



STRATEGIC PLAN 2021-2026 LIGHTING THE WAY

2022 ACCOMPLISHMENT REPORT

The Board of Trustees at Thomas More University approved the 2021-2026 Strategic Plan – Lighting the Way after considerable input from our community, including alumni, faculty, staff, students, Board of Trustees, and members of the broader Northern Kentucky community. The University has made significant progress in the first year. This report highlights some of the major accomplishments of the 2021-22 academic year, provides the metrics by which the University is measuring success within the Strategic Plan, and previews academic, administrative, and physical changes planned for the 2022-23 academic year.



GOALS

Student Success

Central to the mission of the University and all academic and co-curricular activities is to ensure that every student (traditional, adult, graduate, and online) who joins the Thomas More community has the opportunity to pursue and complete a degree from Thomas More University.

Academic Excellence & Innovation

Thomas More provides a high-quality Catholic Liberal Arts education within a vibrant, intellectual community to ensure that every graduate has the knowledge and ability to contribute effectively to their place in the world and to fulfill their responsibility to others. The strength of a Thomas More education is built upon a diverse, intellectual, and teaching faculty who embrace their identity as teacher-scholars and are committed to the University's mission and the success of every student.

Responsible Stewardship

The overall success of the University requires strengthening the financial position through enrollment, endowment, and fundraising.



STRATEGIC PLAN 2021-2026 LIGHTING THE WAY

“The Strategic Plan will require all of us to help make Thomas More its best self. Together, we can make an even more promising future for the University as its second century approaches. Thomas More University will define its future rather than reacting to it.”

President Joseph L. Chillo, LP.D.

The Thomas More campus is alive with change and innovation as work to achieve goals created in our Strategic Plan - Lighting the Way, and the corresponding Second Century Campaign - Its time for More, are well underway. New facilities are being created, while old facilities are being transformed to give our students exceptional spaces to thrive during their time here.

Potential students have undoubtedly noticed our work to enhance the student experience as our latest class of incoming Saints set several enrollment records for the University, including the largest number of first-year students. Residence halls have also seen a boost, with 451 students living on campus, the largest residential population in University history.

Other goals being met include raising the stature and reputation of Thomas More University. In early September, U.S. News & World Report announced its 2022-2023 Best Colleges guide. Thomas More University earned multiple spots on the badge-eligible list, seeing a nine-spot jump in Regional South Universities, and moving up three spots in Best Value. Through our continued focus on the themes of student success, academic innovation, and responsible stewardship, we have made immense progress in elevating our reputation and creating outside awareness of the high quality, Catholic Liberal Arts education offered at Thomas More. This is an exciting time for the Thomas More community as we grow the size of our campus and augment our academic space for teaching, learning, and innovation. Our astounding progress in the past year has reminded me of the strength we possess when we come together to accomplish a shared goal.



President Joseph L. Chillo, LP.D.

As Thomas More University enters its second century, the University will propel itself forward through innovation and agility. Built on the themes of student success, academic innovation, and responsible stewardship, Thomas More University will be the premier regional Catholic University. By 2026, we will again be ranked as a top 50 U.S. News Best Regional College.

2022 Results

In September, Thomas More University earned multiple spots on the badge-eligible list, seeing a nine-spot jump in Regional South Universities and moving up three spots in Best Value.



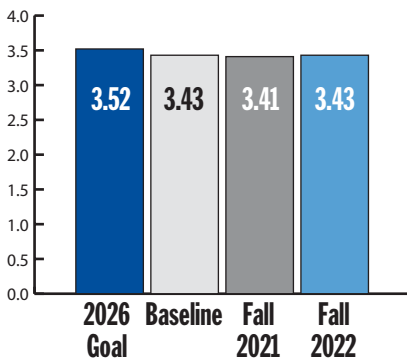
GOAL: Student Success

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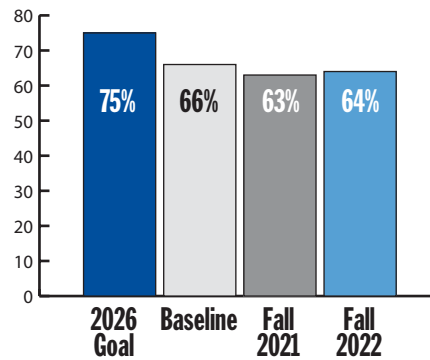
Key Strategies:

