

# ST MARY'S

## COLLEGE *of* MARYLAND

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*The Public Honors College*

**BOARD OF TRUSTEES**

**OPEN SESSION**

**Glendening Annex  
St. Mary's City, MD**

**October 15, 2022**

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

**AGENDA**

October 15, 2022  
10:45 a.m.

*Glendening Hall Annex  
St. Mary's College of Maryland  
St. Mary's City, Maryland*

- |              |   |   |
|--------------|---|---|
| <b>I.</b>    | Call to Order   | <b>Susan Dyer</b>                           |
| <b>II.</b>   | Chair's Welcome and Remarks   | <b>Susan Dyer</b>                           |
| <b>III.</b>  | President's Report  | <b>President Jordan</b>                     |
| <b>IV.</b>   | Governance Committee  | <b>Paula Collins</b>                        |
|              | Action Item 2223-07: Approval of Bylaw Changes  |   |
|              | Action Item 2223-08: Approval of Bylaws Technical Change  |   |
|              | Action Item 2223-09: Approval of the Board of Trustees Meeting Schedule for 2022-2025   |   |
| <b>V.</b>    | Institutional Advancement Committee   | <b>Gail Harmon</b>                          |
|              | Action Item 2223-10: Approval of Revisions to the Naming Guidelines for Spaces Other Than Whole Buildings or Facilities   |   |
| <b>VI.</b>   | Admission and Financial Aid Committee   | <b>Ray Wernecke</b>                         |
| <b>VII.</b>  | Presentation: Enrollment Management: Retaining Our Students<br>(Vice Presidents David Hautanen, Jerri Howland, Dereck Rovaris and Interim Provost and Dean of Faculty Katie Gantz,)                                     |   |
| <b>VIII.</b> | Campus Life Committee   | <b>Danielle Troyan '92, Jesse Price '92</b> |
| <b>IX.</b>   | Academic Affairs Committee  | <b>Peter Bruns</b>                          |
| <b>X.</b>    | Presentation: Restructured Administration of Academic Affairs, New Programs, and Preparation for the Middle States Reaffirmation of Accreditation Visit and Review<br>(Interim Provost and Dean of Faculty Katie Gantz) |   |

- XI.** Finance, Investment, and Audit Committee **John Wobensmith '93**  
Action Item 2223-11: Revision of the FY23 Current Fund (Operating) Unrestricted Budget  
Action Item 2223-12: Reconciliation of the FY23 Plant Fund Budget  
Action Item 2224-13: Approval of the 2022 Performance Accountability Report
- XII.** Technology, Buildings, and Grounds Committee **John Bell '95**  
Action Item 2223-14: Approval of the Facilities Renewal Policy
- XIII.** Presentation: The Nancy R. and Norton T. Dodge Performing Arts Center is Open for Business  
(Keith Hinton, Director of Production and Events, Performing Arts Center)
- XIV.** Video Presentation: The Grand Opening Weekend  
(Vice President Carolyn Curry)
- XV.** Motion to Adjourn Meeting **Susan Dyer**

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

**TUAJUANDA C. JORDAN  
PRESIDENT'S REPORT**

**OCTOBER 15, 2022**

The College continues its march towards becoming the college of choice as we learn to embody and embrace our brand as THE National Public Honors College. And, why not? We have worked hard to get to where we are. As I wrote to the leaders of our strategic planning endeavor, "For so many years we have been working to get to the point where we could be confident in our aspirations. I believe we are nearing the tipping point. It is an exciting time at St. Mary's College."

The four pillars that provide the framework for our next strategic plan have been disseminated to the entire campus community. As we worked to implement the strategic plan development structure, the response to our invitation to join the teams was enthusiastic and the commitment from these leaders is heartening. They, too, can feel the positive momentum of our potential. I invite you to consult the [strategic planning web page](#) often to witness their progress and efforts to engage the entire campus as well as our local community in this transformational endeavor.

The year started with our welcoming the largest, most diverse, and academically accomplished incoming class of new Seahawks in the last decade. You will read in Vice President Hautanen's report in the Admission and Financial Assistance materials about the demographics of this new class and the efforts to recruit the fall 2023 cohort. In Vice President Rovaris' and Vice President Howland's respective reports to the Campus Life committee, you will learn of the refined and/or new initiatives implemented to support this enhanced diversity.

The kickoff to this new academic year was made extra special by the activities associated with the grand opening of what was generically referred to as the "NABA" and now is called the Learning Commons and Nancy R. and Norton T. Dodge Performing Arts Center. It was truly a majestic opening for a magnificent occasion marked by not only the opening of new facilities that perfectly melded our efforts to honor the traditional campus architecture with a reflection of the movement and etherealness of the performing arts but, equally important, the naming of the performing arts center made possible by the largest philanthropic gift in the College's history. That gift resulted from the generosity of Nancy R. Dodge, a long-time College supporter and patron of the arts. The celebration weekend was filled with activities that showcased the flexibility and superb quality of the new space. You will hear from Director of Production and Events Keith Hinton, about the events that have thus far been scheduled for the Dodge Performing Arts Center as well as efforts to market its availability to the community. Vice President Curry will provide an update on additional fundraising and marketing efforts during the Institutional Advancement Committee meeting. During the Technology, Buildings, and Grounds committee meeting, Vice President Pusecker will provide an update on all-the capital and infrastructure projects in progress as well as those planned in the near future.

This year the newest trustee, Student Trustee Brayan Ruiz-Lopez, has already established himself as a committed advocate for the students who is balanced and thoughtful in his deliberations and communications. His report provides an overview of what the students feel about all the new changes they are experiencing and insight into how we can all work together to address potential challenges. It will be exciting to watch him work with the Student Government Association President Emily Rudo and other student leaders to help the College be the best it can for all the members of our community. It should be noted that both Brayan and Emily have accepted leadership positions in our strategic planning efforts.

We know that we are attracting more students to the College not simply because of the enhanced and notable marketing and branding efforts but also because of our commitment to providing relevant and sustainable programming, both academic and co-curricular, of interest to students and their families. Interim Provost Gantz will present an update on our newest majors and academic programs as well as our efforts to attract new faculty during the Academic Affairs committee meeting.

Having more students, positively impacts the budget. Vice President Pusecker has good news to report in the Finance, Investment, and Audit committee meeting about the close of FY22 as well as where the College stands financially at this point in FY23. Part of our fiscal success is related to our continually working to identify efficiencies at every level with an eye towards maintaining both the quality and effectiveness of what we do. Thus, Interim Provost Gantz will provide an update on the restructured administrative organization of academic affairs.

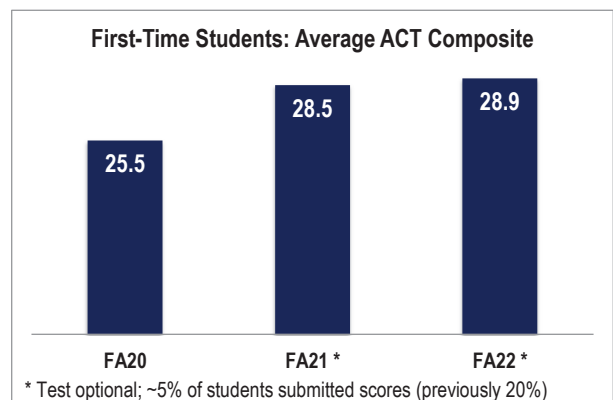
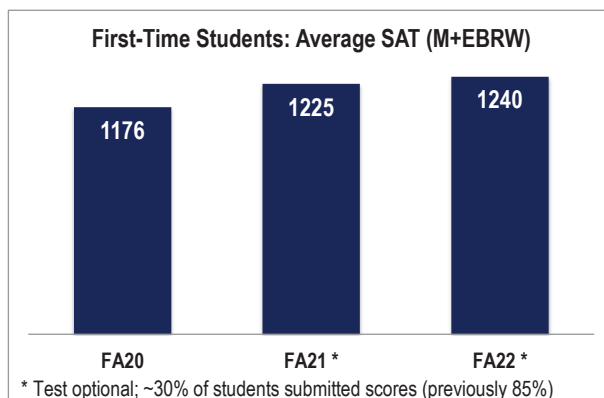
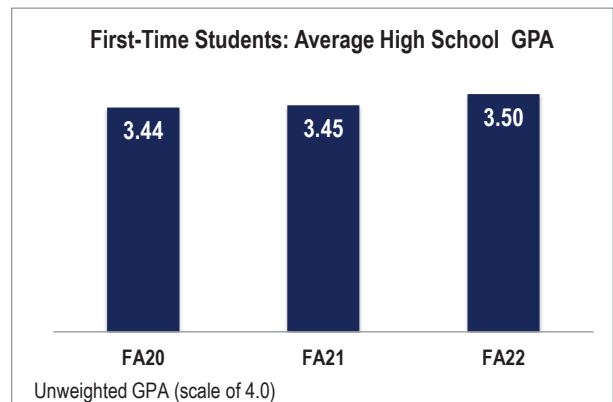
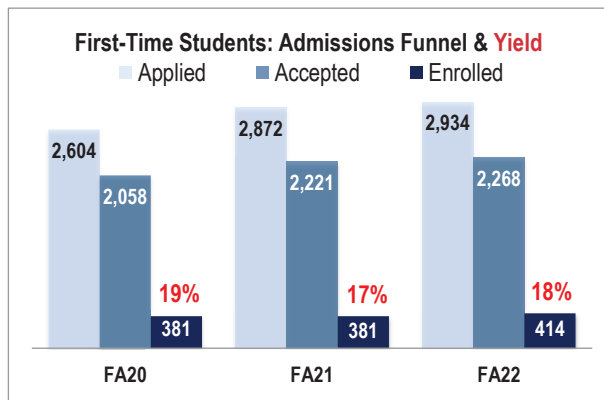
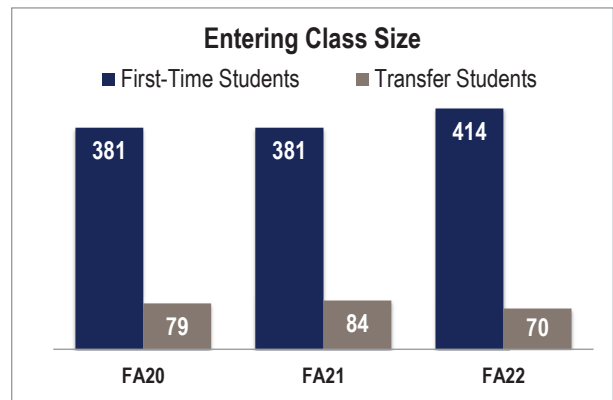
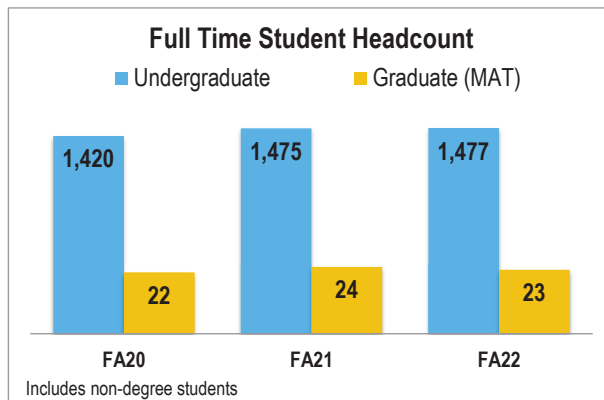
As we continue to endeavor to grow the student body, it is incumbent upon us not to focus solely on enrolling students; we must retain them. Every unit of the College must be engaged in getting students here, keeping them here, and helping them thrive while here so that they can live up to their full potential as well as be successful when they enter into the world beyond the banks of the St. Mary's River. During the Board meeting, there will be a group presentation by the leaders of enrollment management, student affairs, IDEAA, and academic affairs to provide you with an overview of the various initiatives and programs we are employing to enhance student retention at the College.

We begin every academic year with aspirations and hope as well as the belief that we will succeed. We are *succeeding* – a term that is active and progressive; one that requires commitment and engagement. The St. Mary's College community is showing levels of commitment and engagement and hope not observed or felt in quite some time. Let us continue to work together to keep the momentum.

## Board of Trustees Dashboard - October 2022

### Student Characteristics in Enrollment \*\*

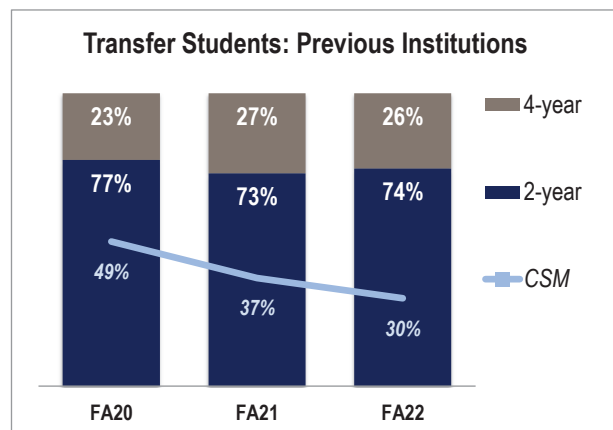
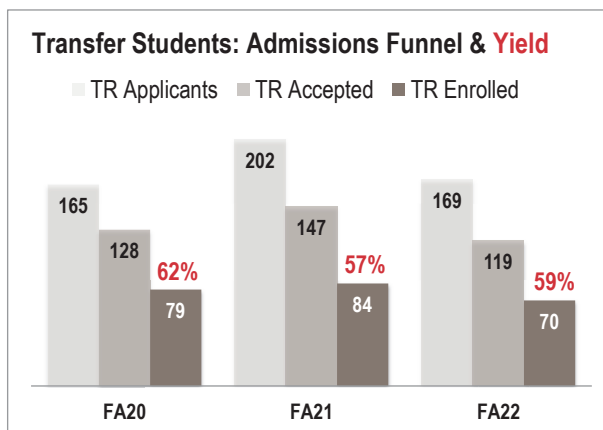
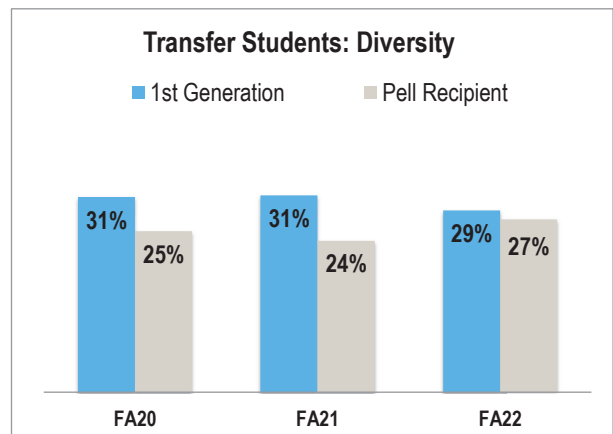
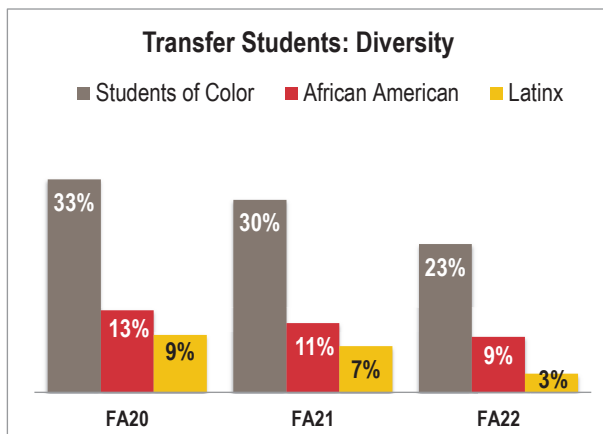
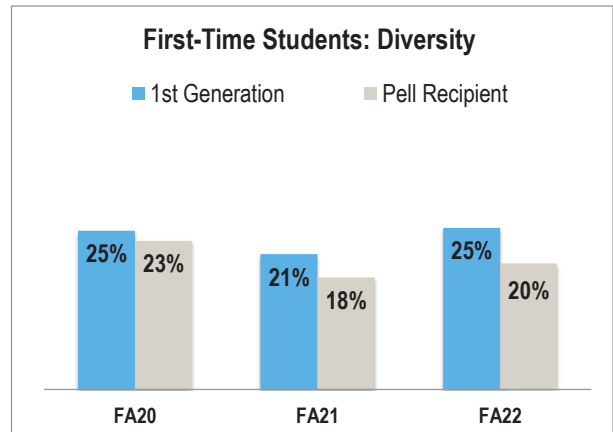
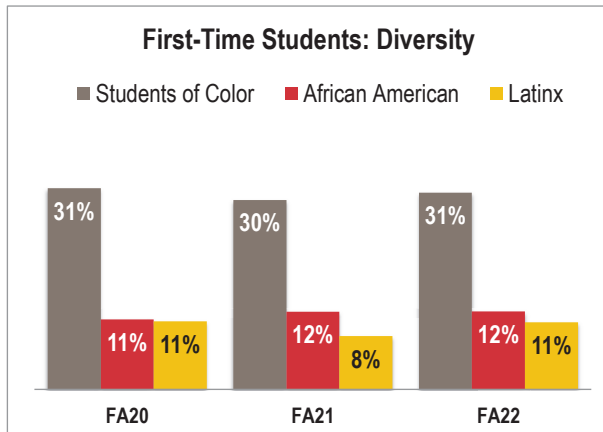
Fall 2022 figures based on preliminary census (freeze) data, 9/26/2022



## Board of Trustees Dashboard - October 2022

### Student Characteristics in Enrollment \*\*

Fall 2022 figures based on preliminary census (freeze) data, 9/26/2022

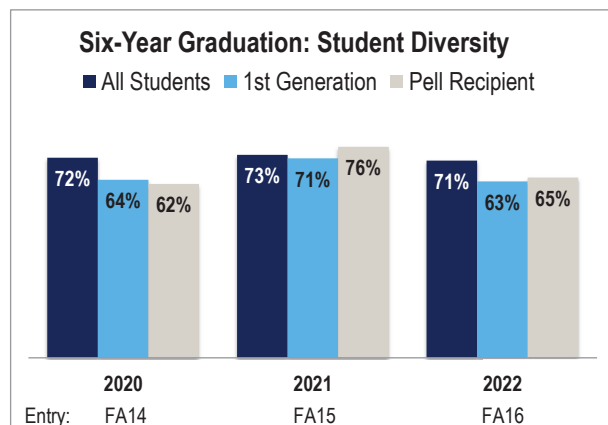
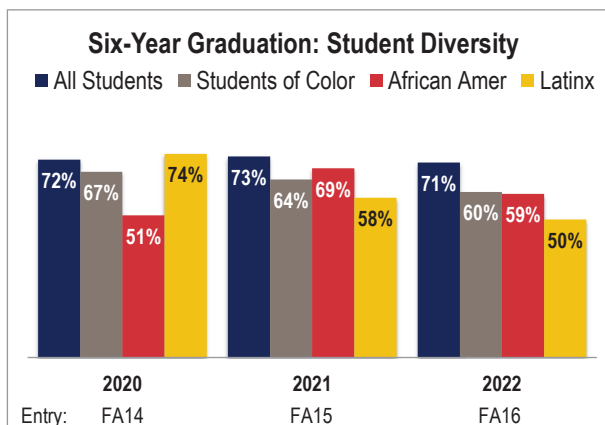
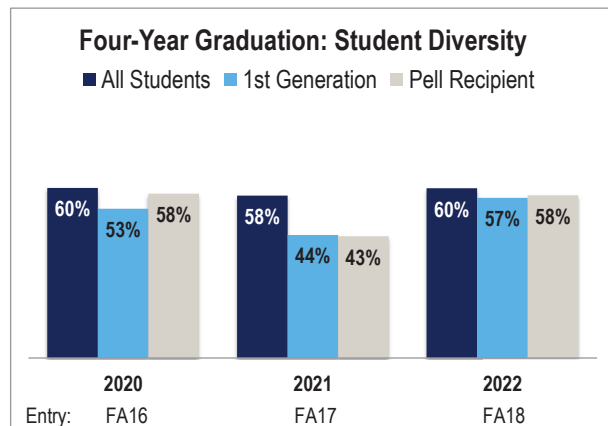
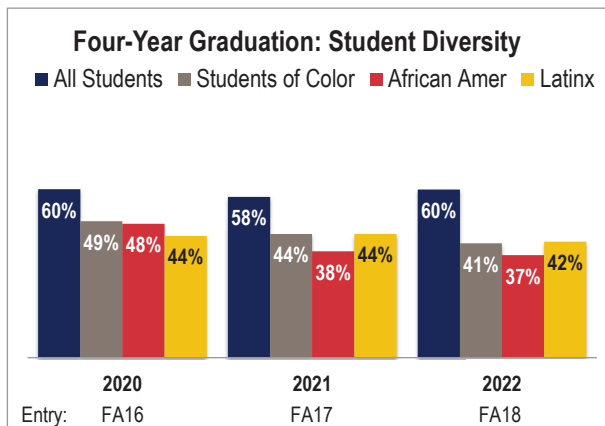
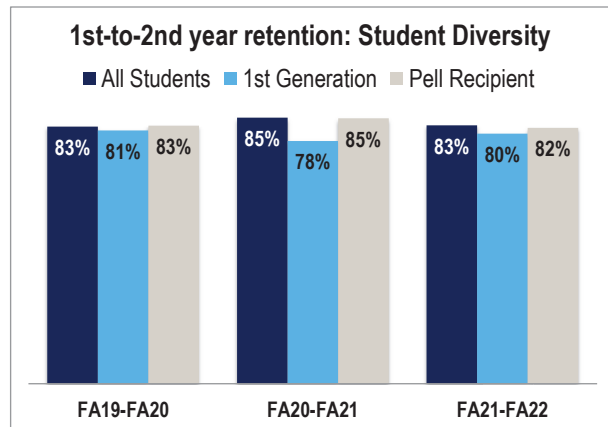
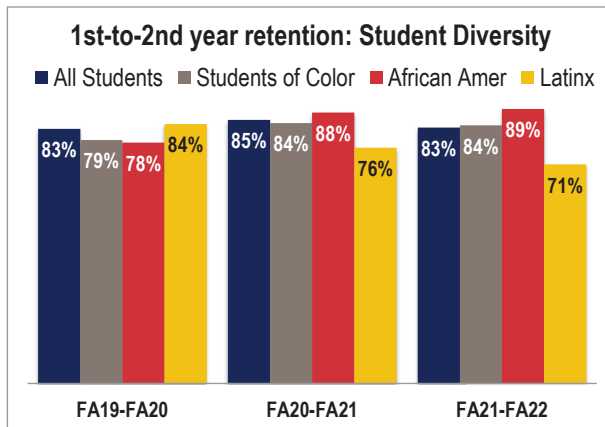


\*\* Goals were temporarily removed for all measures. Revised goals will be established during the strategic planning process.

