

ST MARY'S

COLLEGE of MARYLAND

The National Public Honors College

BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

OPEN SESSION REPORT SUMMARY

Date of Meeting: February 4, 2022

Date of Next Meeting: May 12, 2022

Committee Chair: Peter Bruns

Committee Members: Paula Collins, Elizabeth Graves '93, Melanie Hilley '93, Larry Leak '76, William Seale, Tuajuanda Jordan, Susan Dyer

Executive Staff: Jeff Byrd, Katie Gantz

Faculty Liaison: Libby Williams

Staff Liaison: John Spinicchia

Dashboard Metrics: N/A

Executive Summary:

Discussion Items

Faculty Senate Report

Dean of Faculty Report

Information Items

New Class Schedule Matrix

Academic Restructuring

Minutes of October 15, 2021

Action Item(s) related to specific strategic goals as appropriate:

III.A. Recommendation to Approve Business Major

III.B. Recommendation to Approve Performing Arts Major



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
MEETING OF FEBRUARY 4, 2022**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Faculty Senate Report
 - B. Dean of Faculty Report
- III. ACTION ITEM**
 - A. Recommendation to Approve Business Major
 - B. Recommendation to Approve Performing Arts Major
- IV. INFORMATION ITEM**
 - A. New Class Schedule Matrix
 - B. Academic Restructuring
 - C. Meeting Minutes of October 15, 2021

The committee expects to close a portion of this meeting.

January 27, 2022

Report to the Academic Affairs Committee of the Board of Trustees
Elizabeth Nutt Williams, Faculty Senate President

The faculty has been very busy working on academic programs and structures since the October 2021 Board of Trustees meeting. I provide below a brief summary:

Business Administration Major Proposal

The faculty approved the Business Administration and Management Major on October 26, 2021 (Yes 47 – No 22) and forwarded the documents to the Office of the Provost for implementation.

Performing Arts Major Proposal

The faculty approved the Performing Arts Major on December 7, 2021 (Yes 71 – No 2) and forwarded the documents to the Office of the Provost for implementation.

Course Scheduling Matrix Proposal

The faculty approved the new course Schedule Matrix on December 7, 2021 (Yes 58 – No 15) and forwarded the documents to the Office of the Provost for implementation. The faculty has considered changing the course schedule matrix for decades but has finally made the decision to move ahead with a new model (see report from interim Dean of Faculty Katie Gantz). The change modernizes our approaches to teaching, allows for community time (for additional time with colleagues and students outside of courses and meetings), and moves the formal meeting times for faculty (for Faculty meetings, Faculty Senate meetings, Department meetings, etc.) earlier in the day removing many obstacles for faculty (e.g., conflicts with childcare obligations).

Academic Restructuring Proposal

The faculty approved Model 2.5 (see report from interim Vice President for Academic Affairs Jeff Byrd) on January 25, 2022 using a Borda count rank voting system (Model 2.5 received 68% of the first choice votes and was the overall highest ranked model) and forwarded the documents to the Office of the Provost for implementation.

Comments about the votes of recent months

The amount of voting of significant program and structural changes since October 2021 (a three-month window from Oct. 26, 2021 to Jan. 25, 2022) represents a highly unusual level of activity. The faculty has done a significant amount of heavy lifting in this time period – they have done it well and with positive results. We have ahead of us now an immense amount of implementation details to finalize. It is my sincerest hope that we allow time for the implementation of these major changes and to hold off on any further major changes in programs and structures for some time.

I would like to take this opportunity to thank the members of the Academic Planning Committee

