

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND**

GENERAL SESSION

Date: February 25, 2012
Hour: 11:20 a.m.

Site: St. Mary's College of Maryland
St. Mary's City, Maryland

TRUSTEES PRESENT

Molly Mahoney Matthews (chair), Lex Birney, Cindy Broyles '79, Tim Broas, Donny Bryan '73, Tom Daugherty '65, Peg Duchesne '77, Elizabeth Graves '95, Gail Harmon, Tim Heely, Sven Holmes, Steny Hoyer, Neil Irwin '00, Thomas Penfield Jackson, Gary Jobson, Larry Leak '76, John McAllister, Jim Muldoon, Mike O'Brien '68, Katharine Russell, Paul Schultheis '98, Maurielle Stewart '12, Bob Waldschmitt and John Wobensmith '94.

TRUSTEES ABSENT

Glen Ives

OTHERS PRESENT

Joe Urgo, Thomas Botzman, Lee Capristo, Alan Dillingham, Rich Edgar, Regina Faden, Johanna Gallet, Michael Glaser, Pat Goldsmith, Kathy Grimes, Lenny Howard, Charles Jackson, Michael Killius '14, Kathy Lewin, Marche Pearson '14, Beth Rushing, Emily Saari '11, Caroline Selle '12, Maureen Silva, Sara Slaff, Danielle Troyan '92, Kate Ufford, Alex Walls '13, Jesse Yeatman (*The Enterprise*), AFSME representatives, Students for Democratic Society representatives, and Nitze Scholar students

NOTICE OF EXECUTIVE SESSION

In accordance with the 1991 State Open Meetings Law, H.B. 1321, Chair Molly Mahoney Matthews reported that an Executive Session had taken place prior to the start of the General Session in order to discuss personnel matters.

AGENDA

The consent agenda, including the minutes of the December 3rd General Session and the recommendation of Stephanie Rawlings-Blake as Commencement speaker and an honorary degree recipient, were approved as presented.

REPORTS

Report of the Chair

Molly Mahoney Matthews welcomed all in attendance to the 663rd meeting of the St. Mary's College of Maryland Board of Trustees, stating that an Executive Session had taken place prior to the General Session. Chair Matthews reported:

- Committee day was a successful experiment with several faculty, staff and students participating throughout the day. The Board hopes to incorporate this format into some of the meetings for 2012-2013.
- Delegate John Bohanan attended the Executive Session to report on the current Maryland General Assembly and additional state funding for St. Mary's. St. Mary's will receive

its block grant funding for the year, but no increase or supplemental funding was included in the Governor's budget. Mahoney Matthews noted that legislators have a positive view of St. Mary's College, but that College administrators, trustees, alumni and students will have to continue to lobby for additional support and recognition.

- The Board will be discussing and voting on tuition, a topic that members take very seriously. The Finance, Investment and Audit Committee prepared materials and had many lengthy discussions about options, priorities and the needs of the College. Board members understand that an increase in tuition directly impacts the student body and diversity on campus.
- St. Mary's will increase financial aid by the same percentage as any tuition increase.
- The Board wants to be honest and transparent about the budget process and decision making.

Report of the President

President Joe Urgo announced a \$1 million gift from Joe and Kathy Garner, discussed accessibility to a St. Mary's education related to the current economic climate, thanked the community for a successful St. Mary's Day, and addressed performance-based funding and how it relates to St. Mary's current decision making processes and governance. The full address can be found at <http://www.smcm.edu/president/messages/bot2-12.html>.

Report of the Faculty Senate President

Faculty Senate President Alan Dillingham reported:

- Faculty are in the process of making several personnel decisions; including tenure and promotion recommendations and recruiting new faculty. Both sets of decisions are critical to the continued strength of the College.
- Faculty recently honored retiring colleagues Linda Coughlin, Merideth Taylor, Bill Williams, Laraine Glidden and Michael Ellis-Tolaydo. Ellis-Tolaydo has taught at the College for 25 years. Retiring faculty represent the characteristics search committee members look for in new colleagues: talented and productive scholars and teachers; committed to their students and the well-being of St. Mary's.
- Dillingham noted that those same retiring members were also faculty, and many of them campus leaders, during the transformation of the College to a public liberal arts institution 20 years ago. Faculty appreciate the uniqueness of a liberal arts school within a public sector of higher education, but also struggle with the classification challenges of qualifying the College's mission.
- Those challenges can be addressed by the "strategic visioning" exercises this past week during St. Mary's Day. It has been 20 years since a campus-wide effort like this one has occurred. Credit is due to President Urgo and Dean Rushing for initiating an inclusive and energizing project, which will hopefully lead to affirmation of the College's mission across campus and how best to direct the limited resources of the College to its core academic mission.

