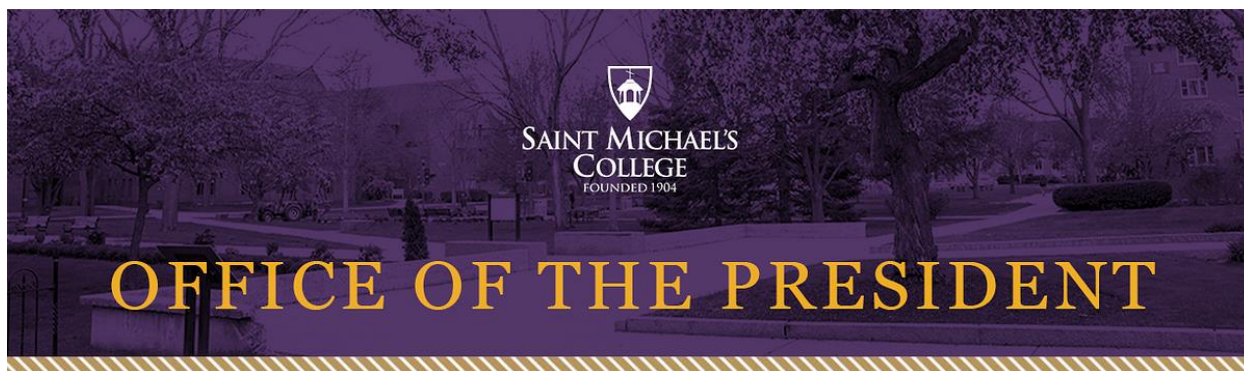




April 9, 2026

Dear Saint Michael's Community,

Last night, *The Wall Street Journal* published a feature story on Saint Michael's College as part of its reporting on the financial pressures facing small private colleges across the country. I want to speak to you directly about it this morning.

The story is serious in tone, and some of it is difficult to read. The challenges it describes—enrollment decline, budget pressures, and the broader environment facing small liberal arts colleges—are real, and we have never pretended otherwise. At the same time, the article includes some inaccuracies and oversimplifications that do not fully reflect the day-to-day reality of this institution.

What I want you to know is that we saw this moment coming, and we have been preparing for it deliberately and methodically over the past two years.

This is not a response to a newspaper article. This is a plan already in motion.

When I arrived at Saint Michael's, I made a commitment to be transparent about our challenges and decisive in addressing them. We have done both. Working closely with faculty leadership and the board, we restructured academic programs to align with student demand and workforce trends, and we have taken meaningful steps to reduce our cost structure and position the college for sustainability at our current enrollment.

At the same time, we have continued to invest in areas of strength—including athletics, the emergency services major, and new approaches to affordability—because growth requires investment, not just cuts. We are also continuing to deliver strong outcomes:

an 80% medical school acceptance rate, high levels of graduate employment or continued study, and what is shaping up to be one of our strongest fundraising years in more than a decade.

Our efforts are beginning to pay off, with early signs of stabilization in both our finances and enrollment.

I know some members of this community wonder about our future. I understand that. The road ahead will require discipline and urgency. But what I see every day at Saint Michael's gives me confidence: students who are engaged and thriving, faculty and staff who are deeply committed, and alumni who are stepping forward in meaningful ways.

People believe in this place. My greatest concern has always been that we might lose that sense of belief. Without it, none of this work succeeds. With it, we have a real path forward.

We have important work still ahead. We will continue doing it with clarity, transparency, and a deep conviction that what Saint Michael's offers the world is worth sustaining and strengthening.

With gratitude for this community,

A handwritten signature in black ink, reading "Richard Plumb". The signature is written in a cursive, flowing style with a large initial "R" and a long, sweeping underline.

Richard Plumb, Ph.D.
President