- strategically use the University's resources to attract, retain, and graduate an academically prepared and diverse student body
- improve the student experience for all students
- create a vibrant campus community with a wide range of cultural, intellectual, creative, spiritual, and social activities
- foster a diverse and inclusive environment
- strengthen the first-year and second-year experience to establish a firm foundation for success
- provide academic and student support services to ensure students can be successful

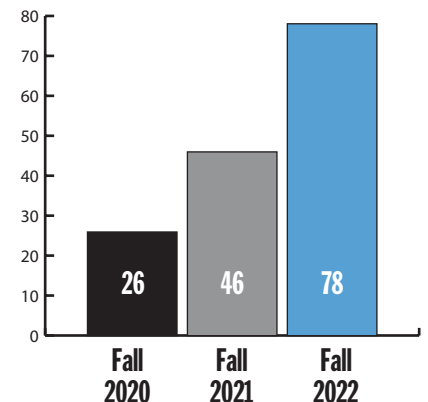
Average high school GPA of incoming cohort



Improve first-year retention rate to 75%



78 international students – largest raw total and percentage of students from outside the U.S.



IN SUPPORT OF KEY STRATEGIES FOR STUDENT SUCCESS:

Saints Center has been transformed back to a true student center with additional space available for study, meeting, collaborating, or just hanging out with friends and classmates

Hosted seventh annual Rosary Rally to welcome and bless the new academic year and sports season

Cleves Scholars rebuilt Compassion Pantry to provide food and resources for students





NCAA DIVISION II

MAKE IT YOURS

- Athletic facility upgrades, updates, and partnerships:
 - Replaced turf in Griffin Plaza to support football, men's and women's soccer, and men's and women's lacrosse
 - Secured membership in the Great Midwest Athletic Conference and provisional membership in NCAA Division II
- Thomas More University partnered with Florence Y'all's Baseball Club to rename the home of the Florence Y'all's "Thomas More Stadium," which is now home to the Thomas More Saints' baseball team
- Women's basketball earns 2022 NAIA National Championship
- Men's basketball earns berth in NAIA Fab Four
- Men's wrestling has five athletes qualify for NAIA National Championships

Committed to multi-year Kentucky-wide initiative from the John N. Gardner Institute for Excellence in Undergraduate Education and the Association of Governing Boards of Universities and Colleges that includes two primary components:

- Governing Board Equity in Student Success Project to significantly and equitably improve retention, graduation, and employment rates for all students but especially for those who hail from low-income, rural, and historically marginalized backgrounds
- Retention Performance Management to conduct an institution-wide self-study of retention data to create and implement an evidenced-based, equity-focused retention plan

Implemented University Quality Enhancement Plan: Connect!



Empowering Students through Advising to Navigate Pathways to Success to promote student success by increasing their ability to connect with, and plan for, and achieve their educational goals:

- Professional Advisors of Study (PAS) have been hired to serve students in each college, as well as the adult and graduate population. These professional advisors complement our faculty advisors to best serve our students
- Faculty and professional advisor training
- Learning community of faculty developed advising skills and pedagogy
- First-year students developed an educational growth plan based on assessment of abilities, interests, and values

- Through the first-year exploration course (FYE), students gain knowledge and make relevant use of Thomas More University success resources

Secured NetVUE (Network for Vocation in Undergraduate Education) grant to create a professional learning community on campus that will explore how vocation, community, and student success is defined and used across campus

Dr. James E. Randolph Initiative, in which Thomas More joins corporate and government partners, and other educational institutions in a collaborative effort to attract, expose, and educate minority students about STEM opportunities



GOAL: Academic Excellence & Innovation

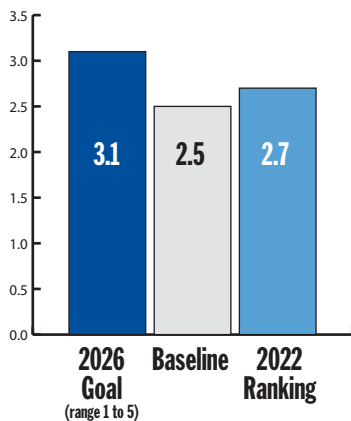
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Key Strategies:

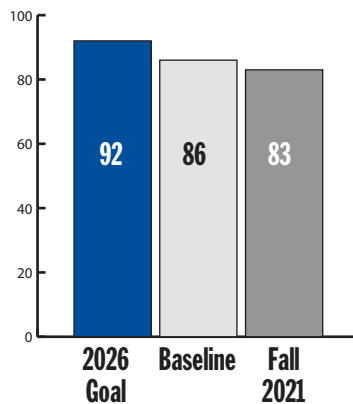
- expand and strengthen the regional academic reputation and reach of Thomas More
- enhance efforts to attract and retain highly qualified faculty dedicated to their teaching, scholarship, and service to the University and our students
- infuse diverse and global perspectives in curricular and co-curricular education
- integrate high impact experiences into the curricular and co-curricular experience of every student's learning program
- support the professional development of the faculty
- enhance the positioning and reputation of the College of Business
- revise general education requirements to reflect the values of a liberal arts education
- increase and enhance quality online undergraduate and graduate programming
- intentionally infuse our mission and values into all aspects of the teaching and learning experience

Peer Assessment Score increased

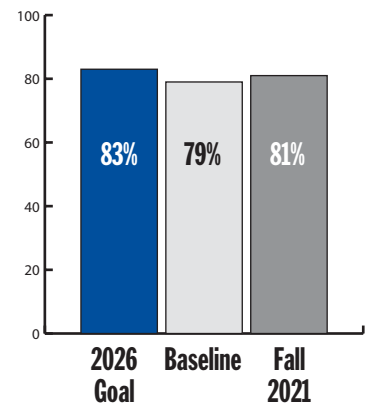
(measure conducted by US News and World Report Rankings of how a school is regarded by administrators at peer institutions on a peer assessment survey)