## Board of Trustees Dashboard - October 2022

### Student Retention and Persistence (First-Time Students) \*\*

Fall 2022 figures based on preliminary census (freeze) data, 9/26/2022

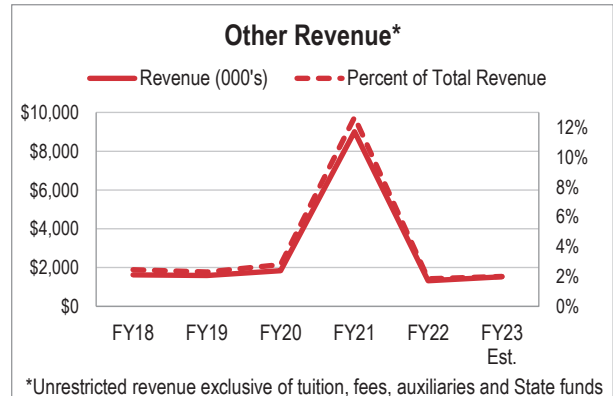
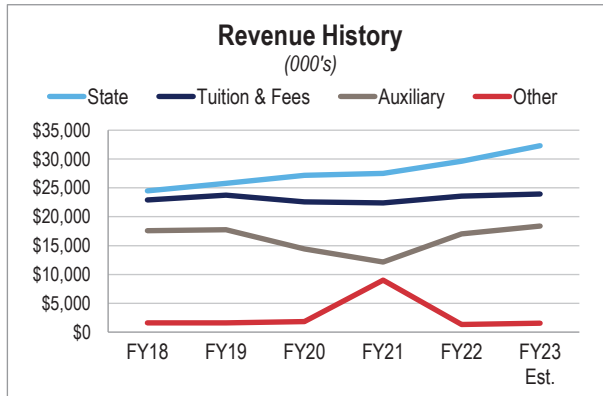


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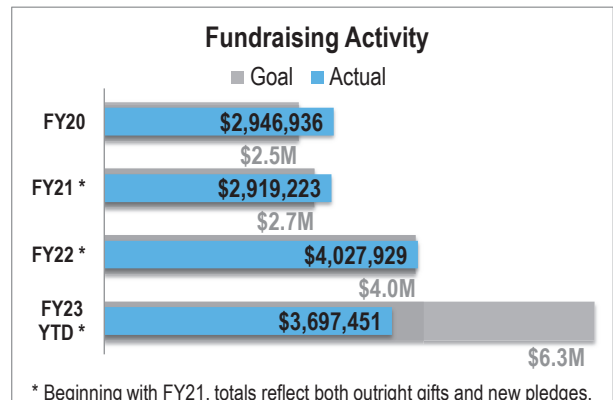
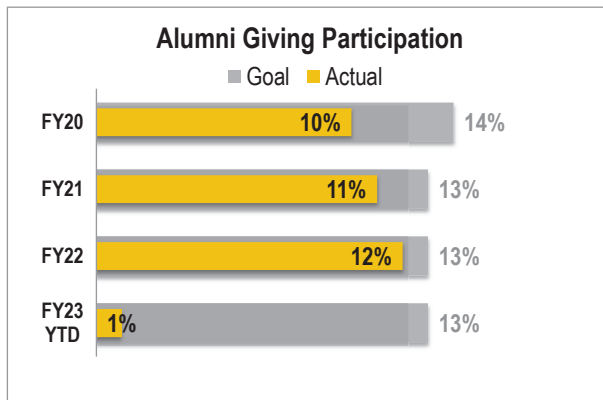


## Board of Trustees Dashboard - October 2022

### Revenue and Fundraising



**Note regarding FY21 Revenue:** The COVID-19 pandemic had major impacts on Auxiliary revenues. A significant portion of the student population chose to study remotely, leading to substantial decreases in on-campus living and dining participation rates. Offsetting revenue increases were recorded in the Other category in the form of CARES act institutional support (\$1.1 million), Paycheck Protection Plan loan forgiveness (\$6.7 million) and federally funded COVID expense reimbursements through the state (\$1.5 million).





**BOARD OF TRUSTEES  
GOVERNANCE COMMITTEE  
OPEN SESSION**

**REPORT SUMMARY**

**Date of Meeting:** October 14, 2022

**Date of Next Meeting:** February 3, 2022

**Committee Chair:** Paula Collins

**Committee Members:** Donny Bryan '73, Glen Ives, Gail Harmon, John Wobensmith '93, Danielle Troyan '92, President Tuajuanda Jordan, Board Chair Susan Dyer

**Staff Member:** Betsy Barreto

**Dashboard Metrics**

None

**Executive Summary**

**Discussion Items**

Discussion of creating a separate Trustee Committee on Diversity, Equity and Inclusion focused on College wide policies and practices next year which would require a change in bylaws. Discussion of possible bylaws change regarding the number of Committees trustees serve on.

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

III.A Bylaw change to make clear that a limited number of Trustees may serve a third term when it is in the best interest of the College

III.B Bylaws technical change to correct a drafting error

III.C Approval of three-year calendar



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TRUSTEE GOVERNANCE COMMITTEE  
MEETING OF OCTOBER 14, 2022**

**OPEN SESSION  
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. New Board Committee
  - B. Committee structure
- III. ACTION ITEMS**
  - A. Bylaws change to make clear that a limited number of Trustees may serve a third term when it is in the best interest of the College
  - B. Bylaws technical change to correct a drafting error
  - C. Approval of three-year calendar
- IV. INFORMATION ITEMS**
  - A. Ark and Dove
  - B. New Trustees

*The Committee does not expect to close any portion of this meeting.*

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TRUSTEE GOVERNANCE COMMITTEE**

**ACTION ITEM 2223-07**

**BY-LAW CHANGES**

**RECOMMENDED ACTION**

The Trustee Governance Committee recommends the approval of the following change to the bylaws regarding Trustee terms for St. Mary's College of Maryland.

**RATIONALE**

A limited number of Trustees may serve a third term when it is in the best interest of the College.

**BOARD OF TRUSTEES  
ST. MARY’S COLLEGE OF MARYLAND  
TRUSTEE GOVERNANCE COMMITTEE**

**ACTION ITEM 2223-08**

**BYLAWS TECHNICAL CHANGE**

**RECOMMENDED ACTION**

The Trustee Governance Committee recommends approval of the following change to the bylaws regarding Committee meeting minutes for St. Mary's College of Maryland.

**RATIONALE**

Revisions to correct a drafting error – would require that Board and Committee meeting minutes be approved “no more than” 6 weeks after the meeting. The current language says, “no less than.”

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TRUSTEE GOVERNANCE COMMITTEE**

**ACTION ITEM 2223-09**

**APPROVAL OF BOARD OF TRUSTEES MEETING SCHEDULE FOR 2022-2025**

**RECOMMENDED ACTION**

The Trustee Governance Committee recommends approval of the following dates for the 2022-2025 meeting schedule:

		<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
Retreat		07/28/23	07/26/24	07/25/25
		07/29/23	07/27/24	07/26/25
October mtg.	Committees	10/14/22	10/13/23	10/11/24
	Board	10/15/22	10/14/23	10/12/24
January/February mtg.	Committees	02/03/23	02/02/24	1/31/25
	Board	02/04/23	02/03/24	02/01/25
May mtg.	Committees	05/11/23	05/09/24	05/08/25
	Committees + Board	05/12/23	05/10/24	05/09/25
	Commencement	05/13/23	05/11/24	05/10/25



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE  
REPORT FROM INSTITUTIONAL ADVANCEMENT**

**October 14, 2022**

**Institutional Advancement**

*Institutional Advancement is comprised of the units of development, integrated marketing and communications, alumni relations, and events and conferences. Its strategic focus is to ensure a strong future for St. Mary's College of Maryland in an intensely competitive environment by advancing the College's reputation and value as The National Public Honors College, inspiring philanthropy, and strengthening alumni engagement and community involvement.*

Institutional Advancement (IA) aligned with its strategic focus through the reporting period June 2022 – September 2022 as illustrated in the following selected progress points:

**Philanthropy**

**Giving to date:** For the FY22 giving cycle (July 1, 2021-June 30, 2022), the total raised was \$4,027,929 toward the goal of \$4M. For the FY23 giving cycle (July 1, 2022 – June 30, 2023), the total raised as of September 20, 2022 is \$3,697,452 toward a goal of \$6.3M. The largest fundraising categories have been the LEAD Fund, new academic programs and scholarships. The highlight this quarter was securing the largest gift in the College's history and subsequent naming of the Nancy R. and Norton T. Dodge Performing Arts Center. Another initiative underway begun in early 2022—auditorium seat tributes—has yielded 240 seat plaques from 159 donors and \$62,300 to date for the Performing Arts Fund.

**Cultivation:** Development gift officers working in partnership with President Jordan, volunteers, Foundation Directors, and Trustees, have been identifying, cultivating and soliciting major gift donors and traveling to areas in Maryland and the U.S.

**Branding and Reputation Building**

**Enrollment Marketing**

The IA integrated marketing and communications team continued to partner with Admission and enrollment consultants to assist in meeting enrollment funnel goals. In addition to the viewbook, travel piece and suite of print materials the IA team produces, a sampling of accomplishments in the reporting period is as follows:

- **Admission website traffic:** Total pageviews were up just over 19% from the same period last year. Significantly, the bounce rate (percentage of visitors who leave after visiting a single page) dropped from 41% to 32% (typical rate is 50% with colleges at the high end of that average). Total and new users were each up nearly 5% meaning we are attracting more users interested in the content to the site.
- **Overall web traffic:** Compared to last year at this time, traffic to the smcm.edu was up nearly 9%. The most popular pages, after the homepage, are Visit Campus, majors and minors academics pages and tuition & fees.
- **September Open House:** Market activities to help influence the 41% participant increase Admission reported over last year's first open house included direct mail pieces, email campaigns, digital search and social media campaigns, billboards and radio advertising. Consulting partners reported a click-through-rate of 7.2% for paid search campaigns, higher than last year's 5.21% and beating the national benchmark of 4.8%. Instagram yielded the highest click-throughs so far with 0.36% beating the benchmark of 0.22%
- **Social media:** A continued combination of paid social media campaigns and engaging organic content notably yielded a 32% page reach in Facebook over last year at this time, and a 20% increase in Instagram. Twitter, YouTube and Tik Tok are all up minimally hovering around 5-6% each.
- **Other:** The team also assisted Admission by producing a Spanish viewbook, branding the new "people mover," streamlining the tracking system to measure marketing for registrations and applications, and overhauling the Parent and Families website with improved organization, content and presentation. Pageviews for the site were up 20% when compared to the same time last year. <https://inside.smcm.edu/families>

### **Amplifying the Brand**

- **Magazine reach:** Published the fall Mulberry Tree featuring Peabody Award winner Ramtim Arabloui '05 and a feature on the new facilities. In addition to the 17,000+ magazines mailed, the Mulberry Tree was shared with other college and university presidents and Maryland government officials.
- **Flickr:** Increased the utilization of the College's Flickr account for showcasing photos of events and activities. While originally intended as an internal source, the team is now outwardly facing it to help visualize the College's assets. External metrics will now be tracked. [https://www.flickr.com/photos/st\\_marys\\_college\\_md/albums](https://www.flickr.com/photos/st_marys_college_md/albums)
- **Website improvements:** Improved the President's website with better organization and updates, including photographs, speeches and presentations. A strategic planning site was added in order for the President to keep internal and external communities apprised of progress in the planning process now underway. <https://www.smcm.edu/president/>  
Improvements are ongoing for the Student Affairs and Financial Aid sites.



- **Third party validation:** The team won a coveted Gold Circle of Excellence award from the Council for Advancement and Support of Education (CASE) for the marketing and outreach of the November 2021 Sacred Journey event.
- **Visual Assets:** To build the College look and feel, the team created and installed window graphics at the Campus Center, branded signage for Brew'd Awakening (the coffee shop in the Learning Commons), updated the campus map, redesigned the College's One Cards, created a 63' x 14' exterior banner for the outside of the Michael P. O'Brien Athletics and Recreation Center, and created branded signage for all campus buildings featuring which majors and/or units were housed in each
- **Grand Opening:** Oversaw six events that comprised the Grand Opening and Ribbon Cutting (Sept. 23-24) of the Nancy R. and Norton T. Dodge Performing Arts Center and the Learning Commons. Student-focused events on Friday included a talk by Paul Reed Smith, guitar maker, musician, and founder of Paul Reed Smith Guitars; and an evening concert featuring performances by student groups. Saturday featured a VIP reception, Grand Opening and Ribbon Cutting, a performance directed by Professor Larry Vote of the cantata *Carmina Burana*, and a rousing performance in the evening by the R&B/soul group the Average White Band. The team used a mix of social, digital, radio, print, posters, and e-blasts to market the various events locally, regionally and throughout the state, creating "buzz" for the College and enhancing its name recognition. The Grand Opening generated over 2,500 unique pageviews to the Grand Opening site, 417 Flickr views in the first two days of the photo album posting, and over 14,000 organic Facebook posts. [https://flickr.com/photos/st\\_marys\\_college\\_md/albums/72177720302330946](https://flickr.com/photos/st_marys_college_md/albums/72177720302330946)
- **Keep Up the Momentum:** Produced President Jordan's beginning of school term welcome which had 450+ attendees among students, faculty and staff. In addition to promoting the event, the team gave out branded swag and a handout from Dr. Jordan — *FY22 Points of Pride* — that highlighted successes of the 2021-22 term. <https://www.smcm.edu/president/2022/09/keep-up-the-momentum/>
- **Expanding Outreach:** Marketing for the Sept. 16 Constitution Day speaker Neal Katyal, the September Grand Opening events and the October 7 Inalienable Rights Panel featuring Jessica Yellin, Jelani Cobb, Mara Liasson and Bill Kristol included targeted outreach for each event to 15,000+ in the tri-county, DC, Baltimore and northern Virginia areas.
- **New hire:** IA hired Chuck Steenburgh as the assistant vice president of integrated marketing and communications to fill a vacancy from spring 2022. Chuck brings 25 years of communications, marketing and government relations experience with American National University, the state Council of Higher Education for Virginia and Virginia Military Institute.

## Alumni and Community Engagement

In addition to collaborating with the Alumni Council and alumni chapters (*see the Alumni Association report as part of the IAC materials*), IA oversaw the following to further promote the College's brand and to keep alumni engaged.

- **Alumni Weekend:** Hosted the largest number of registrants in the College's history (1,293, +12%) over the last in-person one in FY19 (1,156).
- **Refer a Seahawk:** In FY22, 47 alumni referred 52 students to Admission. The program for FY23 just started again and metrics will be available in the next reporting period. The Alumni Council set a goal of 75 referrals for FY23.
- **Mentors:** For the FY23 fall semester, 17 alumni mentors were recruited for the Core-P 102 class under the guidance of the Center for Career and Professional Development. The mentorships are 1:1 whereby alumni meet with students every two weeks. Alumni are also participating in the Center's Fall 2022 Career and Internship Fair.
- **Hawtoberfest:** To date, 1,769 have registered for Hawtoberfest on October 14-15, which is a homecoming for parents and alumni. This will be the largest Hawtoberfest in the College's history, breaking the record of 1,382 in FY20. The attendees are mostly parents and families with about 300 alumni and 362 students registered. Of note, the Alumni Relations team is seeing marked increases in activity due to social and digital media on its landing pages from previous annual pushes. Open rates for Alumni Weekend and Hawtoberfest pushes averaged 34% over 22% in previous years.
- **Summer engagement:** Ten external groups held conferences or camps at the College over the summer attracting 750 participants. In addition, 3,800 attended summer concerts sponsored by the College.
- **Giving Tuesday:** The Alumni Relations team will lead IA, its student philanthropy group SAGE, and the Alumni Council in the annual Giving Tuesday 24-hour online philanthropy day on November 29.

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE  
REPORT SUMMARY**

**Date of Meeting:** October 14, 2022

**Date of Next Meeting:** February 3, 2023

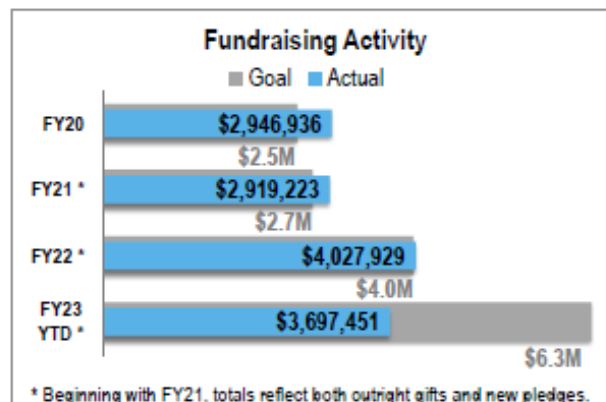
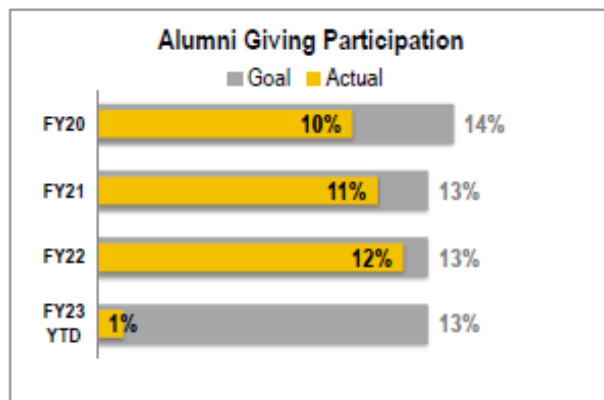
**Committee Chair:** Gail Harmon

**Committee Members:** Trustee Chair Susan Dyer, Alice Bonner '03, Paula Collins, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, Bonnie M. Green '74, Glen Ives, President Tuajuanda Jordan, Douglass Mayer '04

**Staff Member:** Vice President Carolyn Curry

**Dashboard Metrics:**

**Revenue and Fundraising**



**Executive Summary:**

Institutional Advancement (IA) aligns with the Institutional Advancement Committee's (IAC) charge to strengthen the College's brand and reputation, increase philanthropy, and engage alumni and the community. The two graphs above are among the metrics that track progress. The FY22 total dollars raised slightly exceeded the annual goal of \$4M. For FY23, \$3.7M has been raised to date toward a goal of \$6.3M by June 30, 2023. The alumni giving participation rate for FY23 is currently 1% toward a goal of 13% with Giving Tuesday and annual appeals kicking in this fall semester to encourage philanthropy.

The IAC meeting materials include progress reports for the Alumni Association activities including record participation in this summer's Alumni Weekend and recent goals set to increase recruitment outreach for Admission. Also included is a report from the September annual meeting

of the Foundation Board and the Foundation's Joint Investment Advisory Committee (JIAC). The JIAC is working with investment manager J.P. Morgan to evolve the endowment portfolio. Rounding out the reports is one from Institutional Advancement's progress in fundraising, amplifying the brand, leveraging events and building community and alumni engagement. An action item is proposed to amend the guidelines for naming spaces other than whole buildings and facilities to allow a donor to honor someone who is a current employee of the College or the state. The current guidelines do not allow for that.

