

ST MARY'S COLLEGE *of* MARYLAND

The National Public Honors College

BOARD OF TRUSTEES OPEN SESSION

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

February 4, 2023
10:15 a.m.



Board of Trustees

Glendening Annex

Feb 4, 2023 10:15 AM - 1:00 PM EST

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**BOARD OF TRUSTEES
TRUSTEE GOVERNANCE COMMITTEE
OPEN SESSION**

REPORT SUMMARY

Date of Meeting: February 3, 2023

Date of Next Meeting: May 12, 2023

Committee Chair: Paula Collins

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

Staff Member: David Taylor

Dashboard Metrics: None

Executive Summary:

To discuss the ongoing need to have potential trustee candidates with a range of professional experiences; to implement a change discussed at the Oct. 14 meeting to benefit from trustee expertise.

Discussion Items:

- Trustee Recruitment

Action Items:

- III. A. Bylaws Change – Number of Committees on Which Trustees can Serve



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
TRUSTEE GOVERNANCE COMMITTEE MEETING
FRIDAY, FEBRUARY 3, 2023**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Trustee Recruitment
- III. ACTION ITEMS**
 - A. Proposed Bylaws Change - Number of Committees on Which Trustees can Serve
- IV. INFORMATIONAL ITEMS**
 - A. Minutes from Governance Meeting of Oct. 14, 2022
- V. ADJOURNMENT OF OPEN SESSION**

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

ACTION ITEM 2223-20

NUMBER OF COMMITTEES ON WHICH TRUSTEES CAN SERVE

RECOMMENDED ACTION

The Trustee Governance Committee recommends a word change in the Bylaws, Article IV, Section 1, to state: *Ordinarily, committee chairs shall not serve in the same position for more than three (3) consecutive years and all voting Trustees shall serve on at least one, but routinely not more than two, standing committees at the same time, not including Executive Committee membership.*

RATIONALE

Many trustees sit on at least two committees (and in some cases three) or have additional responsibilities such as serving as the board liaison to Historic St. Mary's City, as the board liaison for Government Relations, or as a member of the Joint Investment Advisory Committee. Currently the bylaws state that trustees must sit on one but no more than two committees. We propose that the Bylaws language be changed as outlined below:

ARTICLE IV. Board Committees

1. GENERAL: The Board shall establish such standing and ad hoc committees as it deems appropriate to discharge its responsibilities. As Board policy, they shall be reviewed at least every other year for their adequacy and appropriateness.

In consultation with the President, the Chair of the Board of Trustees shall appoint the chair and a vice chair or co-chair, if desired, and the members of each standing and ad hoc committee, except for the Executive Committee whose members are determined by these Bylaws. Ordinarily each Board standing committee shall have at least five (5) members, the majority of whom shall be voting Trustees, with a chair and vice chair or co-chair, if appointed, who also shall be voting trustees. The Chair of the Board of Trustees and President shall be ex-officio members of all committees, except as otherwise cited in these Bylaws. A designee of the President shall staff each committee. Ordinarily, committee chairs shall not serve in the same position for more than three (3) consecutive years and all voting Trustees shall serve on at least one, but *routinely* not more than two, standing committees at the same time, not including Executive Committee membership. Approximately every other year, all Trustees shall be asked by the Board Chair to express their preferences for possible changes in their committee assignments.

BOARD OF TRUSTEES
TRUSTEE GOVERNANCE COMMITTEE
OPEN SESSION

MINUTES

Date of Meeting: October 14, 2022

Status of Minutes: Approved

Committee Chair: Paula Collins

Committee Members Present: Board Chair Susan Lawrence Dyer; Gail Harmon; Glen Ives; President Tuajuanda Jordan; Danielle Troyan '92; John Wobensmith '93.

Committee Members Absent: Donny Bryan '73.

Staff Member: David Taylor.

Trustees Present: Nick Abrams '99; John Bell '95; Alice Bonner '03; Peter Bruns; Peg Duchesne '77; Judy Filius '79; Elizabeth Graves '95; Gail Harmon; Sven Holmes; Larry Leak '76; Jesse Price '92; Brayan Ruiz Lopez '24; Aaron Tomarchio '96.

Others Present: Betsy Barreto; Carolyn Curry; Katherine Gantz; David Hautanen; Jerri Howland; Elena Langrill; Paul Pusecker; Dereck Rovaris; Shanen Sherrer.

