

Strategic Planning Implementation Team

October 2017 Report

Executive Summary

As we enter Year 2 of the 2016-19 Strategic Plan, all areas of the College continue to be invested in working toward achieving the goals set forth in the Plan. Below are a few notable areas of progress since the May 2017 report.

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

- *Objective 1.1 (Increase the diversity of the student body, including out-of-state and international students):* Two key positions in the Office of Admissions were filled with the hiring of a permanent Vice President for Enrollment Management and a Director of Admissions.

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

- *Objective 2.3 (Develop institution-wide approach to learning outcomes and program assessment):* Assessment of student learning was fully implemented at multiple levels (institutional, program, and course) throughout the curriculum. As a result, in June 2017 the Middle States Commission on Higher Education re-affirmed the College's accreditation through the 2024-2025 academic year.

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

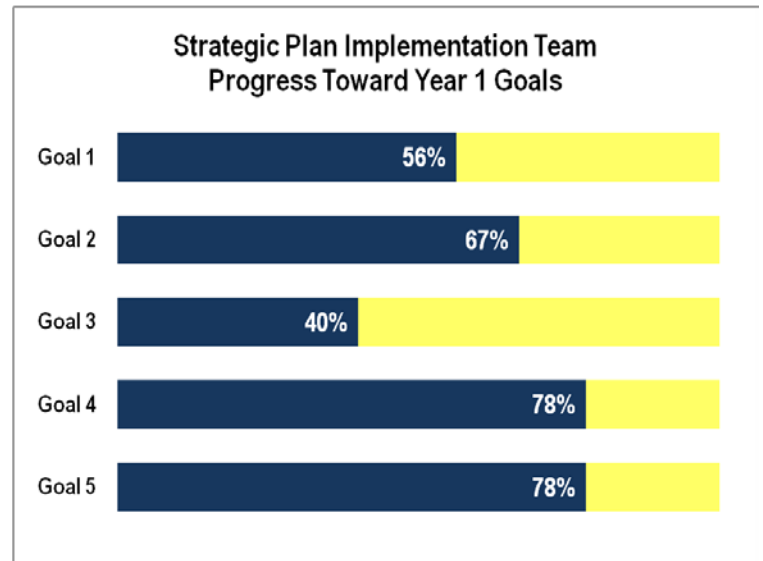
- *Objective 3.2 (Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive):* Faculty, staff and administrators worked together to create a merit-based program for compensation that awards salary increases based on performance evaluations. Salary increases in 2016-17 were also implemented based on comparisons with market values. These measures allowed us to close the median wage gap to 5% behind our peer institutions for faculty and 2% for staff, meeting and surpassing the Year 1 goals for these two groups respectively.

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

- *Objective 4.3 (Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way):* The Associate Vice President for Inclusive Diversity and Equity (IDE), along with the campus IDE workgroups, have fully implemented an integrated diversity training program consisting of the online module DiversityEDU and associated in-person discussions for all campus community members (faculty, staff, administrators, and students). The AVP is creating a system to track additional IDE activities and participation, and to identify areas that require growth.

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

- *Objective 5.5 (Increase entrepreneurialism at all levels):* External funding proposals and awards grew substantially, far exceeding the goals of increasing by 3%. The number of submitted grant proposals increased by 66%, and the combined generated revenue from awarded proposals increased by 94%.



Progress toward Year 1 Metrics

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 1.1: Increase the diversity of the student body, including out-of-state and international students.

Metric 1.1.1: Out-of-state to 13%

Definition: Increase out-of-state enrollment (students originating from outside of Maryland) of the incoming class to 13%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		9%	11%	13%
Actual	6.6%	9%		
Progress		Met		

Metric 1.1.2: International to 3%

Definition: Increase international student population of the incoming class (FTFY) to 3%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1%	2%	3%
Actual	0.3%	0.3%		
Progress		Not Met		

Metric 1.1.3: Underrepresented Minorities to 31%

Definition: Increase the percentage of students from underrepresented minorities of the incoming class to 31%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		31%	31%	31%
Actual	31.3%	27%		
Progress		Not Met		

Metric 1.1.4: First-generation to 20%

Definition: Increase the first-generation (first in their family to complete a bachelor's degree) population of the incoming class (FTFY) to 20%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		18%	19%	20%
Actual	17.6%	25.3%		
Progress		Met		

Objective 1.2: Provide opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.