The closed portion of the IAC meeting will focus on major gift donor identification and cultivation strategies.



**INSTITUTIONAL ADVANCEMENT COMMITTEE  
MEETING OF OCTOBER 14, 2022**

**OPEN SESSION  
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A.** Update from SMCM Alumni Association President Alice Bonner '03
  - B.** Update from SMCM Foundation President Bonnie M. Green '74
  - C.** Update from Institutional Advancement Vice President Carolyn Curry
  - D.** Discussion of Revision to Naming Guidelines for Spaces Other Than Whole Buildings or Facilities
- III. ACTION ITEM**
  - A.** Revision to Naming Guidelines for Spaces Other Than Whole Buildings or Facilities
- IV. INFORMATION ITEMS**
  - A.** Report from St. Mary's College of Maryland Alumni Association President
  - B.** Report from St. Mary's College of Maryland Foundation President
  - C.** Report from Institutional Advancement Vice President
  - D.** Minutes of the May 13, 2022 Meeting
- V.** Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) for the purposes set forth in the closing statement.

*A portion of this meeting will be held in closed session.*

**BOARD OF TRUSTEES  
ST. MARY’S COLLEGE OF MARYLAND  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**ACTION ITEM 2223-10**

**APPROVAL OF REVISION TO THE NAMING GUIDELINES FOR  
SPACES OTHER THAN WHOLE BUILDINGS OR FACILITIES**

*(See Committee materials for more information.)*

**RECOMMENDED ACTION**

The Institutional Advancement Committee recommends approval by the Board of Trustees, St. Mary’s College of Maryland, to a revision in its Naming Guidelines for Spaces Other Than Whole Buildings or Facilities.

**RATIONALE**

On April 26, 2016, the Board of Trustees approved a policy recommendation by the Institutional Advancement Committee entitled Naming Opportunities. The policy addressed the criteria and process by which whole buildings or facilities should be named. Accompanying that policy was a document entitled Naming Guidelines for Spaces Other Than Whole Buildings or Facilities. This document outlines the guidelines and process for these namings as approved by the College President.

The part of these guidelines in question provides: “Spaces will not be named after currently serving employees (state or College).” In the course of fundraising, several times donors have expressed desires to name a space in honor of current employee (state or College).

The Institutional Advancement Committee seeks permission to change the wording in the Guidelines to say: **Spaces will not be named after currently serving employees (state or College). However, such employees may be honored by a donor as follows: (X space) is dedicated by (donor’s name/entity) in honor of (name of currently serving employee – state or College). An example: The Piano Lab is dedicated by Jane Smith in honor of Professor John Doe.**

Any such naming would have to meet the criteria and procedures outlined in the Guidelines.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting:** May 13, 2022

**Status of Minutes:** Approved

**Institutional Advancement Committee Members Present:** Elizabeth Graves '95 (filling in for Chair Gail Harmon via Zoom), Board Chair Susan Lawrence Dyer, Alice Bonner '03, Paula Collins, Peg Duchesne '77, Judith Fillius '79, Glen Ives, President Tuajuanda Jordan, Doug Mayer '04 (via Zoom)

**Institutional Advancement Committee Member Absent:** Committee Chair Gail Harmon

**Staff Member:** Vice President for Institutional Advancement Carolyn Curry

**Others Present:** Sandra Abell, Nick Abrams '99, Joshua Ajanaku '22, Carlos Alcazar, Betsy Barreto, Anirban Basu, John Bell '95, Anne Marie Brady '93, Peter Bruns, Donny Bryan '73, Kelsey Bush, Jeff Byrd, Andrew Cognard-Black, Katie Gantz, Bonnie M. Green '74 (via Zoom), David Hautanen, Melanie Hilley '92, Sven Holmes, Jerri Howland, Brayan Ruiz Lopez '24, Gretchen Phillips, Paul Pusecker, Dereck Rovaris, Shanen Sherrer, Danielle Troyan '92, Helen Wernecke, Ray Wernecke, John Wobensmith, Anna Yates, Derek Young '02

**Executive Summary**

Institutional Advancement Committee (IAC) member Elizabeth Graves called the meeting to order at 9 a.m. in Chair Gail Harmon's absence due to a scheduling conflict.

Alumni Association President Alice Bonner '03 provided highlights of Alumni Council activities since the last Committee meeting. (*See her report included in the IAC meeting materials.*) Some notable achievements included a successful second annual Valumtine's Virtual 5K in February, which raised \$4,556 in donations for two Alumni Legacy Scholarships. The annual Spring Break-a-Sweat, a reunion for the fall sports alumni athletes, brought together five teams comprised of men's and women's soccer, volleyball, field hockey, and women's basketball. This was the first opportunity for many alumni to play in the Jamie L. Roberts Stadium. Throughout the month of April, Earth Day was celebrated in connection with the Sixth Annual Bay to Bay Service Days featuring ten projects developed by alumni groups.

SMCM Foundation President Bonnie M. Green '74 reported that the endowment investment portfolio as of March 31, 2022 had a market value of \$37.9M (net of fees), which represents a gain of \$2.3M in market value from the same time last year. The focus of Foundation fundraising continues to be the LEAD initiative and enlisting Directors to help with donor cultivation. In FY22 to date, \$3.7M has been raised as of May 7, 2022 toward the goal of \$4M.

President Green reported that the Foundation's Joint Investment Advisory Committee (JIAC) spent a considerable amount of time discussing market trends and risks as they relate to the endowment

portfolio as well as strategies J.P. Morgan suggests for evolving it. In line with these broadening investment opportunities, JIAC recommended a private credit investment, which the Foundation accepted and approved.

At 9:10 a.m. Ms. Graves asked for a motion to close the meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) for the purposes set forth on the closing statement: To review and discuss items permitted to be discussed in closed session by Md. Gen. Prov. Code Ann. '3-305(b), as they require preserving the confidentiality of private citizens' finances as well the confidentiality of commercial information. Matters to be discussed: donors and prospects to LEAD fundraising; strategies to reach goals, and specific donor cultivations.

**Action Items**

There were no action items.



**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID  
REPORT SUMMARY**

**Date of Meeting:** October 14, 2022

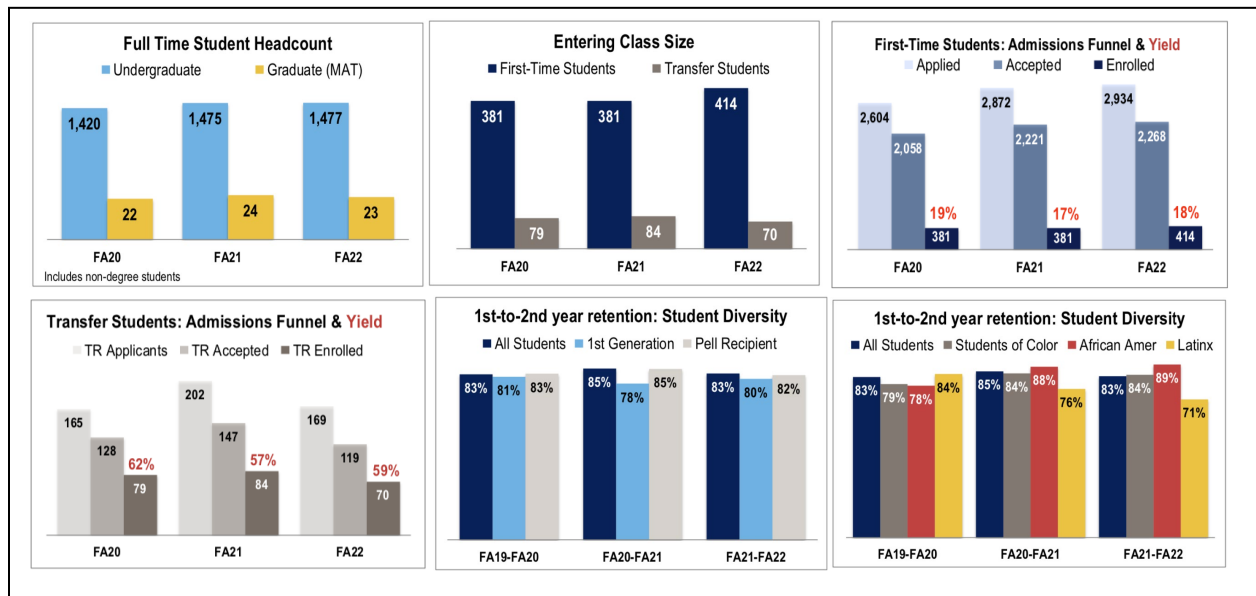
**Date of Next Meeting:** February 3, 2023

**Committee Chair:** Ray Wernecke

**Committee Members:** Carlos Alcazar, Board Chair Susan Dyer, Judith Fillius '79, Melanie Hilley '92, Sven Holmes, President Tuajuanda Jordan, and Jesse Price '92

**Staff Member:** David L. Hautanen, Jr. Vice President for Enrollment Management

**Dashboard Metrics**



**Executive Summary**

The Office of Enrollment Management is pleased to submit its October 2022 report to the Board of Trustees. This report includes Fall 2022 enrollment and financial aid figures, fall recruitment plans, summer event and stakeholder engagement updates, student success initiatives and organizational updates.

**Enrollment**

Enrollment (headcount) for the Fall 2022 semester includes 1520 undergraduate students, (1477 full-time and 43 part-time), and 23 graduate students. This is a decrease of 6 undergraduate and

1 graduate student compared to Fall 2021. Including both first-year and new transfer students, there are a total of 484 new students for Fall 2022.

For the Fall 2022 entering class, the College received 2934 first-time, first-year (FTFY) applications. This is an increase of 2.2% compared to the previous year and is the largest number of FTFY applications in the history of the College. The Admission Committee offered admission to the same percentage of applicants in the pool compared to Fall 2021. The College enrolled 414 new first-year students which is an increase of 33 new students compared to the previous fall. The College's first-year admitted student yield increased 1.1%. This increase can be primarily attributed to the return of our in-person signature events such as our Open Houses and Admitted Seahawk Days as well as the new Marine Science program.

The College received 169 transfer applications for Fall 2022 compared to 204 the previous year. Admission was offered to 27 fewer students in part due to a higher percentage of students not completing their applications for admission. The College enrolled 70 new transfer students compared to 84 in Fall 2021. Almost all (92.8%) of the decrease in new transfer student enrollment can be attributed to fewer applications and students enrolling from the College of Southern Maryland.

Maryland residents account for 87.4% of FTFY students and 92.8% of new transfer students. Twenty percent of the FTFY class and 27% of the TR class are Pell Grant-eligible, 25% are first generation students, and 31% are from historically underrepresented communities. This is the most diverse class in the College's history. The academic profile of the FTFY class continues to increase with an average unweighted GPA of 3.5 on a 4.0 scale, a weighted GPA of 3.83, and an average SAT of 1240. When considering the average SAT, it is important to note that this figure is of the 30% of enrolling students who submitted test scores. This compares to 22% of first-year students with an average SAT of 1225 for Fall 2021. The average GPA of our new transfer students is a 3.29. The Desousa Brent Scholars (DB) program enrolled 64 new students, 61 first-year students and 3 transfer students. DB candidates are selected by the DB staff during the admission process, directly invited by the DB program, or are members of our enrollment pipeline programs. This is an increase of 10 students compared to Fall 2021.

The New Student Experience (NSE) team including staff from Academic Affairs, Enrollment Management and Student Affairs, returned to hosting an on-campus SOAR (Seahawk Orientation, Advising and Registration) in June. Beginning in mid-May, the NSE team also coordinated a series of virtual 'Hawk Talk programs, student assessments, one-on-one virtual faculty advising sessions, targeted communications, social media and other activities to engage our enrolled students to offset the possibility of increased summer melt. The Fall 2022 melt of our new first-year students was 7.4%. This was a decrease of 1% from the melt for Fall 2021 and a 5.8% decrease of the melt for Fall 2020. The decrease in melt can be attributed to a combination of the return to in-person recruitment events as well as the enriched summer programming. The Division of Student Affairs with the support of the NSE team developed and managed the Fall Orientation programs. Moving forward, the NSE team will be placing their attention on the student experience from the time the student indicates they will be enrolling until their arrival on campus for orientation.

Beginning in Fall 2020, the Retention Strategies Committee launched a number of initiatives to increase retention and persistence. Given the challenges presented by the pandemic, we have not yet seen the desired results. While this is the case, we cannot measure whether current results would have not been as strong without these initiatives. First to second year retention is 83% for Fall 2021 FTFY students to Fall 2022. This is a decrease of 2% compared to the retention of the Fall 2020 FTFY entering class and level with the retention of the Fall 2019 FTFY entering class. Retention increased for Black students (+1%) and first-generation students (+2%); was level for White students and declined for Latinx (-5%) and Pell grant-eligible (-3%) students. For Latinx students, Fall 2022 retention represents a downward trend. The Retention Strategies Committee will be looking further into these data to recommend additional initiatives to improve first-year retention and reduce the equity gaps to the reach the 88% first to second year retention target.

The College continues to invest significant institutional funds for merit and need-based financial assistance with 83.7% of undergraduate students receiving institutional merit and/or need-based aid this fall compared to 85.3% last fall. For the 2022-2023 academic year, we project that \$8.2M of institutional funds (33.3% discount rate) and approximately \$1.1M of St. Mary's College Foundation funds will be used for merit and need-based financial assistance for our students. In addition, \$626K in waivers for Tuition Exchange, Resident Assistants, and Tuition Remission have been granted. This compares to \$7.9M of College Funds, \$1M of St. Mary's College Foundation funds, and \$620K in waivers during 2021-2022. The increase in financial aid expenditure is due to 14 additional new students and 14 addition out-of-state students.

### **Fall 2022 Recruitment**

The admission office hosted 432 prospective students from May through August. While our total guests were level with the Summer of 2019, we had 21% fewer prospective student visitors than during the summer of 2021. In 2021, however, we had not hosted a spring open house and it is likely that students who otherwise would have attended the open house visited during the summer. If the 208 students who attended the open house in late April are included with the number of students who visited from May through August, then 640 prospective students (+16.6%) visited campus. The month of August was the busiest with 183 prospective students visiting campus.

At the Admission Open House on Saturday, September 17, the campus hosted 229 prospective students and 465 guests for a total of 694 in attendance. This compares to 162 prospective students who attended the September 2021 Open House and was the largest September Open House on record. We were pleased that the Open House was the first-ever event in the Nancy R. and Norton T. Dodge Performing Arts Center. The Open House also served as the soft-launch for the Grand Opening the following weekend.

The program included an opening Welcome in the auditorium featuring welcome remarks from executive leadership, a student panel, and an overview of admission and financial aid. Following the Welcome families visited the Academic Program and Student Resources Fair and then had the option of taking a general campus tour or a residence hall tour and eating brunch in the Great Room. There was also a special session for prospective transfer students to inform them of the admission and advisement process. The Chemistry and Biochemistry, Math and Computer Science, and Anthropology departments volunteered additional time to showcase their lab

spaces. These departmental programs were well-received and we are planning on expanding these options at future Open Houses.

With 32.3% responding, evaluation feedback from our guests was very positive. The program was rated as “excellent” by 86.7% of our prospective student attendees. Another 10.7% rated the program as “good” and the program increased the interest of 84% of attendees. We added a new evaluation question this year asking where the College ranked among the other colleges they were considering. 18.7% indicated the College was their first choice with 54.1% ranking the College among their top choices. Subsequent Open Houses are scheduled for Saturday, October 22, and Saturday, November 12. We are hosting a virtual open house on Wednesday, December 7<sup>th</sup>. The Spring Open House is scheduled for Saturday, April 22, 2023.

Of all predictive measures, whether or not a student visits campus carries the greatest weight meaning that prospective students who visit campus are more likely to apply and enroll. This increase in visitors, along with positive evaluation results, suggest that we will see an increase in the number of applications for admission with a higher affinity for the College. This bodes well for the upcoming application season.

Fall 2022 offers the largest access to high schools and community college since the fall of 2019. As a result, the admission office will complete a robust fall travel all across Maryland and in select areas outside of the state. Admission staff are conducting recruitment travel at almost 500 high schools, community colleges, and community-based organizations primarily in Maryland and then in our targeted out-of-state markets. This includes events at 48 of the “Lucky 50” schools in Maryland.

Direct recruitment events are planned in every Maryland county, with special attention paid to the four counties (Allegany, Garrett, Kent, and Somerset) where no new first year or transfer students enrolled and in Prince Georges and Baltimore City. Within Baltimore City, visits are planned in conjunction with CollegeBound, one of the college’s most important relationships with a community-based organization. We are also planning a special recruitment event in Baltimore in mid-November.

There are 20 transfer recruitment events scheduled at community colleges throughout Maryland. These events include attendance at transfer student fairs, hosting table visits within community college transition offices, and participating in virtual fairs sponsored by the Maryland Association of Community Colleges. While community colleges heavily restricted in person visitors due to the pandemic, this fall we will have an in-person presence scheduled at every Maryland Community College, except for Prince George’s Community College.

The Office of Admission is also launching more targeted transfer recruitment strategies including transfer segmented communications, expanding relationships with community college honors programs, collaborating with community colleges to promote reverse transfer options for students, reviewing our current partnerships to address any gaps, and setting regular office hours at the College of Southern Maryland.

The Office of Student Financial Assistance is continuing to promote the College by participating

in virtual and in-person, off-campus financial aid awareness programs. The alumni referral program for prospective students entitled “Launch-a-Leader” in partnership with the Office of Alumni Relations will continue for this application cycle.

The College is again working closely with our brand and marketing partners to increase awareness of the College and our recruitment programs. In addition to the print, email, and digital communications generated by the Office of Admission, our partners have implemented a significant digital, social media, and outdoor advertising campaign. Current results as measured by the number of students expressing interest in the college and attending events are outpacing past results.

Our first year Early Decision (ED) and Early Action (EA) application deadlines are November 1 with the Regular Decision (RD) application deadline on January 15. We plan to release ED admission decisions by December 1, EA decisions by January 1, and RD decisions by March 1. Fall transfer admission decisions are released on a rolling basis beginning in late February. Spring application admission decisions are released on a rolling basis beginning in early October. Once admission decisions are released, we will launch a comprehensive yield campaign for admitted students and their families.

### **Summer Events**

In early July, the College hosted the week-long National Hispanic Institute American Lorenzo deZavala (LDZ) Legislative Leadership Program for more than 160 Latinx students from across the United States, the Dominican Republic, Mexico and Panama. The National Hispanic Institute has offered this competitive and transformative experience crafted for future community leaders since 1982. The week-long quest covers a broad array of skills, competencies, personal growth opportunities, social relevance, and topics of national and international relevance to Latinx quality of life. The program also featured a day trip to Washington D.C. where the students met with Congressional leaders and staff who were alumni of the program. While there were challenges that can be associated with hosting a program like this for the first time, the National Hispanic Institute considered the program a success and are hoping to return to campus in 2023. Hosting students on the campus for programs like the LDZ is a new student recruitment strategy that has proven successful at a broad range of institutions.

Following the National Hispanic Institute American LDZ program, the College was the host of the Potomac and Chesapeake Association for College Admission Counseling (PCACAC) Summer Institute. PCACAC is a professional organization for school counselors, admission officers, and independent education consultants. The Summer Institute is a program for new school counselors and admission professionals and provides professional development on college advisement. 129 individuals from across the Mid-Atlantic region participated in the Summer Institute and this provided important exposure for the College to new and seasoned counselors who may have never been on the campus. The Admission Office also offered a special tour for participants during the program.

The Office of Admission hosted its first on campus counselor event since 2019 in early August. Thirteen secondary school counselors and independent consultants attended from the wider Mid-Atlantic region, with one counselor traveling from Philadelphia. The purpose of the event was

to increase the campus visibility with influencers in the admission process. Our guests met with senior members from campus offices, received updates from the College, enjoyed lunch in the Great Room, toured campus, and participated in a professional development session on writing letters of recommendation.

### **Stakeholder Engagement and Community Outreach**

On September 22, the College hosted the Southern Maryland College Fair for students in St. Mary's County and southern Calvert County. While St. Mary's County Public Schools used to host the event in the local community, there has been no college fair open to the local public since 2019. Upon learning that there was not going to be a fair for 2022, the Office of Admission filled in the void and hosted a fair on campus. In the span of three weeks, the Admission Office worked with partnering colleges and St. Mary's and Calvert County Schools to host the first ever college fair at the College. Representatives from 37 colleges, trade schools, and military branches attended to increase postsecondary access. Approximately 250 community members attended the fair. We are hopeful this can continue as the site for the college fair.

