Number of international study tours led by SMCM faculty	Institution	Self explanatory
28	2011 Actual = Fall '10	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	2011 Actual = Fall '07 cohort graduating by Spring '11	2.2	Four-year graduation rate for all minorities at SMCM	Institution	Percentage of first-time, full-time degree-seeking minority freshmen who graduated from SMCM within four years after matriculation. Note: Non-resident alien students are included within their racial classification code. This metric uses the initial racial classification of students and therefore uses the old racial classification.
13	2011 Actual = Fall '05 cohort graduating by Spring '11	2.2	Six-year graduation rate for all minorities at SMCM	Institution	Percentage of first-time, full-time degree-seeking minority freshmen who graduated from SMCM within six years after matriculation. Note: Non-resident alien students are included within their racial classification code. This metric uses the initial racial classification of students and therefore uses the old racial classification.
14	2011 Actual = Fall '07 cohort graduating by Spring '11	2.2	Four-year graduation rate for African Americans at SMCM	Institution	Percentage of first-time, full-time degree-seeking AfrAm freshmen who graduated from SMCM within four years after matriculation. Note: Non-resident alien students are included within their racial classification code. This metric uses the initial racial classification of students and therefore uses the old racial classification.
15	2011 Actual = Fall '05 cohort graduating by Spring '11	2.2	Six-year graduation rate for African Americans at SMCM	Institution	Percentage of first-time, full-time degree-seeking AfrAm freshmen who graduated from SMCM within six years after matriculation. Note: Non-resident alien students are included within their racial classification code. This metric uses the initial racial classification of students and therefore uses the old racial classification.
24	2011 Actual = Fall '07 cohort graduating in Spring '11	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	2011 Actual = Spring '11 grads	4.1	Percent of graduating seniors completing a St. Mary's Project	Institution	(# of graduates completing a St. Mary's

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
					Project / # of all graduates) * 100
27	2011 Actual = Fall '07 cohort graduating in Spring '11	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	2011 Actual = Fall '09 cohort re-enrolled in Fall '10	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	2011 Actual = Fall '07 cohort graduating by Spring '11	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	2011 Actual = Fall '05 cohort graduating by Spring '11	5.2	Six-year graduation rate at SMCM	Institution	Percentage of first-time, full-time degree-seeking first-year students who graduated from SMCM within six years after matriculation.
46	2011 Actual = Fall '10	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	2011 Actual = Spring '11 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	2011 Actual = Spring '11 grads from MAT	10.1	Number of graduates from the MAT program	Institution	Self explanatory
OUTCOMES					
32	2011 Survey Actual = Spring '10 grads surveyed in 2011	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	2011 Survey Actual = Spring '06 grads surveyed in 2011	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	2011 Survey Actual = Spring '01 grads surveyed in 2011	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	2011 Survey Actual = Spring '10 grads surveyed in 2011	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. (In 2010, excluded two records that listed degree as first professional, but listed that they had not enrolled in graduate/professional study for the satisfaction question.)

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
					(Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)
36	2011 Survey Actual = Spring '06 grads surveyed in 2011	5.4	Alumni satisfaction with graduate/professional school preparation—five year	SMCM Alumni Survey (5-year)	<p>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.</p> <p>(Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)</p>
37	2011 Survey Actual = Spring '01 grads surveyed in 2011	5.4	Alumni satisfaction with graduate/professional school preparation—ten year	SMCM Alumni Survey (10-year)	<p>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.</p> <p>(Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)</p>
38	2011 Survey Actual = Spring '10 grads surveyed in 2011	5.5	Alumni satisfaction with job preparation—one year	SMCM Alumni Survey (1-year)	<p>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").</p> <p>(Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)</p>
39	2011 Survey Actual = Spring '06 grads surveyed in 2011	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

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
					<p>graduation and who rated their SMCM education as excellent, good, or fair preparation for their job (excluding "Uncertain").</p> <p>(Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)</p>
40	2011 Survey Actual = Spring '01 grads surveyed in 2011	5.5	Alumni satisfaction with job preparation—ten year	SMCM Alumni Survey (10-year)	<p>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").</p> <p>(Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)</p>
48	2011 Survey Actual = Spring '10 grads surveyed in 2011	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	2011 Survey Actual = Spring '06 grads surveyed in 2011	9.2	Percent of five-year-out full-time employed alumni who are teachers	SMCM Alumni Survey (5-year)	<p>(Number of 5-year-out full-time employed alumni who are employed as teachers / # of 5-year-out full-time employed alumni) * 100</p> <p>(Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)</p>
50	2011 Survey Actual = Spring '06 grads surveyed in 2011	9.3	Percent of alumni for whom highest degree is master's—five year	SMCM Alumni Survey (5-year)	<p>Percentage of survey respondents reporting enrollment in or completion of a master's program within five years of graduation.</p> <p>(Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)</p>

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
51	2011 Survey Actual = Spring '06 grads surveyed in 2011	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. (Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)
52	2011 Survey Actual = Spring '06 grads surveyed in 2011	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. (Based upon unforeseen data issues with the Spring 2011 Alumni Survey administration, this metric has been extrapolated for the 2011 Actual based upon prior values and was calculated by constructing a weighted average of the prior two years' actual survey results.)
54	2011 Actual = Spring '10 MAT grads surveyed in 2011	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	2011 Actual = Calendar year 2010	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	2011 Actual = Fiscal year 2010	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). 19.9 is 105.3% of the 18.6 FY2005 Kw hours per square feet consumed. These figures have been updated from prior reported data.
57	2011 Actual = Start of Fiscal Year 2011	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).
58	CY2010 Actual = Calendar Year 2010	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

OPERATIONAL DEFINITIONS FOR MFR/ACCOUNTABILITY MEASURES/INDICATORS

Measure #	Special Timeframe Issues	SMCM Objective	Indicator/Measure	Source	Operational Definition
					gifts.
59	CY2010 Actual = Calendar Year 2010	12.3	Percent of alumni giving	Institution	(# of alumni donors / # of alumni solicited) * 100
60	2011 Actual = Fiscal year 2010	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	2011 Actual = Fall '10	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	2011 Actual = Spring '11 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	2011 Actual = Spring '11 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	2011 Actual = Spring '11 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	2011 Actual = Spring '11 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	2011 Actual = Spring '11 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