Number of full-time faculty

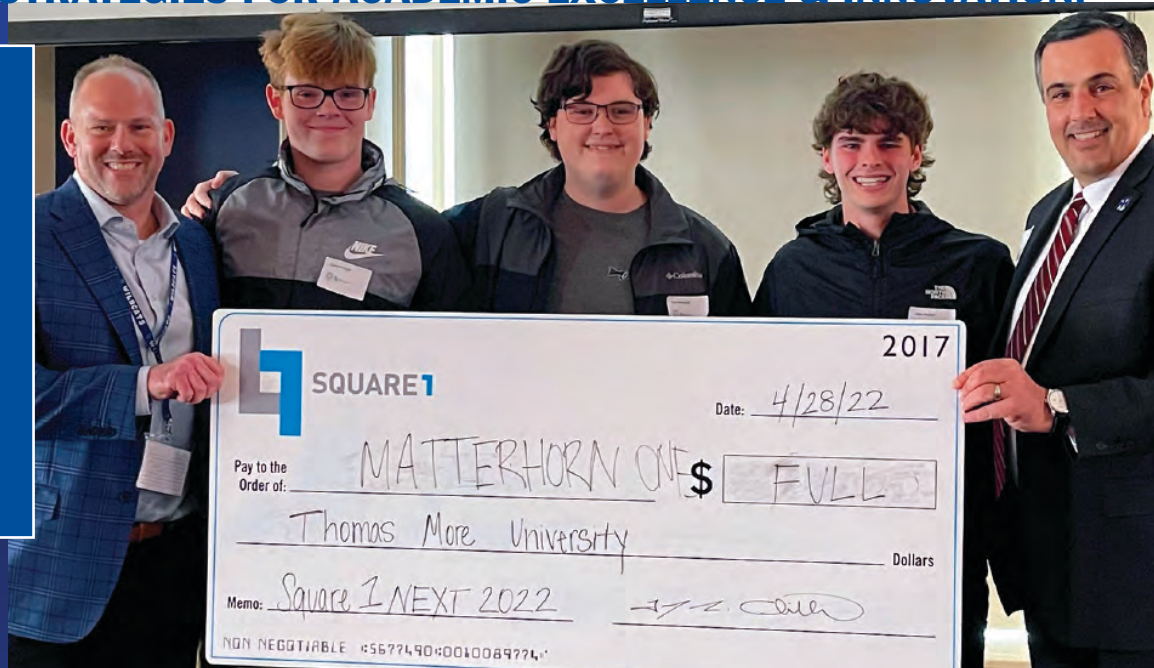


Full-time faculty with terminal degrees



IN SUPPORT OF KEY STRATEGIES FOR ACADEMIC EXCELLENCE & INNOVATION:

Launched Dr. Anthony '65 and Geraldine '66 Zembrodt Center for Entrepreneurship & Innovation to provide an incubator space for students, faculty, and staff to explore and test new ideas. In partnership with Square1, the University provided its first round of Innovation Scholarships to high school students participating in an annual Pitch contest.



Awarded Powerful Communities Nature Grant through the Duke Energy Foundation to continue the Biology Field Station's crucial biological and water quality research

Launch of the Center for Teaching, Learning, and Scholarship creating a space where faculty, students, and the community can address community needs, deepen students' civic and academic learning, and enrich the University's scholarship in respectful collaboration

Refined tenure requirements to ensure validation by academic peers of our faculty's scholarship, research, and publication work

New endowment established The Wilbert L. and Ellen Hackman Ziegler Chair of the Philosophy Department ensuring that Thomas More students continue to engage in philosophy as a foundation to their liberal arts education

St. Elizabeth College of Natural and Health Sciences named to recognize the long-standing partnership that creates innovative programs and opportunities for our students and the community

Construction of new academic center which will house advanced technology and state-of-the-art classroom environments, a 400-seat auditorium, a technology and prototype lab, the Dr. Anthony '65 and Geraldine '66 Zembrodt Center for Entrepreneurship & Innovation, the Center for Faith, Mission, and Catholic Education, and the College of Business



IN SUPPORT OF KEY STRATEGIES FOR ACADEMIC EXCELLENCE & INNOVATION:

Investments in instructional spaces to support academic excellence and innovation

- Overhaul of Science Lecture Hall included seating and technology
- Kathleen McLane Nursing Skills Lab – update and expand the lab to better train nursing students
- Acquisition of Anatomage Table thanks to a gift by the Dr. George A. and Delores E. Renaker Foundation
- K. Siobhan Barone Cell Culture Laboratory

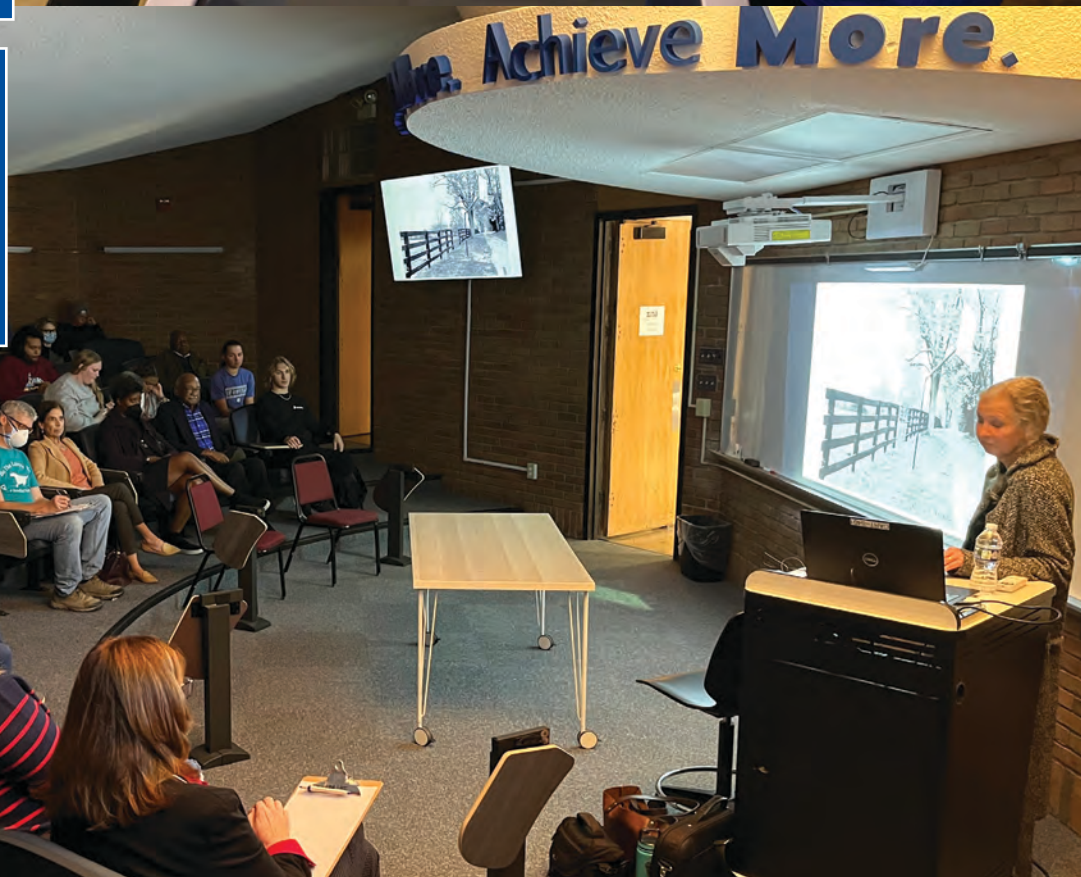
Awarded grant by the National Endowment for the Humanities to fund a general preservation assessment, train staff, and purchase preservation supplies for special collections in the Thomas More Room of the Benedictine Library