Two counselor-engagement events are scheduled for this fall. On October 24, a counselor event is scheduled in Rockville, MD for secondary school counselors in the Montgomery County region. In mid-November, the College will also host an event in Baltimore City for Baltimore City counselors. This event will deepen relationships with Baltimore City Schools and partnerships with Community Based Organizations to spread awareness of the DeSousa-Brent Scholars Program, the Baltimore City Scholarship, and the inclusive environment on campus.

### **Office of Student Success Services**

The Office of Student Success Services (OS3) continues to expand its services to support all of our students in achieving academic success.

OS3 had a busy and successful summer coordinating the Seahawk Orientation Advising and Registration (SOAR) for first year students and transfer students. Students were assigned summer advisors from across campus and received one-on-one virtual advising appointments to select courses. As part of the new student onboarding process, OS3 coordinated three evening Hawk Talk programs to prepare incoming students and their families. OS3 also presented workshops during the bridge programs for first year students in the new Sum Primus program for first generation students and the DeSousa Brent Scholars program. OS3 is also working closely with the DeSousa Brent Scholars (DB) program on programming for DB students as well as ensuring that the DB program is directly informed about OS33 programs.

After participating in online training during the summer and in-person training in August, our six Peer Academic Success Strategies (PASS) Specialists and 32 Tutors are providing support to students. To date, the PASS Specialists have had 17 meetings with students and tutors have had 22 tutoring sessions.

This fall, OS3 has launched the Seahawk Family Liaison program to build partnerships and share timely information with parents and families in order to connect them with the resources, services and programs to aid and support them and their student, and build partnerships.

Building on a best practice for supporting students in courses with higher rates of D, F, and Withdrawal grades, OS3 has partnered with Dr. Daniel Savelle who teaches Economics Statistics on a pilot Seahawk Instructional Partnership (SIP) initiative. Each section of Dr. Savelle's course now has a SIP student who attends all class sessions, takes notes, shares their notes with him, and runs study sessions. The SIPs also meet regularly with him to discuss their observations about where students are struggling.

OS3 recently hired two part-time contractual professional Academic Coaching Fellows, Margaret Hurst and Amy Werblow. Margaret is supporting the professional academic coaches in OS3 and will work closely with students to improve their study skills, note taking, and testing skills and will also refer students to campus resources. Amy is a reading specialist who will provide support to students with their critical reading and/or notetaking skills. Many students during Covid are not as practiced with their deep dive reading skills and these coaches will be a resource to strengthen these skills.

The Seahawk Academic Improvement and Learning Strategies (SAILS) course currently has 12 students registered this fall. There are fewer students on academic notice after the spring semester, so fewer students registered for the course. As part of the notification process, students on academic notice are encouraged to use OS3 services and/or take the SAILS course. This year first-year students and their families who saw value in the class asked to enroll in SAILS which is creating a new dynamic in the course. As a result, we will explore providing a summer bridge program for first year students next summer in partnership with appropriate campus colleagues.

Because data indicate that students who declare their major by the end of their second year are more likely to persist and graduate on time, OS3, in partnership with Academic Affairs, hosted the second Majors and Minors Fair on Friday, September 16, as a retention initiative. More than 600 current students attended the fair in part due to attendance being a requirement for LEAD Core classes.

### **Staffing**

Staffing has been very stable in the Division of Enrollment Management. New staff include Caleb Shankle '22 who was hired over the summer as an Admission Counselor. Caleb had been an Admission Ambassador Coordinator and a varsity athlete on the Cross Country and Track and Field team. Current vacancies include a contractual Admission Fellow position and the Associate Director of Admission position. The Admission Fellow search is underway and I expect that the search will be successfully concluded in October. The initial Associate Director search was not successful. The position is being reposted at the end of October when admission staff begin to transition back to the office following the fall recruitment season.

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

None



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
ADMISSION AND FINANCIAL AID  
MEETING OF OCTOBER 14, 2022**

**OPEN SESSION  
AGENDA**

- I. DISCUSSION ITEMS**
  - A.** Fall 2022 Enrollment Results
  - B.** Fall 2023 Recruitment Update
- II. ACTION ITEMS (None)**
- III. INFORMATION ITEMS (None)**

*The Committee does not expect to close a portion of this meeting.*





**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**VICE PRESIDENT'S REPORT  
OCTOBER 15, 2022**

Vice President for Student Affairs

On July 1 Student Affairs welcomed the department of Athletics and Sailing to the division. We look forward to working collaboratively with these new departments to ensure all of our programs and services represent the unique needs of our student athletes. We began the fall 2022 semester with 1,251 students living on campus (which compares to 1,249 - FA21; 909 - FA20, and 1,195 - FA19). Student Affairs is committed to recruiting talented staff to provide the best health and wellness services to our students, revising our residential life academic programing, strengthen our professional pathways courses and internship opportunities and identifying ways to add additional resources for students at risk due to personal circumstances such as, helping to fight the opioid epidemic, food insecurity, homelessness and expanding reproductive health services.

**Athletics**

The 2021-22 academic year was the most successful year in St. Mary's College of Maryland athletics history in terms of championship wins and with 202 student-athletes named to conference All-Academic teams. Men's Tennis, Women's Tennis, Women's Lacrosse and Women's Rowing all participated in the NCAA spring championship tournament with all being spring sport champions. Women's Rowing was one of quickest programs in the history of the sport to become a varsity program and then compete at championships. It was the first time Men's Tennis and Women's Tennis won conference championships. SMCM athletics finished #114 in Learfield Cup (nationwide Division III standings; highest in school history) and #1 in the United East. The department also earned 7 conference Coach of the Year awards, 8 conference Player of the Year awards, and 7 conference Rookie of the Year awards. Athletes have a record of excellence and student athlete achievement. We want to replicate this model to increase student retention across all student populations.

## Wellness Center

### Counseling and Psychological Services (CAPS)

CAPS full-time staff consists of Staff Therapist Maria Haugaard, M.A. and board-certified Art Therapist and Director, Jessica Jolly, M.S.W. who is a certified clinical social worker. In addition, Sabrina Sepulveda, a Psychiatric-Mental Health Advanced Practice Nurse is contracted for eight hours per week to provide virtual psychiatric assessments and treatment options.

Starting this fall CAPS, is providing services via telehealth and in person with Tiffany Blair, certified clinical social worker, as the new part-time community contract therapist; Maria Pagan-Toussaint A.A., a Bachelor of Social Work intern from the Salisbury University distance learning program; and Lolita Hope, M.S.W. as a Case Manager supervising preventative initiatives. Ms. Hope also facilitate the Peer Health Educators program, which is expected to return in Spring 2023.

CAPS has re-contracted with Protocall, a 24-hour counseling hotline for SMCM students that is staffed by trained professionals. In partnership with Protocall, Shrink Space, an online referral website, is available to students who are seeking a private mental health practitioner. Additionally, CAPS will continue an MOU partnership with Southern Maryland Center for Family Advocacy for 24/7 crisis response for sexual assault. Currently, three CAPS groups are being facilitated this semester on the following topics: Grief & Loss, Depression, and Mindfulness. CAPS has also partnered with the local Community Alcohol Coalition to provide sober alternative activities for students as well as provide information and education on harm reduction and prevention.

Based on data capture over the first four weeks of the semester as of September 24, 2022, CAPS had 204 total visits:

- 91**- new or returning intake assessments were completed
- 55** - individual counseling appointments were provided
- 16** - walk in counseling sessions were conducted
- 11** - urgent appointments were completed
- 18** - psychiatric assessments were attended
- 2** - medication management appointments
- 10** - group appointments were completed

It is difficult to compare these numbers to fall 2021 during the same time period, as CAPS has 3 less clinicians than last fall and most sessions were virtual due to COVID-19. However, based on the ratio between counselor to students the two counselors this fall are busier with all in-person appointments. In fall 2021 CAPS had 304 appointments total for the fall semester.

### Health Services

Health and wellness services are critical to a successful student experience. Health Services at the College's Wellness Center continues to provide quality holistic health care to all students as we enter the third school year of the COVID-19 pandemic. Students have been empowered to be

proactive in the COVID-19 fight by utilizing home testing kits, visiting Health Services websites with various CDC interactive tools to help navigate their risk, and to seek additional clinical guidance through direct care from our Health Services providers. As of 9/19/22, there was only one student in isolation for COVID-19 on campus. Students can further minimize absenteeism from class by early detection of COVID-19 by utilizing test kits distributed to all residential halls provided by the St. Mary's County Health Department, as supplies last. Health Services will continue to offer medical appointments for COVID-19 rapid antigen testing along with PCR testing through commercial laboratories. The healthcare team is also preparing our community regarding the rapidly spreading Monkeypox virus through education and testing on site for the illness. We have cultivated strong partnerships with community public health resources to aid in this endeavor.

Over the past year, Health Services has recruited top talent to fill permanent staff positions which promotes continuity of care to students and fosters trust amongst the student population. They have one full-time Nurse Practitioner, two Registered Nurses (including the Director) and one Certified Nursing Assistant (CNA). Currently, the full-time Nurse Practitioner is on family leave and her responsibilities are being covered by a contractual provider.

Health Services has purchased new medical equipment on par with what providers and students alike expect in a modern clinic. The staff has given special care and consideration into making the Wellness Center a department that is welcoming, friendly, and aesthetically-pleasing. All staff members are eager to expand programming opportunities on campus and to work collaboratively with student groups and other departments. This fall, we held our first annual Welcome Back event in collaboration with the St. Mary's County Health Department. Upcoming, they will partner with MedStar Health Connections in October to provide flu vaccination clinics on campus for students. In spring 2023, Health Services has two blood drives scheduled on campus through the American Red Cross and a 2nd annual Earth Day celebration. Our Certified Nurse Assistant is seeking training as a first aid/CPR instructor with the American Red Cross in order to expand on campus training opportunities for the RHC's/RA's. Our Registered Nurse has launched a passive Coat Drive for a local homeless shelter and Food Drive campaign for the student pantry.

## Residence Life

New students moved in on August 25, 2022, for a four-day orientation. For the third year we asked new and returning students to select a time to move-in to their residence, which continues to provide a very smooth move-in process. The Office of Residence Life also trained current students already working on campus and staff to assist with moving students into their rooms. Residence Life staff created ready to go PPE kits for students (with masks and gloves) that were available to students who needed them. This fall also marks the first year since the start of the pandemic that Residence Life is fully staffed with Resident Assistants (RAs), a sign that things are returning to some sort of normalcy. As a result of fully staffed residence halls, the Office of Residence Life has added two new internships this year to focus on *Assessment and Development* and *Residential Academic Support*.

The Assessment and Development Intern (A&D intern) is reviewing all policies and procedures in Residence Life, specifically reviewing their standard operating procedures for the student staff. The A&D Intern has also met with campus partners (mental health, physical health, title IX, bias team and public safety) to review Residence Life procedures to ensure they align with other departments. The A&D intern will assess how the policies/procedures are being understood and handled by student staff and work with professional staff to design future training modules related to them.

The Residential Academic Support Intern (RAS intern) is holding academic assistance office hours in the four traditional halls on a weekly basis. They will run monthly academic response programs geared primarily toward first year and sophomore students in all our buildings on topics such as how to register for classes, academic clubs, study abroad opportunities, etc. They will also work with the study abroad advisor, tutoring services, PASS specialists, to implement programs for the halls.

### Orientation

We welcomed over 400 new students to campus on August 25th for a four-day orientation and transfer students on August 26th for a two-day orientation. Orientation events included the 2nd St. Mary's Way Twilight Celebration, President's Book Signing, as well as sessions on staying healthy, sexual well-being, using technology, and academic advising. New students toured the campus numerous times and visited the classrooms they would be in for the first few days of classes.

### Student Government

The executive board of the Student Government Association (SGA) met in late July on campus to develop their goals for the year, which include continuing to invest SGA rollover funds to fund student initiatives, increasing communication between students and St. Mary's administration, aiding Wellness Center initiatives, increasing student engagement, and revising the SGA constitution.

### Learning Commons

Although the MAT students began using the new Learning Commons space in late July, all students were able to access the space starting on the first day of class. The space has been very popular, and we hope to expand the hours soon. The Learning Commons also features the Brew'd Awakening Cafe, proudly serving Starbucks. The cafe has also been a huge success with over 200 visitors each day. With expanded hours and student staff hired, plans are being developed to host coffee-house programming on the weekends (i.e. open mic hour).

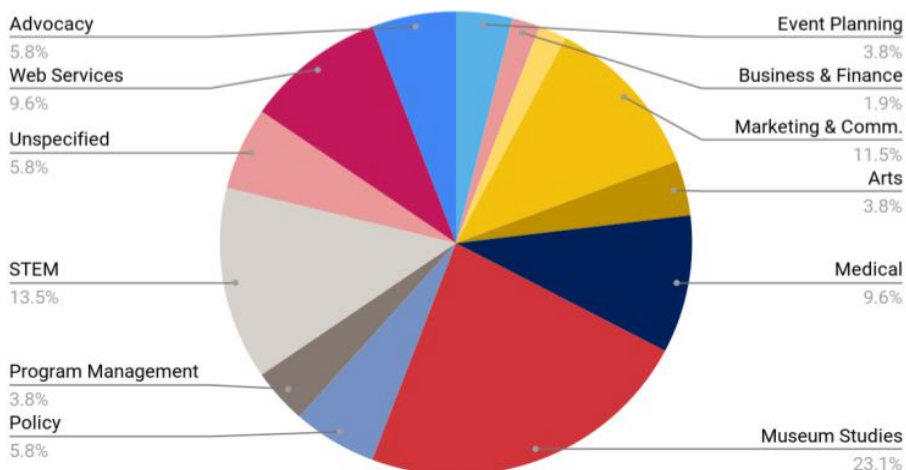
## Center for Career and Professional Development (CCPD)

### Internship Programs

CCPD hosted 57 summer internships with the largest number of interns in Museum Studies (see graph below) followed by STEM. Of the 57 summer internships, 33 were external (off-campus) internships and 24 were internal (on-campus) internships.



**Summer 2022 Internships by Field (total count: 57)**



For the FY23 Academic Year Internship Program CCPD received and approved 117 applications from departments and organizations for internships. Of the 117 fall internships opportunities, 9 are external internships and 102 are internal internships. Currently 68 are filled, 18 are in the hiring process and 31 positions are unfilled. CCPD is constantly receiving inquiries for new internships and has a waiting list of 44 applications pending approval & funding.

### CORE-P 201 Externships

There are 219 students currently enrolled in CORE-P courses taught by industry experts and all have an externship as a required component.

CENTER *for* **CAREER &**  
**PROFESSIONAL DEVELOPMENT**

Fall 2022

# CAREER WEEK

**Oct 25–Nov 1**



Tue	Oct 25	<b><i>Pumpkin Spice Up Your Resume</i></b> 10am–1pm • Campus Center Patio
Wed	Oct 26	<b>Fair Prep Workshop</b> 11am–12pm • Glendening 210 Career Studio
Thu	Oct 27	<b><i>Dress for Success Fashion Show</i></b> 7:30–8pm • Performing Arts Center Lobby
Fri	Oct 28	<b>JCPenney Suit-Up Event</b> 4pm–7pm • JCPenney in California
Mon	Oct 31	<b>Career Tip-or-Treat</b> 10am–1pm • Great Room
Tue	Nov 1	<b>Career &amp; Internship Fair</b> 10am–2pm • ARC Rec Courts

### Career Week

Career Week is October 25, 2022 - October 31, 2022, followed by the Career & Internship Fair on November 1. Outreach to employers and partners has begun with 36 employers confirmed attendance at Nov. 1st event and with 21 additional employers expressing interest to attend. CCPD has a new partnership with JC Penney for ***Suit Up For Success*** and are collaborating with Kelsey Bush, new Community Liaison, on creating and fostering partnerships with local community organizations and employers to cultivate new collaborations.

### Professional Pathways

The CCPD staff is partnering with faculty and staff to review and strengthen the CORE-P curriculum and assessment measures (including Kelly Neiles regarding the Chemistry CORE-P sections, Katy Arnett, Nick Tulley, and OS3 staff). The staff has also launched new faculty outreach efforts (department retreats, new faculty orientation, new adviser orientation, CITL 3i Conference) to help faculty advisors better understand the curriculum and structure of courses. There are 690 students enrolled in CORE-P courses for fall 2022. In spring 2023 CCPD will offer the CORE-P 101 & 102 sections once a week to accurately reflect the credit value and to fit into the new SMCM scheduling matrix.

## New Initiatives

### 1. Narcan

To address the opioid epidemic, Health Services is spearheading an initiative to make Narcan readily available throughout the College campus. Guidance and supplies (Emergency Opioid Boxes, Narcan, and training materials) are being provided by the St. Mary's County Health Department for use during training. Participation in the training by RHC's/RA's is voluntary and any individual who, in good faith, administers an opioid overdose reversal drug such as Narcan, is protected under MD Code, Health - General, § 13-3108 (formerly cited as MD HEALTH GEN § 13-3110, § 13-3108, immunity from liability).

### 2. Food Insecurity

Vice President Howland worked with Enrollment Management to identify potential students who may be at risk of being food insecure. Students of concern are those who live in halls with no access to prepare meals. An outreach plan is being implemented in consultation with Residence Life.

### 3. Expanding Food and Clothing Pantry

The current on-campus Food Pantry is being moved from the Campus Center to Waring Commons. The move allows for a larger space to expand to clothing items, and ease and privacy for students to enter and exit the pantry. Kelsey Bush, Community Liaison, has developed a partnership with Feed St. Mary's to provide food to the pantry and future cooking demonstrations on how best to prepare food once a suitable cooking space is identified.

### 4. Providing expanded reproductive health services

Health Services is looking to partner with a local agency to bring expanded reproductive health services on campus for men, women and transgender students.

### 5. JED Campus

Vice President Howland secured a grant to bring the JED Campus program to St. Mary's College of Maryland. JED Campus is a 4-year program initiative of the Jed Foundation. It is a collaborative process of comprehensive systems, program and policy development, pre/post assessment, site visit, development of a mental health strategic plan and ongoing support and educational resources from a dedicated Jed Campus Advisor.

Student Affairs is working to keep up the momentum by identifying student needs and realigning resources to meet those needs. When students are able to have all their needs met, they can be successful and thrive.



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**REPORT SUMMARY**

**Date of Meeting:** October 14, 2022

**Date of Next Meeting:** February 3, 2023

**Committee Chair:** Danielle Troyan '92

**Committee Members:** Nick Abrams '99, Carlos Alcazar, John Bell '95, Alice Bonner '03, Peg Duchesne '77, Jesse Price '92, Brayan Ruiz Lopez '24, President Tuajuanda Jordan, Board Chair Susan Dyer

**Staff Members:** Jerri Howland and Dereck Rovaris

**Dashboard Metrics**

N/A

**Executive Summary**

**Discussion Items**

Vice President for Student Affairs

Dr. Howland will discuss new initiatives as priorities in Student Affairs for the coming year and a summary on Student Engagement.

Student Trustee Report

Brayan Ruiz Lopez '24 will present summary highlights of his Student Trustee Report.

Inclusive Diversity and Equity Update

Dr. Rovaris will discuss updates to programs in IDEAA and the continued collaboration with various campus departments.

**Information Items**

Performance Accountability Report

Approved minutes from May 13, 2022

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

**II.A. Endorsement of the 2022 Performance Accountability Report**

The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of goals and objectives, including academics,



enrollment, retention and graduation rates, financial aid, and student outcomes. The report provides data on specific metrics, as well as narrative describing strengths and challenges. Maryland law requires institutions to submit their PAR to the Maryland Higher Education Commission for review, and final submission to the Governor and General Assembly



**CAMPUS LIFE COMMITTEE  
MEETING OF OCTOBER 14, 2022**

**OPEN SESSION  
AGENDA**

**I. DISCUSSION ITEMS**

- A. Vice President for Student Affairs Report
- B. Student Trustee Report
- C. Vice President for Inclusive Diversity, Equity, Access and Accountability (IDEAA) Report

**II. ACTION ITEMS**

- A. Endorsement of the 2022 Performance Accountability Report

**III. INFORMATION ITEMS**

- A. 2022 Performance Accountability Report
- B. Approved minutes from May 13, 2022



## **BOARD OF TRUSTEES CAMPUS LIFE COMMITTEE**

### **MINUTES**

**Date of Meeting:** May 13, 2022

**Status of Minutes:** Approved July 14, 2022

**Campus Life Committee Members Present:** Committee Chair Danielle Troyan '92, Nick Abrams '99, Student Trustee Joshua Ajanaku '22, Carlos Alcazar, John Bell '95, Alice Bonner '03, Peg Duchesne '77, Board Chair Susan Dyer, President Tuajuanda Jordan

**Staff Members:** Jerri Howland, Kelsey Bush '94

**Others Present:** Betsy Barreto, Anirban Basu, Allison Boyle, Peter Bruns, Donny Bryan '73, Jeff Byrd, Paula Collins, Carolyn Curry, Mike Dougherty, Michael Dunn, Judith Fillius '79, Katie Gantz, Elizabeth Graves '95, David Hautanen, Melanie Hilley '92, Sven Holmes, Kristina Howansky, Glen Ives, Brayan Ruiz Lopez '24, Doug Mayer '04, Scott Mirable, Paul Pusecker, Dereck Rovaris, Shanen Sherrer, William Seale, Ray Wernecke, John Wobensmith '93, Anna Yates, Derek Young '02

#### **Executive Summary**

Committee Chair Danielle Troyan '92 called the meeting to order at 10:40 a.m. Attendees participated both in-person and via videoconference.