Metric 1.2.1: Increased students participating in LLCs (50%)

Definition: Increase the number of students participating in Living Learning Communities by 50%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		21	24	27
Actual	18	19		
Progress		Not Met		

Metric 1.2.2: Increased student participation in service learning opportunities (30%)

Definition: Increased student participation in service learning opportunities by 30%, baseline reflects number of students enrolled in service learning courses.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		225	250	275
Actual	205 students in 16 courses	Not Yet Available		
Progress		n/a		

Metric 1.2.3: Increased student opportunities to engage in academic collaboration (50%)

Definition: Academic collaboration - provide opportunities for students to learn in and outside the classroom. The percentage of seniors answering "Often" or "Very Often" on the NSSE, questions 1e, 1f, 1g, and 1h (weighted average). The NSSE is given on a three-year cycle and will next be administered in 2018-19.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		n/a	n/a	76%
Actual	51%	n/a		
Progress		n/a		

Metric 1.2.4: Enhanced engagement in activities that promote lifelong wellness (75%)

Definition: Increase opportunities for students to learn about life outside of college by 75%. Workshops related to wellness, time management, life skills, etc.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		14 Workshops	17 Workshops	19 Workshops
Actual	11 Workshops	16 Workshops		
Progress		Met		

Metric 1.2.5: Increased faculty participation in an AFP (7 faculty)

Definition: Increase faculty participating in an Affiliated Faculty Program by 7 faculty members

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		2	4	7
Actual	0	Not Yet Available		
Progress		n/a		

Metric 1.2.6: Established course on wellness, diversity, leadership, and financial literacy (1 each)

Definition: Established, at a minimum, one new course with a primary focus on: wellness, diversity, leadership, and financial literacy

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1	3	4
Actual	1 (leadership)	0		
Progress		Not Met		

Objective 1.3: Enhance the academic and social integration of students in the campus environment.

Metric 1.3.1: Increased satisfaction with academic experience

Definition: Increase the average ratings of academic quality on the Senior Exit survey to 3.5 on a 4-point scale. See individual components in Notes below. Changed from original NSSE definition because NSSE administration is on a 3-year cycle.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		3.37	3.44	3.5
Actual	3.3	3.17		
Progress		Not Met		

Metric 1.3.2: Increased satisfaction with social experiences (20%)

Definition: Increase the percentage of students reporting feeling satisfied with their social experience by 20%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		90%	91%	92%
Actual	89%	Not Yet Available		
Progress		n/a		

Metric 1.3.3: Increased opportunities to be involved socially (25%)

Definition: Outside-of-classroom opportunities to interact socially. Percentage of seniors who answered "Quite a bit" or "Very much" on NSSE Question 14e. The NSSE is given on a three-year cycle and will next be administered in 2018-19.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		n/a	n/a	90%
Actual	72%	n/a		
Progress		n/a		

Metric 1.3.4: Increased access to support for help with managing non-academic responsibilities (50%)

Definition: Number of opportunities (workshops, seminars, etc.) offered for students to manage non-academic responsibilities – responsibilities students hold outside the classroom, including employment, finances, leadership positions, etc.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		156 Opportunities	178 Opportunities	200 Opportunities
Actual	134 Opportunities	259 Opportunities		
Progress		Met		

Metric 1.3.5: Increased use of academic support services (30%)

Definition: Academic support services - provides students with the tools to identify those abilities, needs, and interests to achieve their optimal academic performance. Numbers of students receiving academic accommodations, and academic advising from the Office of Student Support Services.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		160 students receiving Accommodations	175 students receiving Accommodations & 49 students receiving Academic Advising	189 students receiving Accommodations & 53 students receiving Academic Advising
Actual	145 students receiving Accommodations	168 students receiving Accommodations & 47 students receiving Academic Advising		
Progress		Met		

Metric 1.3.6: Increased students reported thriving (20%)

Definition: Thriving- flourish in an academic and social environment

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		71%	75%	85%
Actual	65%	Not Yet Available		
Progress		n/a		

Objective 1.4: Provide students with opportunities that position them for success in a variety of careers.