Report of the Student Trustee

Student Trustee Maurielle Stewart reported:

- The new student trustee-in-training is Michael Killius '14, an English major from Lusby, Maryland who has served on the student judicial board.

- Stewart offered her insights on growth and decision making while at St. Mary’s, noting that the process is a “chart your own course” method. Many students learn that their actions and associations are interconnected, and that “I” often changes to “we” in decision making. Students also learn they are responsible for taking charge and making choices; no one else is going to do the work for them. Stewart has seen action-oriented student leaders in the Student Government Association (SGA) which continues with the election of new SGA officers.
- Seniors recently celebrated 100 days until graduation
- Stewart also highlighted recent athletic team accomplishments including men’s basketball, swimming and baseball.

Public Comment

Mahoney Matthews opened the meeting to public comment, asking each speaker to limit remarks to five minutes or less.

Student Emily Saari ’11 noted that staff are an integral part of the College community, but that the lowest paid staff struggle to pay for basic needs such as food and prescriptions. Students and their families also face challenges to keeping up with increasing prices. She asked that trustees carefully weigh the budget options in front of them and how they will affect those on campus, both students and staff.

Staff member and union representative Kathy Lewin stated she had been an employee for 14 years. She noted that St. Mary’s County is the 14th richest county in the United States and that the cost of living continues to increase every year, but staff salaries have not seen an increase in the last four years, putting additional pressure and challenges on staff.

Student Marche Pearson’14 talked about how a tuition increase hurts students. She was first drawn to St. Mary’s by the scenery and academic rigor, but as tuition increases it makes it both more challenging for current students to stay and complete their education and becomes less attractive to students who do not have the means to pay higher costs. Pearson and her parents have had to pick up additional jobs to help pay for college expenses. She noted that not all students have close enough relationship with their parents that they can easily talk about financial circumstances or the benefits of staying at St. Mary’s compared to the cost to attend. Pearson also noted that scholarships, awards, and financial aid don’t always help or keep up with the increases in tuition.

REPORTS FROM COMMITTEES

Finance, Investment and Audit

Chair John Wobensmith reported:

- The FIA committee met on Tuesday, February 21st and Friday, February 24th.
- Four action items were brought forward for the Board’s approval. Tuition and the budget, Action Item 17, were addressed last:
 1. Action Item 1112-17: Approval of the FY13 Tuition, Fees, Room and Board Rates and the FY 13 Preliminary Budget

2. Action Item 1112-18: Approval of the Policy on the Reporting of Suspected Child Abuse and Neglect. The policy provides information regarding the mandatory requirements in Maryland law and will assist St. Mary's College in its commitment to the safety and welfare of children.
3. Action Item 1112-19: Approval of Whistleblower Policy. This policy will supplement the current State Whistleblower Policy and Fraud Hotline and will provide the means for College employees and students to report serious issues, including illegal activity and fiscal irregularities. St. Mary's College has established the SMCM Hotline, which may be accessed via telephone or the internet. Whistleblowers will have the option of remaining anonymous.
4. Action Item 1112-20: Approval of Title IX Policy. This policy permits the College to comply with guidelines set forth by the Office of Civil Rights regarding disciplinary procedures and policies with respect to sexual harassment and misconduct by employees and students.

Action items 18, 19, and 20 were seconded and unanimously approved.

- President Urgo and Board members discussed Action item 17, the proposed budget and a 4% increase for tuition and fees, room, and board in great detail. The main points addressed budget priorities, funding sources and budget scenarios. Specific conversations focused on the College's block grant funding from the state; balancing excellence and affordability at a state institution that strives to offer superior liberal arts courses; the need to increase private fundraising and support, raises for College faculty and staff; adding new faculty positions; annual increases in tuition; the need for a multi-year budget; and, a budget process that is part of a more comprehensive master plan or strategic planning.
- A motion was made and seconded to amend the action item to a zero percent increase on tuition for in-state students. After discussion, there was a move to call the question. The amendment failed.
- There was another amendment and second to delay the vote on tuition, fees, room and board rates and the preliminary budget for up to two weeks so that trustees could obtain more detailed budget information. The amendment passed with a majority vote.