#### **Discussion Items**

##### Vice President for Student Affairs Report

Spring 2022 semester was a productive time for the Division of Student Affairs. The Center for Career and Professional Development (CCPD) hosted its most productive Career and Internship Fair to date. The Student Life Office (SLO) along with the Student Government Association (SGA) produced 149 events. The Wellness Center (WC) dealt with staffing shortages and recruitment challenges while continuing COVID-19 testing and addressing student health needs.

Student Affairs met a goal of drafting a new mission statement to define who they are, what they do, and why they do it. During the summer each unit will design an assessment plan to measure their effectiveness in meeting the mission which will lead to an annual assessment plan that will be reported on each year.

This fall Student Affairs will launch the Sum Primus Living Learning Community (LLC) for first-generation college students in Caroline Hall. In addition, a 7-day pilot Sum Primus summer bridge program is being planned in collaboration with the DeSousa Brent summer program in Queen Anne Hall.

The Center for Career and Professional Development had over 40 employers participate in their Career & Internship Fair with a total of 259 students attending. Based on the data, this was the most productive fair since 2019. Planning is currently underway for the next scheduled fair to take place in September 2022. With the CCPD department fully staffed, the focus is on a complete analysis of the professional pathway courses (CORE-P classes) and professional fellowship program (internships). A summary of each class was provided in the Vice President for Student Affairs report.

Through Student Life, 149 events were produced by clubs and organizations for the spring semester. Two major events were Step Afrika and the Yung Gravy Concert. Yung Gravy's concert drew over 800 students and was the first large-scale concert in years. The Student Government Association was very active funding student-based initiatives and creating opportunities for the campus community to engage with each other. They passed major funding legislation which included: vans for the club fleet, construction of a podcast studio, and the Yung Gravy concert during the spring semester. SGA approved five new clubs for the upcoming year as well. Senior Class Officers along with the Office of Alumni Relations hosted the 50 Days (*to Graduation*) event which also included a beach day, movie night, and the Senior Gala.

The Wellness Center assisted students with physical and mental health needs. On the health services side, there are currently an assistant director, office manager, two full-time RN's and one full-time nurse practitioner (NP) to handle physical health needs. The assistant director and office manager oversee COVID-19 testing and contact tracing for students. The counseling services side consists of two full-time staff counselors and one part-time psychiatric NP (tele counseling) who offer in person and tele-mental health care via HIPAA compliant Zoom sessions. Appointments for urgent or walk-in needs were also offered. The most common concern for St. Mary's College of Maryland students was depression followed by anxiety. Student Affairs is working with administration to provide the resources needed to hire additional staff in Counseling Services including a Health Educator.

#### Student Trustee Report

Joshua Ajanaku finished his tenure as Student Trustee at his last Board Meeting on May 13<sup>th</sup>. He set three goals at the beginning of this term: service leadership, transparency, and community service, all of which he completed. He successfully created the Coalition of Campus Leaders (CCL) which has aided in bridging the gap between various groups on campus and encouraged students to be engaged in conversations regarding school policies. He met regularly with the Student Government Association (SGA) President keeping her updated on relevant college policies and issues that were brought to his attention. And he was involved in numerous acts of service to the St. Mary's College of Maryland community. During his last semester Joshua was exploring the option of a shuttle service for students and their families that would run to and from the Baltimore/DC area on weekends. Joshua hopes the incoming Student Trustee will further explore bringing a shuttle to campus in the upcoming semesters.

#### Inclusive Diversity, Equity, Access and Accountability

In April, Dr. Dereck Rovaris assumed the new role as the inaugural Vice President for Equity and Strategic Initiatives, leading the IDEAA team. IDEAA was busy with multiple projects such as

partnering with the SGA's Diversity Committee and other offices to bring Step Afrika to campus. The IDEAA team also collaborated with the Center for the Study of Democracy and Department of Environmental Studies to launch a lecture series this spring entitled "Environmental Justice on the Coast". Further, IDEAA developed a Cultural Engagement Guide for staff and faculty as well as a Calendar of Religious Observations. They are also implementing a new campus-wide online training platform by Get Inclusive for training on diversity and inclusion, Title IX, alcohol, and substance abuse along with other topics.

In April, the Office of Accessibility Services (OAS) welcomed Dana Kieran as the new Director of Accessibility Services. OAS has served a record number of students this past year. Accommodations included permission to audio record classes; extended time on in-class exams, quizzes, and writing assignments; receipt of lecture notes/outlines when available; and permission to have a laptop in class for taking notes and use of text to speak software. OAS also participated in the Workforce Recruitment Program for College Students with Disabilities (WRP).

### **Action Items**

#### **II.A. Approval of the Maryland Higher Education Commission (MHEC) Cultural Diversity Report**

The Campus Life Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the College's 2022 Cultural Diversity Report for submission to the Maryland Higher Education Committee. Upon approval, the report will be presented as an action item to the full Board through the Campus Life Committee. A motion was made by Committee Chair Danielle Troyan '92 to approve the item. The motion was seconded and the action was approved unanimously.

### **Information Items**

#### **Minutes**

Approved minutes from Campus Life Committee meeting of February 4, 2022 were included in the materials.

The meeting adjourned at 11:09 a.m.

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### **BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE**

### **INTERIM PROVOST'S REPORT**

#### **New Program Updates**

##### **1. Business Administration major**

This fall, the Business Administration (BADM) major has fully taken its place in the program array, presently housed in the “Department of Economics and Business Administration.”

Interest in the program continues to grow: 102 students are enrolled in Business Administration courses this fall, and the program already has 17 declared majors (including 4 first year students).

Dr. Silvio Borrero, Inaugural William Seale Professor of Business, has quickly adapted to the College and has undertaken the critical work of assessing next steps for effective program growth. To this end, he has collaborated with the BADM steering committee on two endeavors: first, the program will initiate a second search this fall for an assistant professor of business with expertise in marketing. Second, Dr. Borrero has very quickly formalized the College’s membership in the Association to Advance Collegiate Schools of Business (AACSB). In addition to the prestige and recognition that comes with an AACSB member institution, Dr. Borrero will have much-needed access to a professional network and resources to continue building our program.

##### **2. Marine Science major**

Marine Science (MRNE) is outperforming all expectations in its first year as an available major. As of the fifth week of the Fall 2022 semester, MRNE has 29 declared majors, 11 of whom are first year students.

Dr. Elka Porter has joined our faculty as the first member of the MRNE faculty. Presently, a full-time visitor and a number of affiliated faculty including Dr. Cassie Gurbisz, Assistant Professor of Environmental Studies, contribute to the major through cross-listed classes. In fall 2024, contingent upon her successful tenure evaluation, Dr. Gurbisz will migrate her departmental affiliation and become the second official tenured member of MRNE.

Significant progress has been made on the MRNE teaching lab. Demolition of the interior walls of the old Schaefer Hall stockroom was completed over the summer. Renovation of the

space will take place over the course of the 2022-23 academic year, after the Goodpaster Hall lab renovation is completed. Marine science labs during the 2022-23 academic year are being taught in temporary space in Schaefer Hall to ensure that the curriculum can be delivered without interruption.

Following months of research on the purchase and upkeep of research vessels, the contract for the near-shore vessel has been awarded and we are awaiting delivery. The design and RFP are being developed for the larger research vessel.

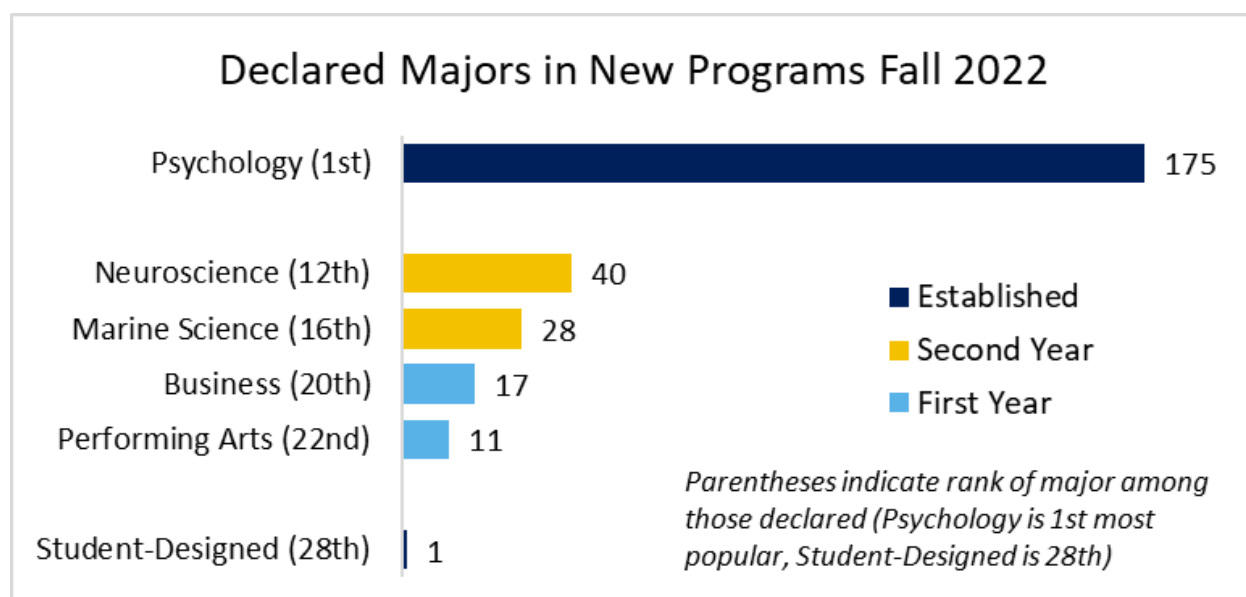
### **3. Performing Arts major**

Now in its first year, the Performing Arts major is moving from the conceptual curricular work to the logistical processes of coalescing as a newly integrated group of colleagues from Music and Theater. This comes with changes ahead for both staffing and facilities. In Theater, the program will search this year to replace their recently-departed tenure-track scenographer. This position will begin the measured rebuilding essential to stabilize the program; presently, Theater only has one tenured/tenure-track faculty member and otherwise relies on visitors and adjuncts. Music was devastated this summer by the death of composer and full professor David Froom, and likewise will initiate a tenure-track search to fill that vacancy. The program has of course made excellent use of their move to the Dodge Performing Arts Center, and look forward to taking advantage of teaching and performing in those outstanding facilities. The Theater program is benefiting from the added space in Montgomery Hall created by Music's relocation: together with Art, English, and Boyden Gallery, Theater has been able to expand their practice and storage areas in this interstitial period until Montgomery is fully renovated in the next five years.

### **4. Neuroscience major**

The Neuroscience major continued its strong performance in its second year this fall, given the long-standing presence of a strong minor and frequent self-designed majors. The program graduated its first three majors in Spring 2022, and this fall there are 40 declared majors in neuroscience and 13 minors. Strong research programs engage students with rich opportunities in neuroscience; in 2021-22, the seven affiliated faculty (including three half-time lines devoted to neuroscience) mentored a total of 40 research students. Program faculty also publish with students, with recent peer-reviewed publications appearing in such venues as *Brain, Behavior, and Immunity*, *Molecular Ecology*, and *Journal of Experimental Biology*.

The following table illustrates the rank of each of these new programs by number of declared majors among the 28 possible majors at the College.



### **Updates to the LEAD Curriculum implementation: Humanities in the CORE**

This past spring, Academic Affairs assembled a workgroup of five humanities faculty and chaired by Associate Dean of Curriculum Christine Wooley to discuss reshaping the Core as an exploration of Humanities approaches. Per their charge, a report was submitted in June on possible models, defining the humanities focus of the course, incorporating the writing instruction protocol, and identifying shared course norms and learning outcomes. The report additionally assesses staffing needs, and proposes an implementation plan. From that report, three central assessments emerged.

Regarding our existing First Year Core Seminars, the workgroup agreed that the (admirable) focus on liberal arts skills -- the “how” of writing, speaking, thinking critically, et cetera -- does not leave sufficient space to discuss the humanistic approaches to finding and making meaning -- the “why” of liberal arts education, of why a course informs our understanding of another, and subsequently builds a cumulative reckoning of lived experience.



In the final report of the Humanities in the Core work group they came to the following conclusion:

To these ends, we recommend that the current Core 101 writing pilot initiative be used as a foundation for further revision to the structure of Core Seminars. We call not for replacing “liberal arts” with “humanities” in our conceptualization of the seminar, but for introducing new language, based on a humanistic approach to questions about knowledge—specifically, how it is communicated and who is impacted by it— that clearly articulates for students the purpose of the class and the kind of learning experiences they should expect in the course.

The Academic Affairs team agrees with this suggestion to have a humanities approach to Core 101 without strictly defining Core as a humanities course.

Further, the analysis of staffing Core 101 with only humanities faculty makes the suggestion of “Humanities in the Core” untenable at this point, especially given the decreased number of humanities faculty after prioritization and a general education curriculum that still requires a humanities course. In this year of intensive strategic planning and Middle States preparations, the intensive writing seminars are continuing as planned; there is no intention to deliver a renewed charge to the workgroup at this time.

### **Pending Faculty Searches**

In FY23, Academic Affairs will be overseeing a total of 12 tenure-track searches. The searches result in a net of two new positions. They are as follows:

- Assistant Professor of Biology, *Ross Fellow designation*
- Assistant Professor of Marketing (new line)
- Assistant Professor of Economics
- Assistant Professor of Educational Studies
- 2 positions in Environmental Studies:
  - Assistant Professor of Environmental Studies
  - Assistant Professor of Environmental Studies, *Ross Fellow designation*
- Assistant Professor of History, affiliated faculty in Museum Studies, *Ross Fellow designation*
- Assistant Professor of Mathematics
- 2 positions in Performing Arts:

- Assistant Professor of Scenography, *Ross Fellow designation*
- Assistant Professor of Music
- Assistant Professor of Political Science
- Assistant Professor of Psychology

Of these 12 searches for FY24, the Marketing position (funded via the bond) and the second Environmental Studies position are non-replacement positions, justified by rapid program growth and insufficient staffing. The third non-replacement line had originally been approved for Marine Science, but has since been reallocated. While it will not require a search, note that arrangements have been made to fill the new position in Marine Science by way of formally shifting Assistant Professor of Environmental Studies Cassie Gurbisz's departmental affiliation to Marine Science, contingent upon her successful tenure and return from sabbatical in fall 2025. To cover the staffing reduction created by Dr. Gurbisz's reassignment, Environmental Studies has been given the line originally allocated to Marine Science.

### **Data Science: new approaches**

As discussed last year, our hiring challenges in computer science broadly persist, which makes meaningful progress toward a viable, successful Data Science program slow going. While we struggle to compete against the salaries offered at PAX Naval Air Station, this problem is not unique to SMCM: a dearth of PhDs in computer science/data science means that the very few data scientists that go into higher education are highly sought after. Further, we are quickly getting priced out of hiring computer scientists and data scientists with a Masters degree; this potential pool of instructors is instead going into industry.

We are pleased that an applied data scientist was successfully hired into a tenure-track line for FY23; as I noted in the May Board meeting, the President approved an innovative strategy of attracting computer scientists through a model of "Masters at hire, PhD by tenure." While we cannot compete with industry salaries, this model is attractive for computer scientists invested in higher ed teaching and research, and grants them the title of Assistant Professor at hire (instead of instructor). Through tuition remission, they'll have time to complete the necessary graduate work for their PhD before standing for tenure in six years after hire.

In June, our colleagues in Physics attended the national Data Science Education Community of Practice Workshop in College Park (DSECOP). A focus of the discussion was that, increasingly, the title of "data scientist" is no longer meaningful in higher ed; indeed, all scientists work with

data. Instead, what we're describing are STEM scholars who work with Big Data and/or with data modeling within their own domain-specific practice. Most institutions (other than the large R1 and ivy leagues) don't have the funds or facilities to run a competitive, cutting-edge data science program. Instead, what's more effective for smaller institutions is a model of coursework and certification described as "STEM + DS": transdisciplinary training integrating theoretical models, experimental science, computational algorithms, data science applications and domain-specific practice. As a possible route forward for our own curriculum, this might look like a cross-disciplinary study area, featuring data science informing other forms of scientific practice. SMCM already has scholars on campus with DS backgrounds. While the complexities of infrastructure and prohibitive faculty salaries may pose obstacles too significant to overcome, a more effective path might be to offer Biology, Economics, Physics, Math, and Computer Science degrees with Data Science certification.

### **Update on new Academic Administrative Structure**

In June, the President notified the faculty that she had followed through on her promise to the Board to finalize academic administrative restructuring over the summer. Following a robust interviewing process with a large applicant pool, Drs. Gantz and Byrd put forward the names of three candidates to serve as associate deans. After deliberation, the President selected Drs. Kelly Neiles (4A), Sahar Shafqat (4B), and Randy Larsen (4C) as the new Associate Deans to each oversee a subset of academic programs, as well as Dr. Katy Arnett (4D) to be the new Associate Vice President of Academic Affairs. Each will train for their roles during this academic year, and fully assume their positions in fall 2023. During this phase of preparation and immersion, "the associates" will attend a three-day deans' conference during the first week of November through the Council of Colleges of Arts and Sciences that will focus on such topics as mentoring skills for faculty and student success, professional readiness in the curriculum, personnel issues, and working with department chairs. Throughout the fall semester, the associates will meet weekly with the current Academic Affairs staff to begin to understand the working of the office, and be included in discussions of the budgets, schedules, and hiring plans of the programs they will oversee. More actively, the team has begun to undertake case studies and think tank work related to Academic Affairs initiatives. Finally, each of the Associate Deans are serving as the Building Facilities Coordinator for a building that houses the programs they will oversee.

## **Annual Program Snapshots**

Per the Board's request, May was our first effort to devise a mechanism by which programs could take an active role in charting their own program's health in conversation with Academic Affairs through annual "Program Snapshots." Each program was given descriptive program data for each of five years, presented alongside college-wide averages. Broadly speaking, this work serves the purpose of having data prepared and shared annually to assist programs in self-reflection and planning, and to provide a broad overview of academic programs to leadership.

As we studied these snapshots over the summer, it became clear to the Academic Affairs team that the measures included this year limited our ability to offer substantive and productive advice. The metrics we chose to include turned out to be remarkably stable across time, and/or difficult to evaluate in isolation.

To round out the pilot endeavor, we sent each program some general feedback on their data, asking in turn for the program to respond with what they found noteworthy. We asked, too, if there are other metrics that might be useful to the program to allow for more nuanced or strategic use in the service of program needs or growth.

Despite the limitations in the current snapshots, several programs responded with concrete examples of steps they are taking to address patterns they saw in the data (or were already aware of).

- Programs are addressing issues of unequal student representation by planning collaborations with Admission to perform targeted recruitment, by seeking out faculty with experience in DEI scholarship and pedagogy (assisted by the Ross Fellows program), and by implementing peer mentoring programs.
- Faculty are working to increase equitable access and completion of high-impact practices by encouraging completion of St. Mary's Projects even when optional, by developing new capstone courses and community-based learning opportunities, by increasing equitable access to research experiences throughout the curriculum, by partnering with the Center for Career and Professional Development Center to improve access to internships, and by participating in professional development workshops.

Finally, we are planning the following changes for the 2022-23 snapshots.

- We will add metrics on student success and program finances, and will add measures of variability around the means.

- We will reconsider each of the metrics included in the current snapshots and include only those that appear to be useful to all stakeholders.
  - In particular, we will re-examine our measures of high-impact practices and cross-disciplinary/cross-listed courses. Based on programs' responses, it has been difficult to fully capture students' experiences and programs' offerings using the current definitions, due in part to the highly cross-disciplinary nature of our curriculum.
- We are considering moving from program-level snapshots (i.e., three different snapshots for the English major, English minor, and Creative Writing minor) to department-level snapshots (i.e., one snapshot for the English department encompassing all its programs). We believe this will better represent the academic programs in context, especially small programs where the data are difficult to understand in isolation.