Metric 1.4.1: Increase the number of alumni reporting that their SMCM education prepped them to secure full-time employment/competitive professional opportunities and/or further their education (85%)

Definition: Increase to 85% the percentage of alumni reporting that their SMCM education prepped them to secure full-time employment/competitive professional opportunities and further their education, by answering "Excellent" or "Good" to corresponding questions on the alumni survey one year after graduation.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		79% Employment; 92% Graduate study	82% Employment; 92% Graduate study	85% Employment; 92% Graduate study
Actual	77% Employment; 92% Graduate study	70% Employment; 84% Graduate study		
Progress		Not Met		

Metric 1.4.2: Increased participation in opportunities that provide leadership skills beneficial to student careers (50%)

Definition: Increase to 50% of students - participation in opportunities that provide leadership skills beneficial to student careers (volunteer work, community course work, study abroad, research with faculty, and internships), according to self-reported responses on the annual Senior Exit Survey.

Volunteer work	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Maintain at 70%	Maintain at 70%	Maintain at 70%
Actual	70%	79%		
Progress		Met		

Community coursework	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		45%	47%	50%
Actual	43%	50%		
Progress		Met		

Study abroad	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		48%	48%	50%
Actual	47%	40%		
Progress		Not Met		

Research w/Fac.	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		43%	47%	50%
Actual	40%	47%		
Progress		Met		

Internship	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		45%	47%	50%
Actual	43%	45%		
Progress		Met		

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 2.1: Fully integrate high-impact practices throughout the curriculum.

Metric 2.1.1: Faculty employed at least one High-Impact Practice (HIP) in their teaching portfolio (75%)

Definition: 75% of faculty will employ, at minimum, one HIP in their teaching portfolio each year.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Maintain	Maintain	Maintain
Actual	76% (3 HIPs)	89% (3 HIPs)		
Progress		Met		

Metric 2.1.2: Students participate in at least two High-Impact Practices (HIPs) (100%)

Definition: By graduation, all students participate in at least two of the HIPs listed in the Notes section below.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	99%	100%		
Progress		Met		

Metric 2.1.3: Students presenting their research or creative works beyond the campus increased (10%)

Definition: Increase by 10% the number of undergraduate students making professional presentations at external conferences, exhibitions, meetings, etc. Number is an unduplicated count of students presenting from July 1 - June 30 each academic year.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		42	44	45
Actual	41	36		
Progress		Not Met		

Metric 2.1.4: Increased experiential course offerings (9/year)

Definition: Increase by 9 the number of experiential courses offered each academic year (Fall + Spring + Summer). Awaiting definition of "experiential course."

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		B+3	B+6	B+9
Actual	Awaiting Definition	Not Yet Available		
Progress		n/a		

Objective 2.2: Develop holistic approach to structural and curricular innovations that capitalize on our location, history, and mission.

Metric 2.2.1: Disseminated plan for J-term to the campus community (AY 2017)

Definition: Proposal for a pilot winter break / January term (J-term) of courses is developed and shared with the campus community.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Plan Out	Plan Out	To Be Determined
Actual	No Plan	Delayed		
Progress		Not Met		

Metric 2.2.2: Implemented new course schedule grid that includes embedded community and meeting time (AY2018)

Definition: Implemented new course schedule grid that includes embedded community and meeting time

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		New Grid Approved	New Grid Implemented	To Be Determined
Actual	Existing Grid	Delayed		
Progress		Not Met		

Metric 2.2.3: Launched plan for implementing new curricular programs (AY 2018)

Definition: Develop and implement an Academic Master Plan

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Plan in Development	Plan Launched	Plan Implemented
Actual	No Plan	Plan in Development		
Progress		Met		

Objective 2.3: Develop institution-wide approach to learning outcomes and program assessment.

Metric 2.3.1: Student learning assessment implemented in all academic departments and cross-disciplinary programs (100% by AY 2017-18)

Definition: Student learning assessment (under the new campus-wide framework) implemented in all academic departments and cross-disciplinary programs

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	Implementation Begins	100%		
Progress		Met		

Metric 2.3.2: Student learning assessment implemented in all co-curricular signature programs (100% by AY 2017-18)

Definition: Student learning assessment (under new campus-wide framework) implemented in all co-curricular signature programs (defined in Notes below).