Academic Affairs

Chair Larry Leak reported:

- Dean of Faculty Beth Rushing reported on the success and wide participation for St. Mary's Day held on Wednesday, February 22. Next steps include distilling information, developing measurable goals and involving trustees before the Board approves a plan next fall.
- The committee reviewed and discussed items for deaccession in the art collection. The item was tabled and will be addressed after clarifying the state's role in ownership.
- The committee also reviewed and approved three faculty emeritus recommendations, one leave of absence, and one resignation during executive session.

Admissions and Financial Aid

Chair Neil Irwin reported:

- The good news in admissions for 2016 is an increase in early admission decisions, 148 total; however, the total number of applicants was down from last year.
- Admissions staff will be traveling more to work on recruitment and a more diverse applicant pool.
- Pat Goldsmith and her staff are working with Keisha Reynolds on a new branding strategy. The goal is develop a consistent message with broader appeal that can be tailored to different audiences.

Buildings and Grounds

Chair Paul Schultheis reported:

- The committee approved the design for the Route 5 safety project.
- Members received an update on the College's master planning process. A master planning team has been hired and will host a series of campus workshops in late March. The workshops will allow campus constituencies to provide input on facility needs. Preliminary planning has already begun through a feasibility study on faculty and staff housing, a study of food service programs, and an assessment of academic space needs. In addition to defining the space needs, the planning team will also develop siting and landscape recommendations.
- Finally, the committee reviewed report findings of last fall's mold problem in Prince George and Caroline Halls. Conducted by two independent consultants, the reports suggest that the mold was a result of a combination of contributing issues. The primary factors included extremely heavy rain from Hurricane Irene and Tropical Storm Lee, the permeability of the building envelope, inadequate insulation on chilled water lines, and overcooling of student rooms. The high level of interior condensation was directly responsible for mold growth. The reports provide recommendations to address these issues. Remediation efforts completed over the winter break have addressed the highest priority items. Additional work, such as window replacements and masonry work, is planned for this summer.

Community Relations

Chair Mike O'Brien reported:

- The committee received an update on the upcoming Governor's Cup.
- The men's basketball team will learn on Monday if they receive an at-large bid for the NCAA Division III tournament.
- College staff are reviewing community use of College facilities. Staff will collaborate with the County Board of Tourism to market and examine campus space for community events.
- Professor Julie King offered an update on Dr. Urgo's task force recommendations for Slackwater.
- The Martin Luther King, Jr. prayer breakfast was well attended by state officials, county commissioners, board of education members, the community, and students. Speeches were offered by Congressman Steny Hoyer and keynote speaker Dr. E. Faye Williams, Esq., national chair of the National Congress of Black Women.

Development

Chair Cindy Broyles reported:

- The committee used yesterday's meeting as a working session to review the prospect list and identify people who can help with the upcoming campaign.
- The committee will continue to be active in campaign planning.
- Fundraising for the Baltimore City Scholarship Initiative continues to progress. To date the College has received donations and verbal agreements totaling \$195,000 towards the France-Merrick Foundation 4:1 challenge grant, which will ultimately provide an additional \$500,000 for the Baltimore City Scholarship Endowment.
- Beth Rushing is working with faculty on grant writing to secure additional funds for academic programs and departments.
- Seventy-five percent of the Board has contributed to the Annual Fund this fiscal year. Broyles would like to see 100% participation by the May meeting.

Government Relations

Chair Gary Jobson reported:

- President Urgo testified at the College's operating budget hearings on February 16 in the Senate and on February 20 in the House. President Urgo's comments on the College's academic programs and affordability were well received in both committees.
- Senators are concerned about the number of loans that students are obtaining. Delegates commented on how private fundraising incentives may help institutional development efforts, but noted that funds are not in the current budget to support private fundraising matches.
- The Senate capital budget hearing takes place on March 15 and the House capital budget hearing takes place March 27. The College's only request for FY13 is an additional \$310,000 for Anne Arundel Hall replacement archaeology.
- Junior Emily Burns is serving as this spring's William Donald Schaefer Intern. Burns is a public policy major and political science minor who plans to attend law school after graduating. Burns interned for the lieutenant governor in 2009 and is already familiar with the inner-workings of Maryland politics.
- The Legislative Advisory Committee met on February 10 and discussed the various bills introduced in Annapolis. The meeting also included representatives from the Student Environmental Action Coalition (SEAC) who spoke to the group about the Maryland Offshore Wind Act.
- Andy Quinn, from McAllister & Quinn, joined the meeting and provided an overview of federal initiatives.
- Tuition abatement will continue to be a priority for the committee over the next few weeks as the state budget is finalized.
- Jobson thanked College staff for including faculty laurels with materials.