### **Middle States Self-Study Institute**

This semester the College will begin the preparation for our reaffirmation of accreditation review by the Middle States Commission of Higher Education in spring 2025. Over five days in October a team of seven members of the SMCM community (Drs. Katy Arnett and Anne Marie Brady, Interim Associate Provost Jeff Byrd, Interim Provost Katie Gantz, and Vice Presidents Jerri Howland, Paul Pusecker, and Dereck Rovaris) will attend the MSCHE virtual Self-Study Institute (SSI). Attendance at this SSI is required of institutions coming up for reaffirmation. The goal of this kick-off event is to provide an overview on how to run our self-study, an extensive, all-campus self-assessment, which will take place over the next year and a half.

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

#### OPEN SESSION REPORT SUMMARY

**Date of Meeting:** October 14, 2022

**Date of Next Meeting:** February 4, 2023

**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:** 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**

Minutes of May 13, 2022

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

III. Endorsement of the 2022 Performance Accountability Report



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MEETING OF OCTOBER 14, 2022**

**OPEN SESSION  
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Faculty Senate Report
  - B. Dean of Faculty Report
- III. ACTION ITEM**
  - A. Endorsement of the 2022 Performance Accountability Report
- IV. INFORMATION ITEM**
  - A. Meeting Minutes of May 13, 2022

*The committee expects to close a portion of this meeting.*

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

#### OPEN SESSION MINUTES

**Date of Meeting:** May 13, 2022

**Status of Minutes:** Approved May 31, 2022

**Committee Chair:** Peter Bruns

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

**Executive Staff:** Jeff Byrd, Katie Gantz

**Faculty Liaison:** Libby Williams

**Trustees/President:** Nick Abrams '99, Joshua Ajanaku '22, Carlos Alcazar, Anirban Basu, John Bell '95, Alice Bonner, Peter Bruns, Donny Bryan '73, Paula Collins, Mike Dougherty, Susan Dyer, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, Melanie Hilley '92, Sven Holmes, President Jordan, Braylan Ruiz Lopez '24, Doug Mayer '04, William Seale, Danielle Troyan '92, Ray Wernecke, John Wobensmith '93

**Non-Trustees:** Betsy Barreto, Anne Marie Brady '93, Geoffrey Bowers, Allison Boyle, Kelsey Bush '94, Carolyn Curry, Michael Dunn, Jennifer Falkowski, Jerri Howland, David Hautanen, Paul Pusecker, Dereck Rovaris, Mai Savelle, Shanen Sherrer, Jenny Sivak, Libby Williams, Anna Yates

#### **Executive Summary**

Academic Affairs Committee Chair Peter Bruns called the meeting to order at 1:15 p.m.

#### Faculty Senate Report

Faculty Senate President Libby Williams provided a brief update to her written report with a focus on Academic Restructuring. Faculty still have concerns about the division of departments and its implementation. The concerns stem from certain divisions being larger than others and a lack of equity across divisions. The faculty would like more time to deliberate at the first faculty meeting of Fall 2022. Chair Dyer and other Board members expressed concern about the delay in timeline and inquired about whether there could be forward movement prior to the Fall. Trustee Bruns addressed that if any changes were made to the present plan, it would need to be voted upon again by the Faculty which could delay the implementation process. President Jordan assured the Board that she would work with academic affairs leadership to ensure that the timeline that the restructuring implementation team developed, and the faculty received, remains on schedule. President Jordan thanked the faculty for the amount of time and energy that they



have put into this activity over the course of the last year. The goal is to alleviate administrative strain from faculty to allow them to return to the classrooms. Come October, President Jordan will provide an update to the Board on academic administrative restructuring.

#### Dean of Faculty Report

Interim Dean of Faculty Katie Gantz, and Interim Vice President for Academic Affairs Jeff Byrd, jointly presented their Report to the board. Dr. Gantz shared brief comments, thanked the President, Board, fellow vice presidents, and faculty for their continued support and announced that a more detailed presentation would be provided that afternoon during the Board meeting.

#### **Action Item:**

III.A. Recommendation to approve 2022 Candidates for Graduation.

#### **Committee Action Taken/Action in Progress:**

The proposed action item was approved by the Academic Affairs Committee at its meeting on May 13, 2022.

#### **Recommendation to the Board:**

The Academic Affairs Committee recommended approval of this action item by the Board of Trustees at its meeting on May 13, 2022.

A motion was made and seconded to adjourn the open session and move into close session. The open session meeting adjourned at 1:45 p.m.



**BOARD OF TRUSTEES  
BUSINESS AND FINANCE  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

**VICE PRESIDENT'S REPORT  
OCTOBER 15, 2022**

FY23 Financial Results to Date

Overall, 1<sup>st</sup> quarter fiscal results are within expectations. On the revenue side, actual revenues are 38.6% of the budgeted level, with state appropriations trailing behind due to a delay in processing the quarterly payment at the state level. All other major revenue categories are as projected. Actual operating budget expenditures for FY23 are approximately 25.5% of the forecasted budget with payroll expenditures running at 17.58%. All programs of expenditures fall within expectations for current-to-prior year comparison. Note that debt service payments (expenses) are approximately 81% of budget, as anticipated, due to the inclusion of both principal for the year and interest for six months in the September payment.

FY22 Operating Budget Closing and Status of Financial Statement Audit

The FY22 preliminary and un-audited results are final at this time. On a cash basis, current fund unrestricted (CFU) revenues of approximately \$73.404M were less than expenditures and transfers, totaling \$73.512M, resulting in a small deficit of (\$108K). However, \$3.18M from the 2020 revenue bond was drawn down from the Wells Fargo account prior to year-end to support approved operating expenditures, leading to a net surplus of \$3.07M on a cash basis.

It should be noted that in FY22 the College received federal funding to reimburse COVID-19 related expenditures, primarily from the \$1.523M of American Rescue Plan (ARP) Act funding to offset reduced revenues related to COVID-19 impact.

Rollovers to FY23 total \$2.398M and include items obligated, but not yet delivered, as of June 30, 2022 (\$1.216M), various academic and other institutional items (\$235K), and surplus dollars to be used for anticipated ERP/OIT related expenses (\$946K encumbered). The \$3.07M cash basis available funds at year-end will be used to cover these rollover encumbrances.

Review and adjustments for year-end were completed as of September 20, 2022. The entrance interview with audit firm Clifton Larsen Allen, LLP took place in June 2022. Audit work continues and, to date, no onsite visit has taken place this year as the auditors are working remotely. We remain on schedule and the audited statements will be presented to the Finance, Investment, and Audit Committee and to the Board of Trustees for review and approval in December 2022.

### Strategic Investments from Bond Proceeds

At the May 7, 2021 meeting, the Board of Trustees approved the following strategic investment allocation categories:

- Retaining excellent faculty (\$5.0M)
- Student engagement / LEAD-focused programs (\$5.8M)
- Student retention programs (\$1.0M)
- Development of new LEAD-focused curricular and co-curricular programming (\$2.42M)
- Student recruitment programs (\$1.0M)
- Recruitment of new faculty and staff in LEAD areas (\$1.4M)
- Enhanced business efficiency (\$0.5M)
- Provision of an operating budget contingency (\$2.2M)

The cost of issuing the bond was \$716K, leaving an available starting balance of \$19.283M. At the close of FY22, the College drew down \$3,184,107 from Wells Fargo Bank for approved bond supported expenses. This action left a balance of \$16.1M. To date, FY23 anticipated College expenses to be supported by the bond total \$3.37M, leaving a balance of \$12,727,837M. We expect that additional expense offload to the bond receipts will occur as FY23 continues.

### Revision of the FY23 Current Fund Operating Unrestricted Budget

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the FY23 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education. This budget revision amends the FIA and Board of Trustees approved FY23 budget, ratified at the May 13, 2022 meeting, by incorporating carry-forward authorization for \$2,398,573 encumbered, but not expended as of June 30, 2022.

### Reconciliation of the FY23 Plant Fund Budget

Currently, there are five major projects each with a value greater than \$200K and an overall FY23 balance remaining of \$2.6M. Plant funded projects with value greater than \$200K require explicit Board of Trustees approval. FY22 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2022 are added. The FY23 active project budget totals \$3.403M. The projected unencumbered plant fund balance is \$1.43M.

### Performance Accountability Report

The Performance Accountability Report, required by the State of Maryland, assesses the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes. The report provides data on specific metrics as well as a narrative describing strengths and challenges. Maryland law requires institutions to submit their Performance Accountability Report to the Maryland Higher Education Commission for review, and final submission to the Governor and General Assembly.

### Governor's Approved 4.5% COLA Increase for all State of Maryland Employees

Governor Larry Hogan announced on September 29, 2022 that all employees across state government will receive a 4.5% cost of living adjustment (COLA) increase effective November 1, 2022, as part of a series of measures to enhance statewide workforce recruitment and retention efforts. College employees will have received a total of 8% COLA increases since January 1, 2022.

**BOARD OF TRUSTEES  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** October 14, 2022

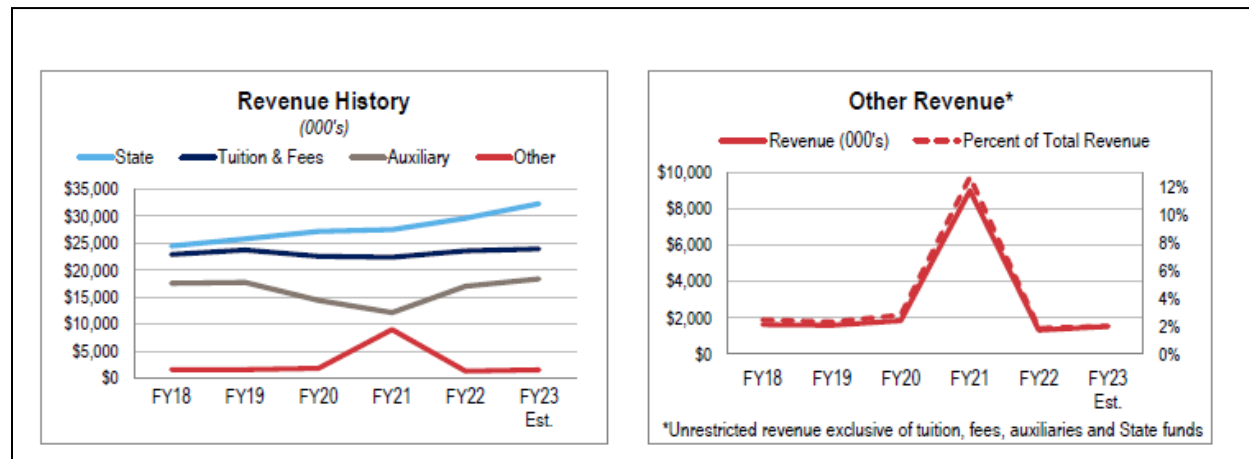
**Date of Next Meeting:** February 3, 2023

**Committee Chair:** John Wobensmith '93

**Committee Members:** Anirban Basu, John Bell '95, Board Chair Susan Dyer, Sven Holmes, President Tuajuanda Jordan, William Seale, Faculty Finance Delegate Shanen Sherrer, Ray Wernecke

**Staff Member:** Paul Pusecker

**Dashboard Metrics**



**Executive Summary**

**Discussion Items**

**FY23 Financial Results to Date**

Overall, actual revenues are 38.6% of the budgeted level, with state appropriations trailing behind due to a delay in processing the 2<sup>nd</sup> quarter payment at the state level. All other major revenue categories are as projected. Actual operating budget expenditures for FY23 are approximately 25.5% of the forecasted budget with payroll expenditures running at 17.58% of budget. All programs of expenditures fall within expectations for current-to-prior year comparison. Note that debt service payments are approximately 81% of budget, as anticipated, due to the inclusion of both principal for the year and interest for six months in the September payment.

### FY22 Operating Budget Closing and Status of Financial Statement Audit

FY22 preliminary and un-audited results are final at this time. On a cash basis, current fund unrestricted revenues of approximately \$73.404M were less than expenditures and transfers, totaling \$73.512M, resulting in a difference of (\$108K). However, \$3.18M of cash from the 2020 revenue bond supported approved operating expenditures, leading to a net surplus of \$3.07M on a cash basis. The year-end operating result is approximately \$2.0M better than the expected \$1.9M loss.

Rollovers to FY23 total \$2.398M and include items obligated but not yet delivered as of June 30, 2022 (\$1.216M), various academic and other institutional items (\$235K), and surplus dollars to be used for anticipated ERP/OIT related expenses (\$946K encumbered).

FY22 closed on June 30, 2022. Review and adjustments for year-end are complete as of September 20, 2022. The entrance interview with audit firm Clifton Larsen Allen, LLP took place in June 2022. Audit work continues and to date, no on-site visit has taken place this year as the auditors are working remotely. We remain on schedule and the audited statements will be presented to the Finance, Investment, and Audit Committee and to the Board of Trustees for review and approval in December 2022.

### Strategic Investments from Bond Proceeds

The cost of issuing the bond was \$716K, leaving an available starting balance of \$19.283M. At the close of FY22, the College drew down \$3,184,107 from Wells Fargo Bank for approved bond supported expenses. This action left a balance of \$16.1M. To date, FY23 anticipated College expenses to be supported by the bond total \$3.37M, leaving a balance of \$12.727M. We expect that additional expense offload to the bond receipts will occur as FY23 continues.

### **Information Items**

#### Joint Investment Activities

The Foundation's Joint Investment and Advisory Committee met on September 28, 2022, to review the Foundation's endowment portfolio with its investment manager J.P. Morgan. The Committee also received a report on the College's endowment/quasi endowment. As of August 31, 2022, the total market value of the St. Mary's College of Maryland Foundation's endowment was \$36.3M. The overall rate of return current fiscal year-to-date is -3.0%.

The College holds investments totaling \$4.4M consisting of Endowment and Quasi- Endowment. \$3.4M are funds functioning as endowment (Quasi) and \$1.0M represents the Blackistone Endowment. Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$4.4M as of August 31, 2022. Funds are currently invested in a mix of fixed income instruments and equities. The rate annualized rate of return is 1.54%. The remaining \$295K of College endowment is currently held in a cash investment pool by the State Treasurer.

#### Dashboards

Current College dashboards are included in the meeting materials.

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

**II.A. Revision of the FY23 Current Fund (Operating) Unrestricted Budget**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY23 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education. The proposed revision incorporates carry-forward authorization for \$2,398,573 encumbered, but not expended as of June 30, 2022.

**II.B. Reconciliation of the FY23 Plant Fund (Capital) Budget**

The schedules provided in the materials reflect the final approved FY22 plant budget total and includes new projects approved by the Board of Trustees in May 2022. Five major projects with a value greater than \$200K continue with a FY23 balance remaining of \$2.6M. Projects with value greater than \$200K require explicit Board of Trustees approval. Additional projects with a value less than \$200K have a remaining balance of \$999K. FY22 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2022 are added. The FY23 active project budget totals \$3.403M. The projected unencumbered plant fund balance is \$1.43M.

**II.C. Approval of the 2022 Performance Accountability Report**

The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes. The report provides data on specific metrics as well as a narrative describing strengths and challenges. Maryland law requires institutions to submit their PAR to the Maryland Higher Education Commission for review, and final submission to the Governor and General Assembly. Approval by the Finance, Investment, and Audit Committee is contingent upon the endorsement of the Campus Life and the Academic Affairs Committees.



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MEETING OF OCTOBER 14, 2022**

**AGENDA**

- I. DISCUSSION ITEMS**
  - A. FY23 Financial Results to Date
  - B. FY22 Operating Budget Closing and Status of Financial Statement Audit
  - C. Strategic Investments from Bond Proceeds
  
- II. ACTION ITEMS**
  - A. Revision of the FY23 Current Fund (Operating) Unrestricted Budget
  - B. Reconciliation of the FY23 Plant Fund Budget
  - C. Approval of the 2022 Performance Accountability Report
  
- III. INFORMATION ITEMS**
  - A. Governor's Cost-of-Living Allowance (COLA) – November 1, 2022
  - B. Reportable Procurement Items
  - C. Joint Investment Activities
  - D. Dashboards
  - E. Minutes (Meeting of May 13, 2022)

*The Committee does not expect to close any portion of this meeting.*

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

**ACTION ITEM 2223-11**

**REVISION OF FY23 CURRENT FUND (OPERATING) UNRESTRICTED BUDGET**

*(See Committee materials for more information.)*

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of revisions to the current fund (operating) budget for fiscal year 2023, as attached.

**RATIONALE**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY23 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education.

The revision incorporates carry-forward authorization for \$2,398,573 encumbered, but not expended as of June 30, 2022.

<b><i>Program of Expenditure</i></b>	<b><i>Type of carry-forward</i></b>	<b><i>Amount</i></b>
Instruction	Faculty Development and Startup Funding	\$235,390
	Encumbered Items	\$472,948
Institutional Support	Additional ERP Support/IT Encumbrance	\$986,850
	Encumbered Items	\$450,814
Academic Support	Encumbered Items	\$27,182
Student Services	Encumbered Items	\$176,481
Auxiliary Enterprises	Encumbered Items	\$8,107
Physical Plant	Encumbered Items	\$40,801
	<b>TOTAL</b>	<b>\$2,398,573</b>



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

**ACTION ITEM 2223-12**

**RECONCILIATION OF THE FY23 PLANT FUND BUDGET**

*(See Committee materials for more information.)*

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the following revisions to the plant fund budget for FY23, as provided.

**RATIONALE**

The attached schedules are provided for informational purposes and move from the final approved FY22 plant budget total and add new projects approved by the Board of Trustees in May 2022.

Six major projects with a value greater than \$200K continue with a FY23 balance remaining of \$2.8M. Projects with value greater than \$200K require explicit Board of Trustees approval. Additional projects with a value less than \$200K have a remaining balance of \$999K.

FY22 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2022 are added. The FY23 active project budget totals \$3.403M. The projected unencumbered plant fund balance is \$1.43M.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

**ACTION ITEM 2223-13**

**APPROVAL OF THE 2022 PERFORMANCE ACCOUNTABILITY REPORT**  
*(See Committee materials for more information.)*

**RECOMMENDATION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees of the 2022 Performance Accountability Report for submission to the Maryland Higher Education Commission. This recommendation is contingent upon the endorsement of the Campus Life and the Academic Affairs Committees.

**RATIONALE**

The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes. The report provides data on specific metrics as well as a narrative describing strengths and challenges. Maryland law requires institutions to submit their PAR to the Maryland Higher Education Commission for review, and final submission to the Governor and General Assembly.



**BOARD OF TRUSTEES  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting:** May 13, 2022

**Status of Minutes:** Approved June 30, 2022

**Committee Members Present:** Committee Chair John Wobensmith '93, Anirban Basu, John Bell '95, Board Chair Susan Dyer, Sven Holmes, President Tuajuanda Jordan, William Seale, Faculty Finance Delegate Shanen Sherrer, Ray Wernecke

**Committee Members Absent:** None

**Staff Member:** Paul Pusecker

**Others Present:** Nicolas Abrams '99, Joshua Ajanaku '22, Carlos Alcazar, Betsy Barreto, Alice Bonner '03, Anne Marie Brady '93, Peter Bruns, Kelsey Bush '94, Jeff Byrd, Paula Collins, Carolyn Curry, Peg Duchesne '77, Mike Dougherty, Judy Fillius '79, Elizabeth Graves '95, Mary Grube, David Hautanen, Melanie Hilley '92, Jerri Howland, Shannon Jarboe, Jenn Kersch, Doug Mayer '04, Gretchen Phillips, Dereck Rovaris, Brayan Ruiz Lopez '24, Jenny Sivak, Danielle Troyan '92, Chris True, Anna Yates

**Executive Summary**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the meeting to order at 11:31 a.m. Committee member attendance was taken. Participation was both in-person and via videoconference.

**Discussion Items**

**Strategic Investments from Bond Proceeds**

The cost of issuing the \$20.0M bond was \$716K, leaving an available starting balance of \$19.283M. When the Finance, Investment, and Audit Committee met on February 4, 2022, the remaining balance of the bond proceeds was \$15.981M. As of the May 13, 2022 Committee meeting, an additional \$1,043,275 had been committed, with a remaining balance of \$14.937M. The new spending details were provided to the Committee.

**FY23 Legislative Session Financial Impact**

The FY23 operating budget provided \$32,314,926 in State support, an increase of 9.3% over the FY22 allocation. Additional increases in State support include \$0.64M representing the Block Grant inflator, \$0.53M in healthcare insurance cost increases, \$0.49M to support wage funding, and \$0.64M for the operations and maintenance of the new Performing Arts Center and Learning Commons. It is expected that this funding, which was annualized for FY23, will be approximately \$750K in FY24 and beyond. In addition, the Governor provided an additional \$0.4M for need-based financial aid. It is anticipated that this need-based aid will be on a continuing basis, subject to support from the next Governor.