Thomas More joined the United Nations Academic Impact Program to support human rights, access to education, sustainability, and conflict resolution



Appointed a director of Co-op and Corporate Engagement for the College of Business to connect students with career opportunities and build partnerships with local, regional, and national corporations

Hosted the HomePlace by photographer Sarah Hoskins as part of the 2022 FotoFocus Biennial, a Cincinnati-based nonprofit organization created to celebrate and champion photography as art





Focus on sustainability

- Hosted inaugural Saints Sustainability Celebration Day: Care for Our Common Home on Earth Day 2022, which included a variety of events, including a sustainability panel of community partners Duke Energy, Kroger, and TIER1 Performance, student research presentations, a festival with live music and exhibitors, a tree planting, and a theatre performance by the Villa Players
- Launched Sustainability Concentration

Hosting of three distinct IRL events

- February 2022 “The Problem with Religious Liberty” featuring Patrick J. Deneen, Ph.D., the David A. Potenziani Memorial Chair of Constitutional Studies at the University of Notre Dame. Joining Harris were guest commentators Jeanne Schindler, Ph.D., a Research Fellow of the John Paul II Institute at the Catholic University in Washington, D.C., and John T. Spence, Ph.D., AICP, professor of political science at Thomas More University. Deneen touched on the issue that religious liberty presents in the political arena and the complexities it creates
- April 2022 “Fleeing for Freedom: Local Impact and Responses.” Panelists included John A. Koehlinger, executive director of Kentucky Refugee Ministries (KRM), Dennis Caffrey, a Spanish-speaking volunteer medical interpreter working with Siloam Health in Nashville, Tenn., and Fr. Athanasius Habtu Ghebreab, Ph.D., an immigrant himself, arriving in the U.S. in the '70s and now serves as parish priest at Holy Trinity Eritrean Orthodox Church and a senior faculty member at the University of Cincinnati
- Fall 2022 interfaith event featured the current and past U.S. Ambassadors at Large for International Religious Freedom—Rashad Hussain and Rabbi David Saperstein. While both have held the same position in the U.S. International Religious Freedom office, their varied backgrounds has given both unique perspectives on the subject



Thomas More University partnered with the Cincinnati Chamber Orchestra (CCO) to present Healing & Understanding: We Are One, a five-day festival featuring lectures and concerts to explore race and justice in America