(Chair and Vice President of the Faculty Senate, Geoffrey Bowers; Matthew Fehrs, Riverside Division; Gina Fernandez, North Division; Jerry Gabriel, Central Division; Jingqi Fu, At Large) for their tremendous work in producing an exceptional report, delivered to the Faculty Senate one day before deadline on Nov. 30, 2021. I would also like to thank the members of the Faculty Senate (Geoffrey Bowers, VP; Christine Adams, Riverside/South Division Senator; Jennifer Cognard-Black, Central Division Senator; Susan Goldstine, North Division Senator; Cassie Gurbisz, Richard Platt, and John Schroeder, Senators At-Large) for their work in providing three viable models (models 2 and 3 from the APC report as well as a compromise model 2.5 developed by senators) for the faculty to consider at its January 25, 2022 meeting. When the faculty learned that academic restructuring had been voted on by the Board in February 2021, we were asked to provide the Board with a viable model to implement. The result of the faculty process, in which we followed the procedures defined in our Faculty Bylaws, is a model with strong support and one that we believe achieves the goals of restructuring. Additional details will be forthcoming, once an implementation team has been assembled, but we believe the structure of the model will help improve workflow and better support our academic programs.

Looking forward

Finally, I want to note that the faculty has done all that was asked of them over the last year (and then some), even though the pandemic remains a challenge. I hope that at this point we are truly poised to make real changes in how we work together moving forward. As I stated in my last report to the Academic Affairs Committee of the Board of Trustees, “While there appears to be a common understanding of the definitions of shared governance, our processes need attention and clarification.” It is my intention to continue to work toward improvements in our processes and toward a stronger, more collaborative working relationship among all constituents at the College. I am encouraged to see that we are already starting to rebuild trust in our working relationships.

Respectfully submitted,

Libby Nutt Williams, Ph.D.
Faculty Senate President

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BOARD OF TRUSTEES ACADEMIC AFFAIRS

REPORT OF THE INTERIMS DEAN OF FACULTY AND VICE PRESIDENT OF ACADEMIC AFFAIRS

(See OnBoard for supporting material.)

BUSINESS ADMINISTRATION MAJOR

The Proposal for the Business Administration major has been approved by the faculty and is being presented to the Board of Trustees for approval at this meeting. The College has contracted with a search firm specializing in higher education to assist us in identifying the appropriate pool of candidates for the Inaugural [William Seale Professor of Business](#). The position advertisement is live (included in appendix: “5B/5C William Seale Professor of Business (1 of 2)/(2 of 2)”), and has been strategically circulated to job market sites for business schools, broader higher ed circles, and academic search sites with a diversity focus; the committee is currently accepting and reviewing applications. If the proposal is approved by the Board of Trustees and the Maryland Higher Education Commission, the major will be offered at the start of Fall 2022. Planning is underway to make sure enough of the entry level courses are available for students this Fall.

MARINE SCIENCE MAJOR

Student Interest - There is significant interest in the major, both from students already on campus and from applicants. The original marine science proposal predicted an entering class of 5 marine science majors in the Fall 2022, 8 in Fall 2023 and 20 marine science majors Fall 2024. Given the number of applicants expressing an interest in marine science, the Fall 2024 number of 20 entering students expressing marine science as a major could be realized by Fall 2022. For current St. Mary's College students who are interested in marine science, we are offering the gateway course into the major, Introduction to Marine Science, this spring (Spring 2022). There are 43 students enrolled in this new gateway course! In addition, the new 300 level Marine Quantitative Methods course is full (10 students). Academic Affairs is working with Dr. Randy Larsen, coordinator of the marine science program, to make sure there are enough courses for all the students interested in the major. This includes adding sections of the intro course for next year (AY22-23) and offering specific upper division courses (e.g., marine microbiology) in AY22-23 that were not scheduled to be offered until AY23-24.

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Personnel - The marine science program is in the process of hiring the first tenure-track/tenured faculty member in marine science, a physical oceanographer. The search committee has completed interviews and is in the final process of hiring this position.

Teaching lab - The marine science program will need a teaching laboratory and a committee of faculty members from marine science and biology are working on a plan for reassigning space within Schaefer Hall for this lab. This lab might also be able to support the teaching lab needs of the environmental studies program. The hope is to find a workable solution for AY22-23 and have any extensive renovation that is needed be ready for Fall 2023.

Ships - The proposal for the marine science program included purchasing a 45-50' research vessel (capacity 18-20) for river and bay exploration and a 28' skiff for exploring shallow water (capacity 18). A request for proposals is being drafted for both vessels and it will be put out for bid. With the current demand for the program it is clear that the vessels will be needed sooner than later. Our current 25' C-Hawk boat (capacity 6) is still in dry dock awaiting an engine. Repairs are expected this spring.