House Bill 54 / Senate Bill 332 St. Mary's College of Maryland Cost-of-Living Adjustment (COLA) Funding passed by the House and Senate, and approved by the Governor, will increase the amount of funding the College receives for statewide COLA increases from 50% to 100%.

The Governor's Five-Year Capital Improvement Plan included the anticipated \$2.0M for infrastructure improvement projects. This amount was supplemented with an additional \$3.0M for a total award of \$5.0M, with the caveat that all funds be fully expended within three years. The College will also receive \$4.0M in capital renovation funding to support the Hilda C. Landers Library Reimagining renovation project, and \$1.9M for construction of the chemistry and biochemistry teaching and research laboratories in Goodpaster Hall. The College will receive \$100K for Dr. Julia King to perform an historical, archaeological, and ethnographic overview of Mount Aventine's Black community for the period between 1700 and 1950.

The College submitted a congressional earmark proposal through Majority Leader Steny Hoyer for the acquisition of a large research vessel to support its Marine Science program. The \$900K earmark was approved by congressional action and signed by President Joe Biden. We are awaiting the distribution of funds and have begun developing vessel specifications in order to solicit bids. The College has since submitted two additional Federal funding requests for FY23, the first is for \$1.0M to be used for the renovation of the aquatics research lab in Schaefer Hall through Majority Leader Steny Hoyer, and the second is for \$750K to be used for new scientific equipment to support the Marine Science program through Senator Ben Cardin.

## **Information Items**

### **FY22 Financial Results to Date**

Actual revenue collections are 99.8% of the budgeted level, with sales and services below expectations due to the lower study abroad participation, a result of the COVID-19 pandemic. Actual expenditures for FY22 are approximately 79% of budgeted expectations. All programs of expenditures fall within expectations for current-to-prior year comparison except for scholarship, which is 7.6% over budget. Debt service payments are approximately \$776K higher this year versus last year because of the new 2020 bond action.

### **Joint Investment Activities**

An overview of the St. Mary's College of Maryland Foundation and the St. Mary's College of Maryland endowment and quasi-endowment portfolios was provided to the Committee. As of March 31, 2022, the total market value of the Foundation's endowment was \$39M. The overall rate of return for the current fiscal year-to-date is 1.3%. The College's endowment and quasi-endowment total is \$4.8M, with \$3.8M functioning as endowment and \$1.0M representing the Blackistone endowment. As of March 31, 2022, invested endowment funds have a market value of \$4.477M. The remaining \$295K of College endowment is currently held in a cash investment pool by the State Treasurer.

## **Action Items**

### **II.A. Approval of the Long-Range Tuition Strategy**

Based on the recommendation by the Board of Trustees Task Force One, a 10-year budget model was developed to better align the College's in-state tuition with that of the University of Maryland, College Park (UMD), the College's top in-state competitor. The in-state tuition gap between the two institutions is approximately 23%. The Long-Range Tuition Strategy will begin in FY23 and

continue as long as revenue and expense assumptions remain valid. The intent is to bring the College's in-state undergraduate tuition within 10% of UMD's within a 10-year period, based on the assumption that UMD continues to increase its undergraduate in-state tuition by an average of 2% per year. The College's tuition for in-state, out-of-state, and DC residents will be held at the current levels until the targeted gap is reached. Accordingly, based on the assumptions provided to the Committee, the targeted tuition gap could be reached by FY32. A motion to approve the action item was made by Committee Chair John Wobensmith '93. The motion was seconded and the action was approved unanimously.

## **II.B. Approval of an Employee Handbook Revision: Notice from Employees Terminating Service**

The current Voluntary Separation Policy within the Employee Handbook states that employees terminating service are expected to provide notice of at least two weeks prior to their departure date. The proposed insertion, "Senior level staff (vice president, assistant/associate vice president, executive director, and director classifications) who voluntarily resign and wish to remain in good standing with the College are expected to give a reasonable notice of at least four weeks." The change is primarily directed towards senior level staff and senior administrators, as those positions require extensive knowledge and skills. The additional notice will provide the College with adequate time to conduct a successful search for a replacement, thus reducing any impact to the level of service provided and ensuring continuity of operations. A motion to approve the action item was made by Committee Chair John Wobensmith '93. The motion was seconded and the action was approved unanimously.

## **II.C. Approval of Revisions to the Authority and Responsibility Matrix**

The Authority and Responsibility Matrix, last approved by the Board of Trustees on May 2, 2015, was developed to provide an accurate and clear summary of the responsibilities delegated to the Board of Trustees, the president, and the officers of the College regarding various functions and operations. The Matrix was carefully reviewed and updated to ensure that it accurately reflects current College practices and policies. Committee Chair Wobensmith '93 requested the following addenda to the action prior to its presentation to the Board of Trustees for approval at its May 13, 2022 meeting: "The authority to spend up to 10% of the St. Mary's College of Maryland quasi-endowment is delegated to the president of the College as a one-time, emergency action. The president is delegated the authority to spend up to 5% over the College's operating budget for an emergency expense(s) within any fiscal year. The president shall notify the Board of Trustees with regard to any spending that takes place in either of the aforementioned scenarios. Any future additional spending will require Board of Trustees approval." Committee member Sven Holmes proposed that the Authority and Responsibility Matrix be reviewed and presented for approval by the Finance, Investment, and Audit Committee, and the Board of Trustees, annually. The Committee agreed that it would be a good practice to continue moving forward. A motion to approve the action item to include the addenda as requested was made by Committee Chair John Wobensmith '93. The motion was seconded and the action was approved unanimously.

### **II.D.1. Approval of the FY23 Current Fund (Operating) Budget**

Maryland law entrusts the development and approval of the College's operating budget to the Board of Trustees. Authorization of the FY23 current fund budget as presented will allow the College to continue its mission of providing a high quality, public, post-secondary education. Vice President Paul Pusecker reviewed the components of the proposed \$78.3M balanced budget. A

motion to approve the action item was made by Committee Chair John Wobensmith '93. The motion was seconded and the action was approved unanimously.

#### **II.D.2. Approval of the FY 23 Plant Fund (Capital) Budget**

The Finance, Investment, and Audit Committee received a favorable endorsement of the FY23 plant fund capital budget from the Technology, Buildings, and Grounds Committee. The proposed FY23 plant budget, solely funded by the student facility fee, totals \$1.403M. The Committee received a schedule that included the priority A FY23 plant projects. A motion to approve the action item was made by Committee Chair John Wobensmith '93. The motion was seconded and the action was approved unanimously.

#### **II.D.3. Approval of the FY24-FY28 State Capital Budget Proposal**

The Finance, Investment, and Audit Committee received a favorable endorsement of the FY24-FY28 State Capital Funding Proposal from the Technology, Buildings, and Grounds Committee. The proposed FY24-FY28 State-funded capital budget request includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and initial design costs associated with interior improvements and ADA compliance issues in Calvert Hall. Details of the FY24-FY28 State capital budget request and a comparison to the Governor's Five-Year Capital Improvement plan were provided to the Committee. A motion to approve the action item was made by Committee Chair John Wobensmith '93. The motion was seconded and the action was approved unanimously.

The meeting adjourned at 12:15 p.m.



**BOARD OF TRUSTEES  
BUSINESS AND FINANCE  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE**

**VICE PRESIDENT'S REPORT  
OCTOBER 15, 2022**

FY24-28 State Capital Budget Request

The College's proposed FY24-FY28 state-funded capital budget request includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, initial design funds to address critical building improvements in Calvert Hall, including ADA compliance requirements and life safety improvements for this 90-year-old building. Our request identifies essential investments in campus infrastructure specifically needed for St. Mary's College of Maryland to remain competitive and to reinvest in our deteriorating physical assets.

The College's request for state capital funds is consistent with the Governor's CIP. Based on the Department of Budget and Management's capital budget instructions, construction market escalation of 5% from FY24 forward was added to the previous year's CIP and reflected in our request for infrastructure and capital renovation requests. The rationale for these increases includes materials costs, labor costs, and effects on pricing due to delayed supply chains.

Hilda C. Landers Library Reimagining Project

The College initially requested \$4.0M in FY23 through the Department of Budget and Management as a supplemental item, but the project was eventually funded through the Maryland General Assembly for the upcoming fiscal year.

The College plans to convert the first floor of the Hilda C. Landers Library from open stacks to small group meeting and office spaces to create a focused student support center to facilitate student persistence, graduation, and preparation for the workforce. The College engaged Quinn Evan architects to work with the campus steering committee to develop the design. This process should finish within the next several months and then we can solicit bids for the actual renovation.

Campus Infrastructure Improvements

Funding was requested for various infrastructure improvements in multiple phases to address critical deferred maintenance and renewal needs. Funding for these capital College reinvestments is essential for attracting, recruiting, and retaining students, faculty, and staff.

The specific projects to be funded in each budget year have been adjusted, based on an updated evaluation of project priorities and opportunities for efficiencies in procurement and/or

execution. The FY24 campus infrastructure improvement funding request will fund the north campus nodal loop modernizations. Infrastructure project priorities beyond FY24 include HVAC replacement in Kent Hall, Goodpaster Hall controls upgrades, masonry restoration and slate roof replacement for the historic buildings on campus, Schaefer Hall window and entry door replacement, and parking lot upgrades.

#### Montgomery Hall Renovation

This renovation project remains core to our strategic planning efforts to provide adequate facilities for our academic programs as identified in the College's 2012-2027 Master Plan. With the completion of the Nancy R. and Norton T. Dodge Performing Arts Center, which now houses the College's Music Department, there is now available space in Montgomery Hall for other disciplines within the building. An extensive renovation of the entire 40-year-old building is anticipated to improve energy efficiency, update code compliance, and address programmatic space deficiencies. The Governor's CIP recommends \$1.5M in design support in FY24, accelerated from FY25. The College also requested an additional \$3.8M in final design and \$7.5M in initial construction support in FY25, and the remaining \$28.9M in construction funding in FY26 to complete the renovation.

#### Calvert Hall Interior Renovation

The College requested \$2.5M in FY28 for design funding to begin planning for the interior renovations of Calvert Hall, the primary administration building for the College, constructed in 1932. Recent Department of Budget and Management funded infrastructure projects have addressed significant building envelope deficiencies (HVAC and electrical system upgrades, masonry repair, slate roof replacement, and window replacement) and we now focus on life safety improvements for this 90-year-old building and interior upgrades in order to meet ADA code compliance, install fire suppression system, upgrade restrooms, and provide other internal improvements. Renovation costs are estimated at approximately \$20M and the renovation funding will be split equally over two fiscal years (FY29 and FY30). Total project costs are \$22.5M.

#### Laboratory Equipment and Renovation for the Marine Science Program

The Marine Science program requires a dedicated teaching laboratory. With the current Marine Science enrollment targets exceeding projections, it is necessary to accelerate renovation of the space to accommodate the curriculum. Lab 116 in Schaefer Hall has been identified as the initial teaching laboratory for the Marine Science program. Complete demolition of the existing lab was completed in August 2022. A committee, consisting of faculty members from the Marine Science and Biology Departments, is now working with Ziger Snead Architects on the schematic design phase. We expect final construction documents to be completed and the project to go out for bid in December 2022, with award in early 2023, and construction to begin in early spring.

The Marine Science program proposal included the purchase of a 45'-50' research vessel (18-20 – person capacity) for river and bay exploration and a 28' skiff (18-person capacity) for exploring shallow water. The larger vessel was supported by a congressional earmark, sponsored by Congressman Steny Hoyer, in the amount of \$900K. A faculty committee was organized and has developed specific boat and equipment needs. The College engaged a naval architect and marine consultant in Annapolis to finalize design specifications and bids are now



being solicited. For the smaller near shore vessel, a contract was awarded to Chislett's Boating and Design, LLC, in the amount of \$98,531 on April 28, 2022. It is anticipated that delivery of this vessel will occur in Spring 2023. Finally, our current 25' C-Hawk boat (6-person capacity) is currently in dry dock awaiting an engine. Supply chain availability has delayed the new Yamaha engine for almost 18 months. We are hopeful that this small research vessel can be put into service by late fall.

#### The Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons

Substantial building completion (handover from Holder Construction) of the Learning Commons occurred in early July 2022. Faculty and staff from the Educational Studies Department moved into the building on 1 July and classes for the Master of Arts in Teaching (MAT) program began on July 5, 2022. The Brew'd Awakening Café, a Bon Appetit grab and go facility featuring Starbucks coffee, opened on September 6, 2022. The Learning Commons space, managed by Student Affairs, is proving to be extremely popular with students for study and for small group interactions.

The Nancy R. and Norton T. Dodge Performing Arts Center is completed. The Music Department moved into the academic wing prior to the start of the fall semester and have been actively using the recital, ensemble, and practice room spaces extensively. The recital hall was completed and put into use on September 1, 2022. Grand opening festivities took place on September 23 and 24, 2022. The director of production and events for the Nancy R. and Norton T. Dodge Performing Arts Center is actively soliciting use of the facility and many events, both internal and external to campus, are currently programmed for the fall and spring semesters.

#### Nancy R. and Norton T. Dodge Performing Arts Center Public Art Installation

The state provided \$300K for the installation of public art at the Nancy R. and Norton T. Dodge Performing Arts Center. The College, working directly with the Maryland State Arts Council, formed a committee consisting of several faculty, staff, and community representatives to solicit an artist. A national call for interest was overwhelmingly successful with 159 viable submissions, from which the committee selected 10 semi-finalists. Four finalists were selected to visit campus and submit a design concept to the campus community via a public forum. Those artistic presentations occurred on September 28, 2022. Currently, the selection committee is preparing to select the successful artist and award the contract to fabricate the Nancy R. and Norton T. Dodge Performing Arts Center public art installation. It is estimated that the installation should occur in the summer of 2023.

#### Route 5 / Boardwalk Project

The College has contracted with S.E. Davis Construction to build the new pedestrian and bicycle path from the St. John's Pond Bridge to the North Field. The approximately 10-ft wide asphalt path will be separated from the existing Route 5 right-of-way by several feet of grass buffer. A boardwalk will be constructed over Wherritt's Pond and the protected wetlands to allow for continuation of the path to the North Field. The project is 80% funded by a Transportation Alternatives Project grant from the Federal Highway Administration. The remaining portion will be funded from the College's state capital appropriations.

Construction mobilization occurred in late August 2022 and active sidewalk construction has begun. Coordination is underway with Verizon and Breezeline to relocate several poles away from the sidewalk. The community, immediate neighbors, legislative representatives, and the St. Mary's County Commissioners have been informed of the construction. Traffic impact should be minimal. The boardwalk construction work will be deferred until late Fall/Winter 2022 due to Department of Natural Resources environmental timing issues.

#### Goodpaster Renovations for Chemistry Labs

The College selected Ziger Snead Architects to complete the design and engineering of the new chemistry/biochemistry lab, faculty research lab, and supporting lab facilities to be constructed in Goodpaster Hall. These labs will be constructed within the space created by the relocation of Educational Studies to the Learning Commons. The design phase, including architectural drawings and engineering specifications, was completed in late Summer 2022. Construction documents were then finalized and reviewed by the College's senior facilities staff in preparation for bid solicitation. A request for proposal was placed on eMaryland Marketplace and we anticipate a contract award in late October/early November. The goal is for these new labs to be completed in time for the Fall 2023 semester. The design costs were funded by the College and the construction costs (\$1.9M) were funded by the state as part of the Governor's capital improvement program. This is the penultimate element of the 2012-2027 Facilities Master Plan.

#### Montgomery Hall Future Renovation

Renovation of 40-year-old Montgomery Hall was recently advanced forward on the Governor's Capital Improvement Program. Design funding will now be provided in FY24, with major renovation starting in FY25 and project completion in FY26. The anticipated scope of the planned renovations will be revisited and updated to reflect changes in the Art and Art History and Theater programs. The Office of Facilities Planning staff have developed, with faculty input, the temporary utilization for the spaces vacated by the Music Department when it relocated to the Nancy R. and Norton T. Dodge Performing Arts Center. These plans call for minimal makeover of existing space since the major renovation will start in FY25.

#### State Supported Capital Infrastructure Projects Update

For FY21, the state awarded the College \$4.4M to address capital infrastructure projects. The Governor and the Legislature provided an additional \$1.0M in March 2021 for use on any shovel-ready infrastructure project. With the additional \$1.0M we completed the campus roadway/sidewalk improvement upgrades. The original \$4.4M was used for the Calvert Hall HVAC system replacement and electrical upgrades (\$3.3M) and the replacement of the slate roofing, and repair to the brick masonry on Calvert Hall (\$1.1M). Taking advantage of this unoccupied building, FY22 State infrastructure funding was utilized to replace all windows in Calvert Hall (\$0.65M). Additionally, as part of the Calvert Hall renovation, all ceiling tile grids were replaced, new LED lighting was installed throughout the building, new carpet was installed on two of the building's floors, and offices and hallways were painted. Calvert Hall will be extremely energy efficient and provide a much-improved atmosphere for all occupants.

Additional FY22 infrastructure projects completed, or in progress, include the design cost associated with the Schaefer Hall HVAC project (\$0.3M), the Kent Hall cooling tower replacement (\$0.4M), the Route 5 sidewalk/boardwalk matching grant requirement (\$0.2M), and

\$1.35M in available FY22 funds will be used to supplement the higher-than-expected cost of the Schaefer Hall HVAC replacement project. Mueller, the mechanical contractors, have finalized the design specifications and we will solicit bids for this fall. The Schaefer Hall HVAC project work will be staged between heating and cooling seasons as the building will remain occupied and functional. This project is expected to start in late Spring 2023.

The College was provided \$5.0M in infrastructure support from the State for FY23, which must be fully expended within three years. We are using \$2.0M of this allocation for the Schaefer Hall HVAC project as total costs here exceeds \$3.4M. Other FY23 infrastructure improvements include the Campus Center partial roof replacement (\$0.7M), the Campus Center roof top unit replacement (\$1.4M), smaller projects involving campus wayfinding and signage, and IT distribution upgrades. We fully expect to expend all of the FY23 allocation by early FY24.

#### Maryland Heritage Interpretative Center

The Maryland Heritage Interpretative Center project went out for solicitation in April 2022 with bids due in mid-May. W.M. Davis, a local major building contractor, was the sole bidder for the project at \$12,011,704. The College secured approval from the Board of Public Works for this project on August 31, 2022 and the contract was awarded on September 12, 2022. We anticipate the project to begin in late fall or early winter, with the goal of project completion in time for Maryland Day 2024.

#### Mattapany Road Improvements/Howard Property/Right of Way Action

The College, Historic St. Mary's City, and the St. Mary's County Department of Public Works collaborated to address road safety improvements to Mattapany Road and agreed on a conceptual design that would make the road significantly safer for motorists, pedestrians, and bicyclists, while minimizing the impact to historical resources.

The Department of Public Works requested funding in their annual FY23 capital improvement submission. The St. Mary's County Commissioners reviewed the submission and approved \$450K to complete these much-needed road improvements. Currently, the contractor is clarifying the construction specifications and the Department of Public Works is developing the overall work schedule and sequence.

#### Increased Campus Broadband Capabilities

The College is in the process of bringing 100Gb broadband capability to campus. This increased capability will support the College's growing academic, administrative, and student demands, and the potential for an Applied Data Science academic major in the future. The increased broadband capacity will require major upgrades to the College's IT infrastructure. We are hopeful that FY23 state capital infrastructure funds may be used for these IT capital improvements.

#### Network Reliability Topics

The Wi-Fi capabilities in the academic and administrative buildings are at end-of-life status and cannot be upgraded by software enhancements. These obsolete units present a technology and security risk that the College must address. Replacement with new Wi-Fi equipment and software will allow significant improvement of the wireless users' experience on the network.

and the optimization of management and configuration control of the new access points, as well as improve security.

The two campus data centers and the voice over internet protocol switch room require new uninterruptible power supply systems to maintain the infrastructure when we experience power failures, or if needed, until longer-term emergency power backup systems kick in. New uninterruptible power supply systems are a critical component of data center backup power, as they suppress power surges, thus preventing damage to sensitive technology equipment.

We have engaged the Governor's office to explore the possibility of the state allocating one-time funding support in FY24 to the College to cover these expenses.

Campus-Wide Phone Replacement Project with Voice over Internet Protocol (VoIP) Capability  
Replacement of the current 20+ year-old legacy phone system with state-of-the-art VOIP instruments is now complete.

#### Cybersecurity

The Office of Information Technology has implemented the Information Security Awareness program as part of the College's Cybersecurity Awareness Initiative. The program has four components: training; multi-factor authentication for most campus community applications; use of encryption software for users who transfer Personal Identifiable Information (PII); and reducing the number of staff and faculty with administrative rights.

#### Enterprise Resource Planning System

The Enterprise Resource Planning (ERP) software implementation with our Anthology partners continues. The College purchased two major modules, the Student (CNS) module and the Finance, Human Resources and Payroll (CNF/HR) Modules. We forecast go-live for the CNS (student) system in late May 2023. The go-live date for the CNF module is anticipated in early 2023.