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	Implementation Begins	100%		
Progress		Met		

Objective 2.4: Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.

Metric 2.4.1: Faculty trained regarding integration of diversity into coursework and pedagogy (95%)

Definition: By Year 3, 95% of full-time faculty trained. Definition of training to be discussed by IDEs Workgroup.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Not Yet Available	Not Yet Available	95%
Actual	Awaiting Definition	Not Yet Available		
Progress		n/a		

Metric 2.4.2: Increased offerings of courses and experiential activities with a primary focus on diversity (10%)

Definition: Definition to be discussed by IDEs Workgroup

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		B+3%	B+6%	B+10%
Actual	Awaiting Definition	Not Yet Available		
Progress		n/a		

Metric 2.4.3: Faculty, staff and students participated in diversity education and training (100%)

Definition: Completion of the online module DiversityEDU (independently or in a group setting)

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Select training module and plan for Summer 2017 implementation	100% participation	To be determined
Actual	No training in place	Training module selected and training implemented		
Progress		Met		

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

Objective 3.1: Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff.

Metric 3.1.1: Increase underrepresented minorities in new hires to 30%/year

Definition: Increase the number of tenure-track faculty, administrative staff, and executive staff new hires from underrepresented minority groups to 30% each year. Each fall's data point reflects new hires from the previous fiscal year (e.g. Fall 2017 = FY17, hired between 7/1/16 - 6/30/17).

All	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		30%	30%	30%
Actual	9% (3/32)	24% (8/34)		
Progress		Not Met		

Faculty	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		30%	30%	30%
Actual	0% (0/3)	8% (1/12)		
Progress		Not Met		

Staff	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		30%	30%	30%
Actual	11% (3/28)	29% (6/21)		
Progress		Not Met		

Exec Staff	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		30%	30%	30%
Actual	0% (0/1)	100% (1/1)		
Progress		Met		

Metric 3.1.2: Active mentoring for all new community members

Definition: Mentoring for tenure-track, visiting, and adjunct faculty. Mentoring for all staff including contractual staff.

Faculty	Baseline (Fall 2016)	Year 1(Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	92.5%	100%		
Progress		Met		

Staff	Baseline (Fall 2016)	Year 1(Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	0%	0%		
Progress		Not Met		

Objective 3.2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.

Metric 3.2.1: Increase employee participation in professional development initiatives and training programs (10%/year)

Definition: An increase of 10% of faculty and staff per year participating in professional development initiatives and training programs.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		109	120	132
Actual	99	88		
Progress		Not Met		

Metric 3.2.2: Reduced difference between median compensation with peers (50% over the next three years)

Definition: Reduce the difference of median compensation for faculty and staff with those at our peer institutions by 50% over the next three years.

Faculty	Baseline (Fall 2016)	Year 1(Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		-5%	-4%	-3%
Actual	-6% below peers	-5%		
Progress		Met		

Non-Barg Staff	Baseline (Fall 2016)	Year 1(Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		-3.3%	-2.6%	-2%
Actual	-4% below peers	-2%		
Progress		Met		

Metric 3.2.3: Increased faculty and staff reporting that they are thriving (5%/year)

Definition: Percentage of employees responding "High" or "Moderate" to the question "To what degree are you thriving at St. Mary's?" on the annual Thrive Survey. (third answer choice = Low). Targets are increases of 5 percentage points per year.

Faculty	Baseline (Fall 2016)	Year 1(Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		78%	83%	88%
Actual	73%	67%		
Progress		Not Met		

Staff	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		80%	85%	90%
Actual	75%	78%		
Progress		Not Met		

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 4.1: Expand the variety, number and efficacy of internships and micro-internships to enhance the competitive advantage of students' postgraduate and employment experiences.