Student Affairs

Chair Lex Birney reported:

- The committee approved the 2012 Commencement speaker, Baltimore Mayor Stephanie Rawlings-Blake.
- The committee interviewed two candidates. Birney congratulated Michael Killius '14 on being selected for the position.

- Maurielle Stewart '11 read a prepared statement that addressed student interest and involvement in the Living Wage vs. Just Wage debate on campus, participation and reaction to discussions held on St. Mary's Day and concern about potential tuition increases.
- Presentations on Judicial Affairs and the Career Development Center were postponed until the next meeting.

REPORTS FROM ASSOCIATED ORGANIZATIONS

St. Mary's College of Maryland Alumni Association

Alumni Council President Paul Schultheis reported:

- Alumni Reunion weekend will be June 8-10. Final edits are being made to the brochure now. Online registration should be available in the next few weeks. The Alumni Office is expecting approximately 1,000 for the annual event. Trustees are welcome and encouraged to attend.
- The Alumni Office and volunteers are continuing efforts to strengthen and expand chapters across the country. Recent meetings have yielded an increased in the size of leadership committees and alumni participation in the Maryland region. Alums in Annapolis and New York are planning events to formalize chapters in those cities as well. Similar events are planned in the Boston and Northern California regions.
- The Class Giving Challenge, started by the Alumni Council less than three years ago has been an effective way to encourage alumni to give. After some difficulties, the web site promoting the challenge is again live and updated. To get more alumni involved with the Class Giving Challenge, volunteers are working with the annual giving staff to promote the challenge and tie it in with their annual giving initiatives.

St. Mary's College of Maryland Foundation Board

Foundation Board President Jim Stone reported:

- The Foundation Board met on February 14 to review the annual report.
- The Board has created a comprehensive policy document that outlines the role and functions of the Foundation, including support for President Urgo and funding for lobbying.
- Stone noted this is his last year as Foundation president. He will be stepping down and taking a break after 12 years on the Foundation Board.

St. Mary's College of Maryland Joint Investment Advisory Committee

JIAC President Jim Stone reported:

- The committee has selected four finalists to oversee the management of joint funds. Candidates will be interviewed March 7th.

Historic St. Mary's City

Museum Director Regina Faden reported:

- The museum is now below 1998 funding levels primarily due to a decrease of \$200,000 in state funding. Despite the decrease in state support, the museum has seen an increase of 70% in revenue and a 15% increase in museum attendance. The living history exhibits will now close at 4:00 p.m. as part of cost-containment measures.

- The National Building Museum (NBM) is developing an exhibit on American home-building techniques and has requested that Historic St. Mary's City design and build a cross-section of a timber frame structure. The Building Museum has provided funds to cover the labor and materials necessary to create HSMC's exhibit. The NBM has also donated approximately \$100,000 in exhibit cases and building materials to HSMC. The exhibit will open in late April.
- Maryland Day will be held on March 24th and will focus on the Executive Order signed by Governor O'Malley recognizing the Piscataway people. The museum wants to highlight native Marylanders in addition to pilgrims who settled the area. Rebecca Seib, a historian of the Piscataway people, will offer the keynote speech. The event will also include a performance by Piscataway dancers.

A motion was made to adjourn the meeting at 1:50 p.m.

Summary prepared by Kate Ufford

Approved by Lex Birney

Approved by Molly Mahoney Matthews

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND**

SPECIAL MEETING

Date: March 10, 2012
Hour: 10:05 a.m.

Site: St. Mary's College of Maryland
St. Mary's City, Maryland

TRUSTEES PRESENT

Molly Mahoney Matthews (chair), Peg Duchesne '77, Gail Harmon, Tim Heely, Steny Hoyer, Neil Irwin '00, Glen Ives Larry Leak '76, Jim Muldoon, Mike O'Brien '68, Paul Schultheis '98, Maurielle Stewart '12, Bob Waldschmitt and John Wobensmith '94.