PERFORMING ARTS MAJOR

The Performing Arts major has been approved by the faculty and is being presented to the Board of Trustees for approval. If the proposal is approved by the Board of Trustees and the Maryland Higher Education Commission, the major will begin being offered Fall 2022. Faculty members from music and theater worked over the summer to put together the proposal for this new major. The major has a gateway course, an integrated capstone, and three concentrations (music, theater, and integrated performing arts). The unique aspect of this major is the integrated performing arts concentration that will allow students the chance to explore how performance of various kinds can serve as methods of research, expression, and communication that intersect in productive ways with other fields in the arts, sciences, and social sciences.

RESTRUCTURING UPDATE

On December 1, 2021, the Academic Planning Committee (APC) of the faculty issued their report on academic restructuring (included in appendix: "8A APC_Report_Restructuring_Final 01.20.2022 (1 of 2)"). The APC report was thorough, research-driven, and incorporated faculty survey feedback with exceptionally high participation rates. The report generated four models for faculty discussion, with an emphasis on modular elements (variations in compensation, leadership structure, etc.) that might be traded out to make any given model more viable. On December 16, 2021, the Faculty Senate met with the APC to begin a discussion of the report.

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The Faculty Senate decided to hold discussion sessions with the faculty during the week of January 17-21, 2022, the first week of classes of the Spring 2022 term. During the Senate meeting of January 20, 2022, the Senate decided to only put forward models 2 & 3 and work on a hybrid “2.5” model over the weekend to also present. A 2.5 model was completed by the Senate and they also presented that model (included in appendix: “8B Models from the Senate plus current 1-26-22 V2 (2 of 2)”). At the faculty meeting of January 25, 2022, the faculty discussed the three models presented (Model 2, Model 2.5 & Model 3). An overwhelming majority of the faculty selected Model 2.5 as their first choice. At the Board meeting we will update the trustees regarding the faculty recommended model and implementation.

CLUSTER HIRE UPDATE

Cluster hires for AY22 are currently underway for tenure-track faculty in Anthropology, Biology, Computer Science, Economics, and Psychology; a number of updates since the October board meeting are worthy of note. First, in consultation with the President, the cluster cohort has been named the Ross Fellows in honor of the late professor of art Joe Ross, the College's first African American faculty member. Second, Academic Affairs has identified and convened a steering committee, composed of members from IDEAA, the Office of Research and Sponsored Programs, the Center for Inclusive Teaching and Learning, and a number of faculty representatives. Because the pandemic has required that all phases of the interview be moved online, the steering committee has made itself available to each candidate as a group or individually for separate consultations. Finally, departments have submitted tenure-track line proposals for AY23 with the option to devise the line as part of a cluster hire, either contributing to the existing theme of pedagogy supporting BIPOC/first gen students or proposing a new theme that would support curricular work across programs. AY23 proposals will be finalized in late spring, and those positions chosen as Ross Fellows will close the two-year cycle of cluster hiring.

SUBSTANTIVE CHANGE AND DISTANCE LEARNING

On November 1, 2021, the College was notified by the Middle States Commission on Higher Education that, because of a change in federal guidelines, all institutions that offer any distance learning would have to have distance learning added to their accreditation after January 1, 2022. Under the old regulations, institutions that did not offer more than 50% of an educational program via distance learning were not required to be evaluated for distance learning by the accrediting agency. Though we offer less than 2% of our course offerings by distance learning (most being during Winterim and Summer sessions) the College had to file the substantive change paperwork by January 1, 2022, to continue to be in compliance. We should be notified

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by MSCHE in March 2022 if our application for distance learning to be added to our accreditation has been accepted.