Metric 4.1.1: Increased internships (25%)

Definition: Increase 43% of students completing internships by 25% (to 54% of students)

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		45%	48%	54%
Actual	43%	45.3%		
Progress		Met		

Metric 4.1.2: Increased participation in internships by underserved students (1% AY 2016, 5% AY 2017, 10% AY 2018)

Definition: Targets below are increases in the total percentage, not a percentage of the baseline number. "Underrepresented" refers to nonwhite, first generation, or Pell recipient.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		40%	44%	49%
Actual	39%	39%		
Progress		Not Met		

Metric 4.1.3: Assessment results used to improve internship programs

Definition: See list of SLOs below.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Assessment carried out on SLOs, new tracking process in place for non-credit-bearing and credit-bearing internships	New tracking process in place for all internships and first assessment results analyzed and applied	Assessment results analyzed and applied in continuing assessment process
Actual	No assessment system in place	Report pending, but assessment has been carried out on SLOs. Tracking process still not yet available, but believe this has been completed based on information available.		
Progress		Met		

Metric 4.1.4: Increased Career Development Center personnel (by 1 FTE)

Definition: Number of Career Development Center staff. Hire 1 Assistant Director of Career Development for Employer and Community Engagement

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Included in FY18 budget and search carried out	Already Met	Already Met
Actual	4	5		
Progress		Met		

Metric 4.1.5: Improved employee efficacy (AY 2017)

Definition: Employee efficacy is measured by the interns' successful achievement of student learning outcomes.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Assessment carried out on SLOs, new tracking process in place for non-credit-bearing and credit-bearing internships	SLOs achieved for credit-bearing and microinternships	SLOs achieved also for non-credit-bearing internships
Actual	No assessment system in place	Report pending, but assessment has been carried out on SLOs. Tracking process still not yet available, but believe this has been completed based on information available.		
Progress		Met		

Objective 4.2: Develop and promote global literacy and leadership initiatives.

Metric 4.2.1: Enrolled students in Global Studies major (25 by AY 2017*)

Definition: Number of students with a declared Global Studies major.

*This metric is being revised to reflect the status of the GLST major (delayed).

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		n/a	n/a	25
Actual	0	n/a		
Progress		n/a		

Metric 4.2.2: Increased geographical diversity of study abroad opportunities (20%)

Definition: Increase current SMCM affiliations, exchanges, and study tours by 20% of the current number through new opportunities in non-European, non-Australian locations

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		32	34	36
Actual	30	34		
Progress		Met		

Metric 4.2.3: Hosted Global Leadership Lectures (2)

Definition: 2 lectures per year. Delayed until 2018-19.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		n/a	n/a	2
Actual	0	n/a		
Progress		n/a		

Metric 4.2.4: Sponsored Visiting Ambassador Programs (4/year)

Definition: Ambassadors and distinguished foreign service representatives visits in fall/spring of the previous academic year

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1/1	2/2	2/2
Actual	0	0/0		
Progress		Not Met		

Objective 4.3: Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.

Metric 4.3.1: Increased college-wide IDE initiatives (50% AY 2016 and AY 2017, 25% AY 2018)

Definition: Increase the number of initiatives available to the campus community that are related to inclusion, diversity, and equity

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		47	71	89
Actual	31	Not Yet Available		
Progress		n/a		

Metric 4.3.2: Faculty and staff participating in two approved IDE-related professional development activities per year (100% AY 2016)

Definition: Interpreting this as the same as the metric of four hours of approved IDE-related professional development activities per year (100% AY 2016)

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		100%	100%	100%
Actual	Not Tracked	Not Yet Available		
Progress		n/a		

Metric 4.3.3: Increased students reported thriving (20%)

Definition: Improving thriving by 20% (20 point increase over the current benchmark)

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		72%	79%	85%
Actual	65%	Not Yet Available		
Progress		n/a		

Metric 4.3.4: Increased IDE webpage traffic (50% AY 2017 over AY 2016 baseline)

Definition: Increased total visits

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1234 visits	1410 visits	1587 visits
Actual	1058 visits	Not Yet Available		
Progress		n/a		

Objective 4.4: Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.