GOAL: Responsible Stewardship

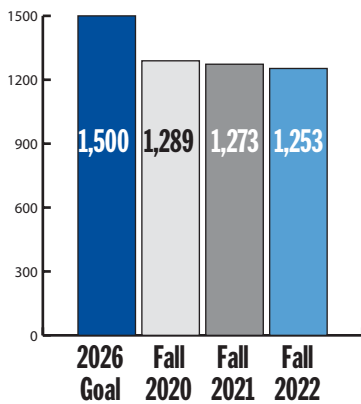
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Key Strategies:

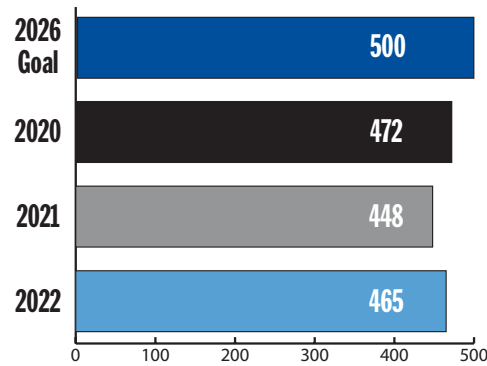
- grow enrollment through strategic enrollment management
- add additional graduate and professional programs
- assess existing undergraduate programs to ensure that they are mission-effective, contribute to the financial and enrollment objectives, and fulfill learning outcomes
- grow the endowment through increased contributions, planned giving, strategic investment of funds, and appropriate fiscal policies
- strengthen the institution's financial position
- build external connections to lead and positively impact our regional community
- foster a strong sense of community and engagement for our alumni and donors
- launch the Second Century Campaign

Degree-seeking enrollment held steady

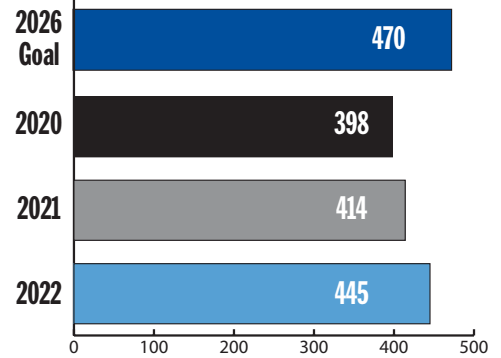
Traditional full-time enrollment



Increased incoming enrollment in Fall 2022



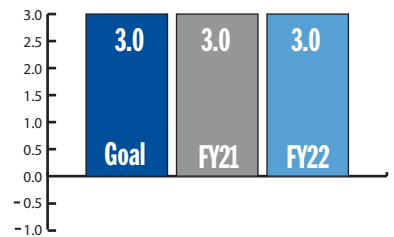
Residence halls – largest residential population in University history



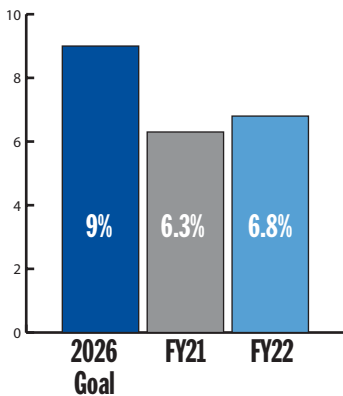
Funded a reserve policy with \$2.1M of the FY21 net surplus

U.S. DOE Score

Achieved perfect score of 3.0. The DOE Financial Responsibility Composite Score reflects the overall relative financial health. Range is -1.0 through +3.0