CLASS SCHEDULING MATRIX

St. Mary's College has used the same course schedule matrix that defines what times courses can be offered for more than 35 years. In the current schedule, a student can either take classes on Mon/Wed/Fri (most are 70 min classes) or Tues/Thurs (110 minute classes). The only open time between 8:00am and 8:00pm is between 4:30-5:50pm on M/W or between 4:10-5:50pm T/R. While courses end at 2:30pm on Fridays, the remainder of the workday is rarely productive for all-campus programming due to athletic events. This has always meant that meetings for the community either had to be during the brief late afternoon window or after 8:00pm, all but eliminating our students' dinner options in the campus Great Room for those with evening classes from 6:00-7:50pm. For faculty and staff, campus gatherings late in the day pose challenges for childcare pick-up and commutes (especially those that occur in the same window as the large number of PAX Naval Air Station employees). For many years the community has been asking that the matrix be modified so that there were community times available during the middle of the day. During the LEAD discussions, the implementation team took this opportunity to analyze the matrix and proposed a guiding framework focused on delivering the same rigorous content worthy of our four-credit courses via new models of innovative pedagogy.

At the faculty meeting of December 7, 2021, the faculty voted to support the new matrix (included in appendix: "7A Schedule Matrix approved 12.7.2021"). This new matrix continues to use a MWF and TR schedule, explicitly combining both "direct instruction" (in-class seat time) with "guided learning" (a structured instructional experience outside of the formally designated class hours). The resulting matrix features slightly shortened in-class times that are now equivalent to the more standard 50-minute college course; however, all SMCM courses will include what we are provisionally calling the "Applied Hour," in which guided learning work will help students add to their breadth and/or depth of understanding of the course content or to engage in targeted practice with certain skills (e.g., written or oral communication). These "applied outside hours" might include meeting with faculty during office hours to consult about specific assignments and/or course topics, attending outside speaker lectures, providing detailed peer feedback on student writing for revisions, interactions within a course discussion board, or attending review sessions/tutorials. To be clear, the new matrix still centers "instructor-led" learning; none of the educational impact has been short-changed, nor will anything extra be demanded of the students. Its redesign simply redistributes the time/space in which that learning occurs. As we evaluate the lessons learned from a forced switch to remote learning, this shift to a multimodal form of instruction will better address the range of ways students learn.

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An additional benefit of the new matrix is the revised time for community meetings. There will be standing open meeting time from 11:30am -1:00pm (90 min) on MWF and a community meeting time from 11:20am -12:10pm (50 min) on TR. This allows the option for all constituencies of the campus community to gather during the middle of the day.

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**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
MEETING OF FEBRUARY 4, 2022**

ACTION ITEM III.B.

**RECOMMENDATION TO APPROVE
PERFORMING ARTS MAJOR**
(See OnBoard for supporting material.)

RECOMMENDED ACTION:

The Academic Affairs Committee recommends that the Board of Trustees approve the St. Mary's College of Maryland Performing Arts Major.

RATIONAL

The proposed performing arts major replaces the former majors in Music, and Theater, Film & Media Studies which were dissolved during the prioritization process, and instead combines these into a singular major of Performing Arts. This new major allows for students to explore distinct tracks within music and theater while simultaneously preparing for professional work in the Performing Arts industry. The Curriculum Review Committee (CRC), Faculty Senate and the full faculty reviewed and approved of this proposed business major during the fall 2021 semester.

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BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE MEETING OF FEBRUARY 4, 2022

ACTION ITEM III.A.

RECOMMENDATION TO APPROVE BUSINESS MAJOR

(See OnBoard for supporting material.)

RECOMMENDED ACTION:

The Academic Affairs Committee recommends that the Board of Trustees approve the St. Mary's College of Maryland Business Major.

RATIONAL

The proposed business major is in direct response to the on-going expressed interest of current and in-coming students, the need for a concentration in business with room for interdisciplinary connections, as well as an ideal opportunity to increase revenue at the College. The financial model presented by the committee projects an addition of 25 new students each year. At just 25 new students the revenue will out pace expenses by roughly 70%. The Curriculum Review Committee (CRC), Faculty Senate and the full faculty reviewed and approved of this proposed business major during the fall 2021 semester.