Metric 4.4.1: Faculty advisors trained to coach and mentor IDE student leaders (5 faculty AY)

Definition: 5 faculty who have undergone training AY 2017

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		0	5	8
Actual	0	0		
Progress		Met		

Metric 4.4.2: Increased community service initiatives (25%)

Definition: Increase the number of community service opportunities by 25%

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		27	29	32
Actual	25	Not Yet Available		
Progress		n/a		

Metric 4.4.3: Increased on- and off-campus student volunteers (10% AY 2017)

Definition: Increase the number of students who volunteer on and off campus by 10% from start of 2016 to end of 2017

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		982	1029	Maintain
Actual	935	Not Yet Available		
Progress		n/a		

Metric 4.4.4: Assessed and rewarded student engagement with the St. Mary's Way

Definition: Create baseline for existing student engagement in each tenet of the St. Mary's Way for AY 2017, through metrics determined by Strategic Process 4.4.B.8. Evaluate future engagement through the same process through AY 2018.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Improve strategic approaches to defining "engagement" and "reward".	Apply better defined tenets of engagement and concretely defined rewards to set baseline and begin evaluation of future engagement.	To Be Determined
Actual	No system in place	Improve strategic approaches to defining "engagement" and "reward".		
Progress		Met		

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 5.1: Develop and implement strategies to create and maintain efficient and modern institutional systems.

Metric 5.1.1: Implemented strategies recommended by business re-engineering audit (50% increase)

Definition: Through the implementation of a new Enterprise Resource Planning (ERP) project SMCM should improve access to accurate and timely information, enhance workflows, reduce reliance on paper, provide user-friendly web-based interfaces, streamline processes and ease adoption of best business practices.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Derive detailed ERP requirements based on audit	Dependent on ERP upgrade	Dependent on ERP upgrade
Actual	Existing ERP in place	Requirements for new ERP established as part of RFP		
Progress		Met		

Metric 5.1.2: Automated institutional processes (100% increase by the end of the three-year period)

Definition: Processes identified by the ERP functionality audit that can be automated will become fully automated by 2019

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Audit and identify the candidates for automation	Plan for move to automated practices/processes	Implement automation through the ERP or other related systems
Actual	To be determined by ERP implementation process	ERP needs assessment has been completed		
Progress		Met		

Metric 5.1.3: Increased efficiency of institutional systems (75% increase)

Definition: This metric applies to the college's technological infrastructure, service improvement, and management systems.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Not Yet Available	Not Yet Available	75% increase
Actual	Undetermined	Not Yet Available		
Progress		n/a		

Objective 5.2: Develop and implement strategies to create and maintain modern physical facilities.

Metric 5.2.1: Facilities master plan (FMP) implemented and aligned with strategic plan

Definition: The Facilities Master Plan defines facility needs and campus improvements needed to support its mission as a public liberal arts college.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Plan of Action in Place for FMP	Analyzed and completed campus needs assessment	Draft FMP ready for approval
Actual	2013 Draft FMP in place	Draft Plan of Action in Place		
Progress		Met		

Metric 5.2.2: Increase staffing in housekeeping and grounds by 3

Definition: By 2019 there will be an increase in staffing between these two departments by 3 full time positions

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		+1	+2	+3
Actual	Existing staff	+1		
Progress		Met		

Metric 5.2.3: Reduce deferred maintenance backlog

Definition: Address identified deficiencies that make up f the college's deferred maintenance backlog and ensure that number of deficiencies, and corresponding asset value, decreases by the fall of 2019

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		\$9.6M	\$7.6M	\$4.9M
Actual	\$9.6M	Not Yet Available		
Progress		n/a		

Metric 5.2.4: Implemented campus environmental sustainability plan

Definition: To have a completed working document by 2019 that acts as a road map for building a more sustainable campus community.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Have draft Sustainability Plan prepared for EC approval	Develop implementation strategy	Manage implementation of Sustainability Plan
Actual	No working Sustainability Planning document in place	Draft Sustainability Plan will be submitted to EC		
Progress		Not Met		

Metric 5.2.5: One current space reconfigured to a flexible working and learning space per fiscal year

Definition: Incorporate aspects of design and technology (computer technology as well as furniture technology) that maximize the potential for teaching and learning.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1 additional space	1 additional space	1 additional space
Actual	Plans and cost analysis complete	Space added		
Progress		Met		

Metric 5.2.6: Increased student participation in environmental stewardship and campus maintenance activities (10%/yr)

Definition: Student volunteer hours are recorded by either the Office of Sustainability, the Environmental Studies Dept., or Office of Student Activities

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		3517 hours	3865 hours	4215 hours
Actual	3169 hours	Not Yet Available		
Progress		n/a		

Objective 5.3: Develop and implement strategies to evaluate and improve core technology infrastructure.