Trustees participating by phone: Tom Daugherty '65, Lex Birney, Tim Broas, Donny Bryan '73, Sven Holmes, Gary Jobson

TRUSTEES ABSENT

Cindy Broyles '79, Elizabeth Graves '95, Thomas Penfield Jackson, John McAllister and Katharine Russell.

OTHERS PRESENT

Joe Urgo, Thomas Botzman, Lee Capristo, Karen Crawford, Pat Goldsmith, Kathy Grimes, Charles Jackson, Michael Killius '14, Dave Kung, Kathy Lewin, Keisha Reynolds '96, Beth Rushing, Kelly Schroeder, Caroline Selle '12, Maureen Silva, Sara Slaff, Danielle Troyan '92, Chris True, Kate Ufford, Alex Walls '13, Jesse Yeatman (*The Enterprise*), AFSME members, Students for Democratic Society representatives and Dave Zylak

AGENDA

The agenda for the Special Meeting was approved as presented.

Public Comment

Mahoney Matthews opened the meeting to public comment, asking each speaker to limit remarks to five minutes or less.

Staff member and union representative Kathy Lewin stated she has been a St. Mary's College of Maryland employee for 14 years and is serving as AFSCME secretary. Lewin provided data from The Self-Sufficiency Standard for Maryland 2012 that shows a single adult with a school-age teenager in St. Mary's County needs to earn \$44,034 per year to meet minimal basic needs; a single adult without children needs to earn \$25,836. That is anywhere from \$1,300 to nearly \$20,000 more than what the lowest paid staff at St. Mary's earns. A family of four with a gross annual income of \$28,668 is eligible for food stamps. The lowest paid College staff earn \$24,500. That is about 30% of the median county income of \$88,500, and half of what is needed to cover basic needs. In St. Mary's County in the last five years, real income has increased approximately 12%, but rents have risen 24%. In the last 10 years, the cost of meeting basic needs has increased about 30%. Salaries at the College have not increased with these costs.

Caroline Selle '12 from Students for a Democratic Society (SDS) noted the wage disparity between the highest and lowest paid employees on campus and asked the Board and administration to find money in the budget to help those faculty and staff that make the least. The Student Government Association (SGA) has created a petition in support of a living wage at the College and students held a living wage caucus with faculty and staff to discuss the issue. Discussion at the caucus highlighted St. Mary's use of peer institutions to establish administration salary ranges. This is problematic because a majority of the College's peers are private institutions or are not primarily supported by state funds. This scenario creates an inflated or unrealistic salary medium for administrators and increases the salary gap between College officials and employees. Students care about this issue very much and are willing to work with all groups on campus to find resolutions, including increases in tuition, but would also like to see senior staff salaries be more reflective of Maryland state universities or peers whose funding and budgets are similar to St. Mary's.

Professor Dave Kung, faculty representative to the Finance, Investment and Audit Committee, offered his own comments on some of the faculty perspectives. Most faculty understand the difficulty of trying to balance College needs and quality programs, especially on a fixed budget that is dependent on state funds and tuition. Over the last few years take home pay for faculty and staff has actually decreased as salaries have stayed the same or increased at a much lower rate than the cost of living in the region. Most staff and a third of faculty have not had a raise in the last four years. The College administration has said it would give raises when the state salary freeze is lifted, so it would be disastrous at this point to not consider an increase in tuition to help fund faculty and staff pay increases. Kung would like to see College employees organized into priority groups for pay increases starting with the lowest paid staff, followed by the lowest paid faculty and then staff who have not had raises.

REPORTS FROM COMMITTEES

Finance, Investment and Audit

Chair John Wobensmith reported:

- The FIA committee met on March 6th to review a revised tuition policy and preliminary budget. The action item was approved and includes a 4% tuition increase for in-state students and out-of-state students, a 4% increase in residence hall fees, and a 3% increase in board charges.
- Action Item 1112-17 was brought to the full Board for approval.

After extensive discussion a motion to approve Action Item 1112-17. The motion was seconded and passed unanimously.

A motion was made to adjourn the meeting at 10:55 a.m.

Summary prepared by Kate Ufford

Approved by Lex Birney

Approved by Molly Mahoney Matthews