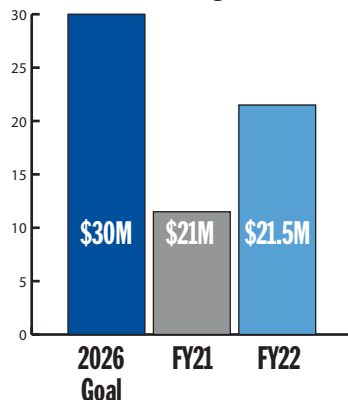


Alumni giving



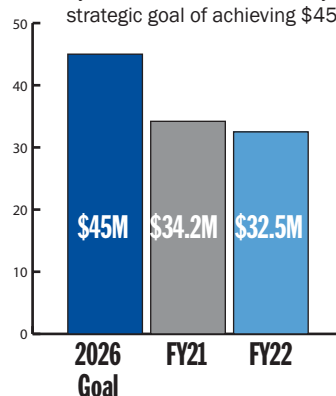
Second Century Campaign

Accrued amount raised towards goal



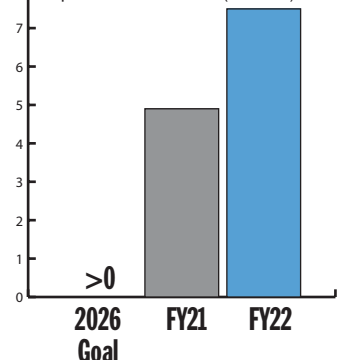
Endowment

Increase the value of the endowment by market returns with a five-year strategic goal of achieving \$45M.



SACSCOC measure of unrestricted net assets

Exclusive of plant and plant-related debt (UNAEP)



IN SUPPORT OF KEY STRATEGIES FOR RESPONSIBLE STEWARDSHIP:

Hosted Centennial Year Celebrations focusing on our past, present, and future

Redesigned University website

Hosted inaugural Women's Conference to inspire and encourage women in leadership

Launched microcredential and badge program to serve students and community members in adding valuable skills

New academic programs

- Bachelor of Science finance
- Bachelor of Arts life science
- Bachelor of Arts tourism and recreation management
- Bachelor of Arts physical science

Expanded partnership with Gateway Community & Technical College to support concurrent enrollment and ensure a seamless transfer and timely completion of their degrees

New athletic programs

- Men's Lacrosse
- Esports



Total number of donors: 1,950
785 gifts received > \$100

Over 100 endowed scholarships. Growth in both number and value enabled the University to award 9% more in financial support from academic year 2020-21 to 2021-22



Rebranded and launched boosters program: All Saints Club to provide the best possible experience for our hard-working athletes

Launch of Saints Serve – campus-wide, day-long event in which all faculty, staff, and students participate in community service

- 2021 – 56 projects, 44 organizations, 2,800 hours of service
- 2022 – 70 projects, 55 organizations, over 3,000 hours of service



WHAT'S NEXT IN 2022-23

Investment in space for student learning and engagement

- Develop replacement cycle for residence hall furniture
- Finalize renovation plans for softball field and facilities
- Renovate dining facilities on campus
- Develop plans for a learning commons to integrate space in the Library and the Thomas More Success Center
- Dedicate Cabrini Hall to serve education and psychology programs

Programming and services to support student success

- Thomas More Tuesdays showcase student clubs and organizations throughout the semester
- Hire international student support coordinator
- Winter housing option for students who need to remain on campus during the winter break
- Expand health and wellness opportunities for students
- The Republic Bank Foundation Institute for Career Development and Graduate School Planning (ICG) hosting new series of “Meet the Firms” industry-specific fairs and information sessions
- Grow Bishop Roger J. Foy's Ministry & Service program

Develop academic programs and initiatives to challenge and engage our students

- Develop University honors program
- Introduce a new Core for fall 2023
- Introduce Master of Public Health for fall 2023
- Introduce undergraduate majors in marketing and hospitality management for fall 2023

Highlight and support faculty excellence and innovation

- Publish a teaching, scholarship and research publication highlighting the work of our faculty
- Hire director for the Dr. Anthony '65 and Geraldine '66 Zembrod Center for Entrepreneurship & Innovation
- Develop multi-year faculty compensation plan

Continue to ensure the University's strong financial position

- Develop a multi-year budget plan with key financial metrics
- Develop an enterprise risk management plan in accordance with Association of Governing Boards best practices

Develop Strategic Enrollment Management Plan

- Recruit an academically prepared and diverse student body
- Establish ideal roster size for athletic teams in alignment with Great Midwest Athletic Conference

Develop Sustainability Initiative

- Integrate and advance sustainability efforts in:
 - academic programs
 - business practices
 - physical campus operations
 - and the advancement of the University's mission



For additional information on these initiatives or goals please contact
Vice President for Strategy and Impact & Chief of Staff Kelly French
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THOMAS MORE
UNIVERSITY

Make It **More.**