**BOARD OF TRUSTEES**  
**TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE**  
**REPORT SUMMARY**

**Date of Meeting:** October 14, 2022

**Date of Next Meeting:** February 3, 2023

**Committee Chair:** Donny Bryan '73

**Committee Members:** Nicolas Abrams '99, John Bell '95, Alice Bonner '03, Board Chair Susan Dyer, Elizabeth Graves '95, President Tuajuanda Jordan, Aaron Tomarchio '96, Danielle Troyan '92

**Staff Member:** Paul Pusecker

**Dashboard Metrics**

N/A
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Executive Summary

**Discussion Items**

FY24-28 State Capital Budget Request

The College's proposed FY24-FY28 state-funded capital budget request includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and initial design funds to address critical building improvements in Calvert Hall, including ADA compliance requirements and life safety improvements for this 90-year-old building.

Route 5 Sidewalk / Boardwalk Project

The College has contracted with S.E. Davis Construction to build the new pedestrian and bicycle path from the St. John's Pond Bridge to the North Field. The approximately 10-ft wide asphalt path will be separated from the existing Route 5 right-of-way by several feet of grass buffer. A boardwalk will be constructed over Wherritt's Pond and the protected wetlands to allow for continuation of the path to the North Field. Active sidewalk construction has begun.

Maryland Historic Interpretive Center (MHIC)

This interpretive and visitor center will be the first stop for visitors to Historic St. Mary's City. It will reflect the traditional structure designs of Historic St. Mary's City in a contemporary way, while complementing the existing Anne Arundel Hall complex. The College secured Board of Public Works approval for this project on August 31, 2022 and the contract was awarded on September 12, 2022. The goal is to have the MHIC completed in time for Maryland Day 2024.

**Information Items**

Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons

Substantial building completion of the Learning Commons occurred in early July 2022. Faculty and staff from the Educational Studies Department moved into the building on July 1 and classes

for the Master of Arts in Teaching program began on July 5, 2022. The Brew'd Awakening Café opened on September 6, 2022.

The Nancy R. and Norton T. Dodge Performing Arts Center is completed. The Music Department moved into the academic wing prior to the start of the fall semester and are actively using the recital, ensemble, and practice room spaces extensively. The recital hall was completed and put into use on September 1, 2022. Grand opening festivities took place on September 23 and 24, 2022.

#### Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons Public Art Installation

The College, working directly with the Maryland State Arts Council, formed a committee consisting of several faculty, staff, and community representatives to solicit an artist. A national call for interest was overwhelmingly successful with 159 viable submissions, from which the committee selected 10 semi-finalists. Four finalists were selected to participate in a public forum on September 28, 2022. The committee is preparing to select the successful artist and award the contract. It is estimated that the installation should occur in the summer of 2023.

#### Hilda C. Landers Library Reimagining Project

During the 2022 Legislative Session, the College was successful in securing \$4.0M for the reimagining and renovation of the Hilda C. Landers Library. The first floor will be converted from open stacks to small group meeting and office spaces creating a student support center that is focused on facilitating student persistence, graduation, and preparation for the workforce.

The College has engaged Quinn Evans Architects to assist in this visioning and design effort and anticipates awarding of the construction contract in early 2023, with renovation and construction starting in June 2023. Completion is expected prior to start of the Fall 2024 semester.

#### Goodpaster Hall Lab Renovation

The College selected Ziger Snead Architects to complete the design and engineering of the new chemistry/biochemistry lab, faculty research lab, and supporting lab facilities to be constructed in Goodpaster Hall. The design phase was completed in late Summer 2022. A request for proposal was placed on eMaryland Marketplace and we anticipate a contract award in late October/early November. The goal is for these new labs to be completed in time for the Fall 2023 semester.

#### Marine Science Lab Renovation

The Marine Science program requires a dedicated teaching laboratory. With the current Marine Science enrollment targets exceeding projections, it is necessary to accelerate renovation of the space to accommodate the curriculum. Lab 116 in Schaefer Hall has been identified as the initial teaching laboratory and complete demolition of the existing lab was finished in August 2022. A committee, consisting of faculty members from the Marine Science and Biology Departments, is now working with Ziger Snead Architects on the schematic design phase. We expect final construction documents to be completed and the project to go out for bid in December 2022, with award in early 2023, and construction to begin in early spring.

#### Mattapany Road Improvements

The College, in consultation with Historic St. Mary's City, collaborated with the St. Mary's

County Department of Public Works to address road safety improvements to Mattapan Road. A conceptual design was developed for the much-needed safety improvements to make the road significantly safer for motorists, pedestrians, and bicyclists, while minimizing the impact to historical resources. The St. Mary's County Commissioners approved a funding request from the Department of Public Works in the amount of \$450K to complete these much-needed road improvements. We await release of the schedule from the County.

#### State Supported Capital Infrastructure Projects

For FY21, the state awarded the College \$4.4M to address capital infrastructure projects. The Governor and the Legislature provided an additional \$1.0M in March 2021 for use on any shovel-ready infrastructure project. With the additional \$1.0M we completed the campus roadway/sidewalk improvement upgrades. The original \$4.4M was used for the Calvert Hall HVAC system replacement and electrical upgrades (\$3.3M) and the replacement of the slate roofing and repair to the brick masonry on Calvert Hall (\$1.1M). Taking advantage of this unoccupied building, FY22 state infrastructure funding was utilized to replace all windows in Calvert Hall (\$0.65M).

Additional FY22 infrastructure projects completed, or in progress, include the design cost associated with the Schaefer Hall HVAC project (\$0.3M), the Kent Hall cooling tower replacement (\$0.4M), the Route 5 sidewalk/boardwalk matching grant requirement (\$0.2M), and \$1.35M in available FY22 funds will be used to supplement the higher-than-expected cost of the Schaefer Hall HVAC replacement project.

The College was provided \$5.0M in infrastructure support from the state for FY23 that must be fully expended within three years. We are using \$2.0M of this allocation for the Schaefer Hall HVAC project as total costs here exceed \$3.4M. Other FY23 infrastructure improvements include the Campus Center partial roof replacement (\$0.7M), the Campus Center roof top unit replacement (\$1.4M), smaller projects involving campus wayfinding and signage, and IT distribution upgrades. We fully expect to expend all of the FY23 allocation by late FY24.

#### Technology Overview

The College is in the process of bringing 100Gb broadband capability to campus. This increased capability will support the College's growing academic, administrative, and student demands, and the potential for an Applied Data Science academic major in the future. We expect the 100Gb pipe to arrive on campus in late Fall 2022. The increased broadband capacity will require major upgrades to the College's IT infrastructure, including switches, fiber, routers, etc. We are hopeful that FY23 state capital infrastructure funds may be used for these IT capital improvements.

The two campus data centers and the voice over internet protocol switch room require new uninterruptible power supply systems to maintain the infrastructure when we experience power failures, or if needed, until longer-term emergency power backup systems kick in. New uninterruptible power supply systems are a critical component of data center backup power, as they suppress power surges, thus preventing damage to sensitive technology equipment. We are in the process of securing cost estimates.

Replacement of the current 20+ year-old legacy phone system with state-of-the-art voice over internet protocol instruments is now complete.

#### Cybersecurity

The Office of Information Technology has implemented the Information Security Awareness program as part of the College's Cybersecurity Awareness Initiative. The program has four components: training; multi-factor authentication for most campus community applications; use of encryption software for users who transfer Personal Identifiable Information (PII); and reducing the number of staff and faculty with administrative rights.

The Enterprise Resource Planning (ERP) software implementation with our Anthology partners continues. The College purchased two major modules, the Student (CNS) module and the Finance, Human Resources and Payroll (CNF/HR) Modules. We forecast go-live for the CNS (student) system in late May 2023. The CNF module (Finance, Human Resources, and Payroll) continues to make progress with a go-live date anticipated in early 2023.

#### Historic St. Mary's City Commission Report

Historic St. Mary's City has a number of capital projects underway, including construction of the Maryland Heritage Interpretive Center. Part of this project includes repairs to the Farthing's parking lot.

The Commission received a grant from Access Maryland to design and construct ADA compliant restroom facilities to replace the current restrooms located near the State House. Additionally, the Department of General Services is preparing final construction designs for repairing the ADA paths through the museum grounds.

The new Maryland Dove sailed into its home port for the first time on August 27<sup>th</sup> accompanied by a flotilla of approximately 60 boats under sail or motor.

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

##### **II.A. Approval of the Facilities Renewal Policy**

The Joint Chairmen's Report (JCR) from the 2022 legislative session mandated that higher education institutions must have an approved Board-level Facilities Renewal Policy. St. Mary's College of Maryland does not currently have a Board of Trustees approved policy in place. The JCR requires the establishment of such a policy and for the adopted policy to be submitted to the Senate Budget and Tax and the House Appropriations Committees by December 31, 2022. The purpose of the policy is to adequately address the backlog of deferred maintenance projects and to establish an overall annual spending target on facilities renewal. The College proposed policy recommends that institutional spending for facilities renewal, on an annual basis, shall be targeted at a minimum of 8% of the current deferred maintenance value for all institutional assets.



**ST MARY'S**  
**COLLEGE of MARYLAND**  
*The National Public Honors College*

**BOARD OF TRUSTEES**  
**ST. MARY'S COLLEGE OF MARYLAND**  
**TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE**  
**MEETING OF OCTOBER 14, 2022**

**OPEN SESSION**  
**AGENDA**

**I. DISCUSSION ITEMS**

- A. FY24-28 State Capital Budget Request
- B. Route 5 Sidewalk / Boardwalk Project
- C. Maryland Historic Interpretive Center (MHIC)

**II. ACTION ITEMS**

- A. Approval of the Facilities Renewal Policy

**III. INFORMATION ITEMS**

- A. Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons Final Update
- B. Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons Public Art Installation
- C. Hilda C. Landers Library Reimagining Project
- D. Goodpaster Hall Lab Renovation
- E. Marine Science Lab Renovation
- F. Mattapany Road Improvements
- G. State Supported Capital Infrastructure Projects
- H. Technology Overview
- I. Historic St. Mary's City Commission Report
- J. Minutes (Meeting of May 13, 2022)

**IV. RECONVENE TO CLOSED SESSION (ACTION ITEM)**

Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article, the Open Meetings Act, for the purposes set forth In the closing statement specifically, reputational information of prospective donors.

*A portion of this meeting will be held in closed session. If a matter arises during closed session that must be discussed in open session, the Board will reopen the open session of the meeting at that time.*

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE**

**ACTION ITEM 2223 -14**

**APPROVAL OF THE FACILITIES RENEWAL POLICY**

*(See Committee materials for more information)*

**RECOMMENDED ACTION**

The Technology, Buildings, and Grounds Committee recommends approval by the Board of Trustees of the proposed Facilities Renewal Policy.

**RATIONALE**

The Joint Chairmen's Report (JCR) from the 2022 legislative session, dated April 2022, highlighted that St. Mary's College of Maryland does not currently have a Board of Trustees approved Facilities Renewal Policy in place. The JCR requires the establishment of such a policy and for the adopted policy to be submitted to the Senate Budget and Tax and House Appropriations Committees by December 31, 2022. The purpose of the policy is to adequately address the backlog of deferred maintenance projects and to establish an overall annual spending target on facilities renewal.

The Technology, Buildings, and Grounds Committee recommends that institutional spending for facilities renewal, on an annual basis, shall be targeted at a minimum of 8% of the current deferred maintenance value for all institutional assets. As an example, effective July 1, 2022, the College estimated deferred maintenance at approximately \$15M (source: Facilities Condition Index Report, 2021-2026), which will require a commitment of \$1.2M from operating revenue to address critical renovation, replacement, or upgrades of systems. The current year plant fund budget, subsidized by student fees, totals \$1.4M, which is above our target.



**BOARD OF TRUSTEES  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting:** May 13, 2022

**Status of Minutes:** Approved June 6, 2022

**Committee Members Present:** Committee Chair Donny Bryan '73, Nicolas Abrams '99, John Bell '95, Alice Bonner '03, Michael Dougherty, Board Chair Susan Dyer, Elizabeth Graves '95, President Tuajuanda Jordan, Danielle Troyan '92

**Committee Members Absent:** None

**Staff Members:** Paul Pusecker

**Others Present:** Joshua Ajanaku '22, Carlos Alcazar, Anirban Basu, Betsy Barreto, Allison Boyle, Anne Marie Brady '93, Peter Bruns, Kelsey Bush '94, Jeff Byrd, Paula Collins, Carolyn Curry, Jonathan Dobry, Peg Duchesne '77, Michael Dunn, Regina Faden, Judy Fillius '79, Katie Gantz, Mary Grube, Melanie Hilley '92, Sven Holmes, Jerri Howland, David Hautanen, Brayan Ruiz Lopez '24, Doug Mayer '04, Scott Mirabile, Brad Newkirk, Dereck Rovaris, Jenell Sargent, Maury Schlesinger, Bill Seale, Shanen Sherrer, Ray Wernecke, Charlie Wilson, John Wobensmith '93, Anna Yates, Derek Young '02

**Executive Summary**

Technology, Buildings, and Grounds Committee Chair Donny Bryan '73 called the meeting to order at 10:00 a.m. Committee member attendance was taken. Participation was both in-person and via videoconference.

**Discussion Items**

Route 5 Boardwalk Project Update

The project is 80% funded by a Transportation Alternatives Project grant from the Federal Highway Administration. The remaining portion is funded from the College's state capital appropriation. There is no cost to the College for this project. Construction is expected to begin during Summer 2022. The boardwalk construction will be deferred until Fall/Winter 2022 due to Department of Natural Resources environmental timing issues. The project is expected to be completed by Spring 2023.

FY23 Legislative Session Capital Budget Impact

The College had anticipated receiving \$3.889M in FY23 capital funding, however, due to actions taken by the Governor and the Legislature, the College received a total of \$10.9M. An additional \$3.0M was provided for infrastructure improvements and deferred maintenance projects, for a total of \$5.0M. In addition to the FY23 funding, the Governor's Five-Year Capital Improvement Plan

should provide annual funding of \$2M each year through FY27 for infrastructure improvement projects.

Also included is \$4.0M for the Hilda C. Landers Library Reimagining. A workgroup will be formed this summer to discuss programming and reconfiguration of the first floor. The Goodpaster Hall renovation project received \$1.9M for the conversion of vacant spaces into research and teaching labs for chemistry and biochemistry. The Montgomery Hall renovation was accelerated. We anticipate receiving a total of \$40.0M between FY24 and FY26 for this important renovation project. At the request of Delegate C.T. Wilson, the Legislature provided \$100K for Dr. Julia King to perform an historical, archaeological, and ethnographic overview of Mount Aventine's Black community for the period between 1700 and 1950.

The College submitted a congressional earmark proposal through Majority Leader Steny Hoyer for the acquisition of a large research vessel to support the College's Marine Science program. The \$900K earmark was approved by congressional action and signed by President Joe Biden. We are awaiting the distribution of funds and have begun developing vessel specifications in order to solicit bids. The College has since submitted two additional Federal funding requests for FY23, one for \$1.0M to be used for the renovation of the aquatics research lab in Schaefer Hall through Majority Leader Steny Hoyer, and the other for \$750K to be used for new scientific equipment to support the Marine Science program through Senator Ben Cardin.

### **Information Items**

#### Performing Arts Center and Learning Commons Annex Update

Both buildings will be fully operational for the Fall 2022 semester. Faculty have selected their offices and are preparing for the physical move, which will take place in early summer. Operational protocols and procedures to address the use of the facility by faculty, staff, students, and the community have been defined. The recruitment of a director of production and events for the performance venues is underway. The artist selection process for the public art installation is moving forward. The number of submissions has been narrowed down to four finalists who will present their proposals on campus. It is expected that the artwork installation will take place in 2023. A comprehensive update will be provided to the Committee at its fall meeting.

#### Capital Infrastructure Improvement Projects

The College received \$4.7M from the state last year to address capital infrastructure and deferred maintenance projects. An additional \$1.0M was provided in March 2021 for use on any shovel ready infrastructure project. These funds were used to complete the campus roadway/sidewalk improvement project and for the Calvert Hall HVAC system replacement and electrical upgrades, which are currently underway. FY22 state infrastructure funding will be utilized to replace all windows in Calvert Hall with modern, historically accurate frames. Further, available FY21 funding will be used to replace the slate roofing and to repair the exterior brick masonry. The Schaefer Hall HVAC replacement design specifications should be completed in Summer 2022. The project is expected to start in late Spring 2023.

#### Technology Overview

The Information Technology Advisory Council was formed to further institutional technology goals by serving in an advisory role on procedural, organizational, and support issues as they relate

to academic services and business practices affected by technology use. The Council held its first meeting in April and plans to meet monthly beginning in Fall 2022.

The College is moving forward with bringing 100Gb broadband capability to campus. This increased capability will support the growing academic, administrative, and student demands, as well as the potential for an Applied Data Science academic major in the future. The 100Gb pipe is expected to arrive on campus in late Summer 2022. This increased broadband capacity will require major upgrades to the College's IT infrastructure. An assessment of those requirements is underway.

Replacement of the current legacy phone system with state-of-the-art VOIP instruments is progressing. More than 600 of the new phones have been installed across campus. Training and cutover to the new system should occur in the June timeframe.

The Office of Information Technology has implemented the Information Security Awareness program as part of the College's Cybersecurity Awareness Initiative. All faculty, staff, and students were provided with instructions for completing the cybersecurity training course entitled *Security Awareness Essentials*. Executive Council members will complete specialized training entitled *Information Security for Executives* in addition to the *Security Awareness Essentials* course. Moving forward, specialized training will be provided as needed to specific offices. All new students will be required to complete the cybersecurity awareness training prior to enrolling.

The Enterprise Resource Planning software implementation continues. The Human Resources and Payroll module is scheduled to go-live later this summer. The Student module should be ready for implementation in early 2023.

#### The Maryland Heritage Interpretive Center

The project went out for solicitation in April 2022 with bids due in mid-May. Funding in the amount of \$4.7M for the final design and initial construction of the Maryland Heritage Interpretive Center is included in the current year state budget.

#### Mattapan Road Improvements/Howard Right of Way Action

The College, Historic St. Mary's City, and the St. Mary's County Department of Public Works have developed a conceptual design plan for safety improvements to Mattapan Road. These improvements would make the road significantly safer for motorists, pedestrians, and bicyclists, while minimizing the impact to historical resources. The St. Mary's County Department of Public Works has requested funding support from the County Commissioners in their annual capital improvement submission.

#### Historic St. Mary's Commission Report

Historic St. Mary's City Commission Executive Director Regina Faden announced that Rear Admiral Tim Heely, USN Retired, would begin his tenure as chair of the Commission on July 1<sup>st</sup>, 2022. The Commission has been awarded a \$315K grant by the National Endowment for the Humanities to support the production of interactive interpretive elements called Storytellers. The new Maryland Dove is scheduled to arrive on August 27<sup>th</sup>, after which a celebration for the state's newly commissioned ship will take place at Historic St. Mary's City.

## **Action Items**

### **II.A. Approval of the FY23 Plant Fund Capital Budget**

The proposed FY23 Plant Budget, in the amount of \$1.403M, is completely funded by student facility fees. The Committee reviewed the proposed FY23 Priority A plant projects. A motion to approve the action item was made by Committee Chair Donny Bryan '73. The Committee approved the action item unanimously and will provide its endorsement to the Finance, Investment, and Audit Committee, who will present the item to the Board of Trustees for approval at its May 13, 2022 meeting.

### **II.B. Approval of the FY24-FY28 State Capital Budget Proposal**

The proposed FY24-FY28 state-funded capital budget request includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and initial design costs associated with interior improvements and ADA compliance issues in Calvert Hall. A summary of the FY24-FY28 state capital budget request and a comparison to the Governor's Five-Year Capital Improvement Plan were provided to the Committee. A motion to approve the action item was made by Committee Chair Donny Bryan '73. The Committee approved the action item unanimously and will provide its endorsement to the Finance, Investment, and Audit Committee, who will present the item to the Board of Trustees for approval at its May 13, 2022 meeting.

### **II.C. Approval of the Annual Facilities Condition Report**

The Technology, Buildings, and Grounds Committee is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. Overall, the report indicated that the campus remains in good condition. Deferred maintenance remains a concern and actions are planned to prioritize renovation efforts based on the facilities condition index. The state-funded infrastructure improvements projects, included in the Governor's capital budget, is projected to provide \$15.0M from FY23 to FY28, which will reduce our deferred maintenance and improve campus functionality. A motion to approve the action item was made by Committee Chair Donny Bryan '73. The motion was seconded and the action was approved unanimously.

The meeting adjourned at 10:35 a.m.