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BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

OPEN SESSION MINUTES

Date of Meeting: October 15, 2021

Status of Minutes: Approved December 7, 2021

Committee Chair: Peter Bruns

Committee Members: Paula Collins, Elizabeth Graves '93, Melanie Hilley '93, Larry Leak '76, William Seale, Tuajuanda Jordan, Susan Dyer

Executive Staff: Jeff Byrd, Katie Gantz

Faculty Liaison: Libby Williams

Staff Liaison: John Spinicchia

Present In-Person (Trustees/President): Nick Abrams '99 (in person), Joshua Ajanaku '22, John Bell '95, Donny Bryan '73, Peter Bruns, Paula Collins, Peg Duchesne '77, Susan Dyer, Judy Fillius '79, Gail Harmon, Sven Holmes, President Jordan, Larry Leak '76, Doug Mayer '04, Jesse Price '92, Danielle Troyan '92, Ray Wernecke

Zoom (Trustees): Elizabeth Graves '95, Melanie Hilley '92, Glen Ives, Bill Seale, John Wobensmith '93

Non-Trustees: Betsy Barreto (in-person), Alice Bonner (Zoom), Anne Marie Brady (Zoom), Kelsey Bush (in-person), Jeff Byrd (in-person), Carolyn Curry (in-person), Michael Dunn (Zoom), Katie Gantz (in-person), David Hautanen (in-person), Jerri Howland (in-person), Brayan Ruiz Lopez (Zoom), Paul Pusecker (in-person), Mai Savelle (Zoom), Greg Shedd (Zoom), Jenny Sivak (in-person), Libby Williams (Zoom), Anna Yates (in-person), Derek Young (Zoom)

Executive Summary

Academic Affairs Committee Chair Peter Bruns called the meeting to order at 9:35 a.m.

Faculty Senate Report

Faculty Senate President Libby Williams provided a brief update to her written report. She reported faculty concerns regarding prioritization and academic restructuring. A main concern was that of salaries for in-coming faculty for the Business Major. Trustee Wobensmith asked if salaries were the only source of concern and Dr. Williams addressed that faculty were having a hard time accepting the loss of their colleagues while accepting the hiring of new faculty with higher pay. Both Trustee Wobensmith and Dr. Williams agreed that this is unfortunate but that the long term revenue for the College was an important factor in this decision. Additionally, Dr. Williams emphasized the need for continued transparency and collaboration between faculty and the Board. Chair Dyer acknowledged this and addressed prior points in which both were

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provided. There was agreement to continue fostering opportunities for both Faculty and the Board to work together. There was reassurance that there would not be further faculty cuts, but rather the Board is focused on continuing to support the College in its growth.

Dean of Faculty Report

Interim Dean of Faculty Katie Gantz, and Interim Vice President for Academic Affairs Jeff Byrd, jointly presented their VP Report to the board. Drs. Byrd and Gantz reported highlights which included findings from research conducted on the student learning experiences, a 96% vaccination rate on campus and upcoming changes to the College based on the rapid action task force report recommendations. The changes will include creating a more productive learning environment through further transparency of information distribution and bringing back the long dormant Faculty Handbook. Additionally, there is an initiative to diversify faculty through a cluster hire which focuses on hiring faculty across departments with commitment to and experience in supporting students of color, first generation, and/or low-income students. The initial plan includes five expedited tenure line requests to start Fall 2022 and to open requests to the whole institution this Spring for a Fall 2023 start date. President Jordan acknowledged and commended the tremendous amount of work that Drs. Byrd and Gantz undertook on behalf of Academic Affairs. The Board shared the sentiment of appreciation.

Action Item:

III.A. Endorsement of the 2021 Performance Accountability Report

III.B. Recommendation to approve the update to the Non-Residents Who May Temporarily Qualify for In-State Status of the Policy on Student Residency Classification for Admission, Tuition Charge, and Differential Purposes

Committee Action Taken/Action in Progress:

The proposed action items were approved by the Academic Affairs Committee at its meeting on October 15, 2021.

Recommendation to the Board:

The Academic Affairs Committee recommended approval of these action items by the Board of Trustees at its meeting on October 15, 2021.

A motion was made and seconded to adjourn the open session and move into close session.

The open session meeting adjourned at 10:02 a.m.