Metric 5.3.1: Developed and implemented IT Master Plan; increased cloud-computing services

Definition: The IT Master Plan will set the strategic direction for the evolution of our information technology infrastructure ensuring the technology remains relevant and fully supportive of SMCM's Strategic Plan.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Analyze and identify known gaps and weaknesses in campus technology	Approval of IT Master Plan	Implementation of IT Master Plan
Actual	No plan in place	Analysis is ongoing		
Progress		Met		

Metric 5.3.2: Enhanced wireless and wired capabilities

Definition: Pre-upgrade capacity was assessed, both the wired and wireless networks were upgraded and assessed.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Assess new wireless and wired infrastructure	Infrastructure in place	Infrastructure in place
Actual	See metric notes for more information	Assessment complete		
Progress		Met		

Metric 5.3.3: Establish baseline data for enhancing core student information systems

Definition: The upgrade of the core student information system will result in improved student self service options that will be device agnostic (desktop computer, mobile phone). This improvement will enhance the student experience while freeing up staff and faculty

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Perform detailed business requirements analysis	Dependent on ERP upgrade	Dependent on ERP upgrade
Actual	Current systems in place (Jenzabar's Portal, Symplicity Residence, etc.)	Business requirements analysis tied to ERP related systems are complete		
Progress		Met		

Metric 5.3.4: Adopted ERP and data warehouse

Definition: Adopt a new ERP

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		ERP Contract Awarded	ERP Implementation Process Begun	ERP Implemented
Actual	Existing ERP in place	ERP Request for Proposals out for bid		
Progress		Not Met		

Objective 5.4: Manage risk to enterprise.

Metric 5.4.1: Developed and Implemented Enterprise Risk Management Plan

Definition: Enterprise Risk Management (ERM) is a coordinated approach to assess, analyze, mitigate and monitor risks and opportunities that affect the achievement of the College's strategic and financial objectives.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Assess current risk structures and develop plan of action/schedule	Complete needs assessment and draft ERM plans	Determine implementation strategy and initiate plan
Actual	No current plan in place	Road map is being developed		
Progress		Not Met		

Objective 5.5: Increase entrepreneurialism at all levels.

Metric 5.5.1: Infrastructure developed to reward cost-savings and revenue generation

Definition: Develop an infrastructure to reward cost savings and revenue generation

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Establish ad hoc campus committee	Develop goals and framework for campus wide approach and draft plan for review	Implement plan
Actual	No current plan	Potential committee members are currently being identified		
Progress		Not Met		

Metric 5.5.2: Grow the Endowment

Definition: Dollar value of the College's endowment

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		Growth in accordance with market projections from portfolio manager	Growth in accordance with market projections	Growth in accordance with market projections
Actual	\$28M	\$31.7M		
Progress		Met		

Metric 5.5.3: Annual 2% increase in donations to Foundation

Definition: Dollar value of donations to the Foundation

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		\$1.8M	\$1.84M	\$1.88M
Actual	Set new baseline for FA17 following conclusion of capital campaign	\$1.94M		
Progress		Met		

Metric 5.5.4: Corporate and Foundations Officer Hired

Definition: Hire a Corporate and Foundations Officer.

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		1	Already Met	Already Met
Actual	1	1		
Progress		Met		

Metric 5.5.5: Annual 3% increase in submissions of grants (number submitted)

Definition: Number of grant proposals submitted to external agencies by faculty and staff

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		33	34	35
Actual	32	53 (+66%)		
Progress		Met		

Metric 5.5.6: Annual 3% increase in revenue generated from awarded grants

Definition: Dollar value of funded grants from external agencies to faculty and staff

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		\$875,000	\$900,000	\$925,000
Actual	\$848,562	\$1,648,905 (+94%)		
Progress		Met		

Metric 5.5.7: Increased revenue from events and conferences (2%/year)

Definition: Net revenue from events and conferences

	Baseline (Fall 2016)	Year 1 (Fall 2017)	Year 2 (Fall 2018)	Year 3 (Fall 2019)
Target		\$82,385	\$84,000	\$85,615
Actual	\$80,770	\$108,798 (+35%)		
Progress		Met		