Executive Summary

Committee Chair Paula Collins called the meeting to order at 9:02 a.m. A motion was made to approve the agenda as written; it was seconded and passed unanimously.

Discussion Items

Restructured Board Committee – Board Chair Dyer led a discussion regarding the expansive breadth of the Campus Life Committee and made the suggestion that a co-chair be appointed – Trustee Price – to provide appropriate focus on campus wide diversity, equity, and inclusion policies and practices while Campus Life Committee Chair Troyan continued to focus on student engagement and well-being.

Committee Structure – Board Chair Dyer also led a discussion on committee structure regarding the number of committees that trustees can serve on; the bylaws state “at least but not more than two,” while, many are serving on three. The question is whether we should have smaller committees to allow our trustees to focus on key areas. After discussion, it was agreed that at the next Board meeting, Chair Collins would bring forth a motion to change the bylaws to accommodate current practice.

Action Items

Third Term - Chair Collins led a discussion on term limits. While the need to refresh the Board is essential, she indicated there are times when it is in the College’s best interest for a limited number of trustees to serve an additional term. This change would require an amendment to the bylaws. A motion to make that change was brought forth and seconded. The motion passed unanimously to go to the full Board for a vote.

Technical Edit - Chair Collins presented a motion to approve a change in the bylaws to correct a drafting error, that required that Board and Committee meeting minutes be approved “no more than” six weeks after the meeting, instead of the existing language of “no less than six weeks.” The motion was seconded, a vote was taken and passed for a vote by the full Board.

Three Year Calendar - Chair Collins presented a motion to approve the Board of Trustees meeting schedule for 2022 through 2025. One question was raised and confirmed that we should plan on a two-day retreat as part of the schedule. The motion was seconded, a vote was taken and passed for a vote by the full Board.

Information Items

Ark and Dove - Chair Collins reminded committee members to let President Jordan know of nominations for the Ark and Dove Award to be presented next October. This award is given to those whose dedication and service to the College has been noteworthy in advancing the College’s mission. Nominations can be made from now into April, with formal nominations put forward by the President for consideration at the May meeting.

Chair Collins referenced that at the closed Board meeting tomorrow, the Board would consider actions taken in closed session at the September Governance Committee meeting regarding Trustee nominations.

President Jordan complimented Committee Chair Collins on an efficient meeting. She reminded those present that for those committees that meet outside of Committee Day, it is essential to let their liaison know so that stakeholders, including the public, may be notified appropriately and that the OMA requirements must be followed.

Chair Collins concluded the meeting by calling for a motion to end the meeting; on a second and vote, the meeting concluded at 9:15 a.m.

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BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

OPEN SESSION REPORT SUMMARY

Date of Meeting: February 3, 2023

Date of Next Meeting: May 12, 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 October 14, 2022

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

III. N/A



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
MEETING OF FEBRUARY 3, 2023**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Faculty Senate Report
 - B. Dean of Faculty Report
- III. ACTION ITEM**
 - A. N/A
- IV. INFORMATION ITEM**
 - A. Meeting Minutes of October 14, 2022

The committee expects to close a portion of this meeting.

January 2023

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

Managing Change and Moving Forward

At this point in the academic year, the faculty are primarily managing the “usual” (teaching, scholarship, service) and the “new” (navigating the new course matrix and engaged learning, working on strategic planning, launching our work on the upcoming Middle States review, and awaiting details of the new academic administrative structure). Given that much time currently is spent managing these issues, I will use this report to focus on three items that will need attention moving forward: bylaws revision, faculty workload, and joint shared governance review.

Faculty Bylaws Revision

There are several changes that must be made to the Faculty Bylaws to bring them into accord with current practices. Some changes are more minor (e.g., title changes), but other changes are more substantive, such as those regarding the new academic administrative structure. Work on the revisions to the bylaws will begin soon (with a focus on the minor issues first). The work on the areas of the bylaws that relate to the new academic administrative structure will need to be undertaken when more details are provided about that structure.

Faculty Workload

Given the reduction in numbers of tenured and tenure-track faculty at the College as well as continuing frustration regarding the process of implementing a new academic administrative structure, faculty burnout remains a critical issue. As one example, we are finding service roles to be more of a strain than in previous years. The faculty are looking at ways to improve functions in this area, including reviewing the composition of senate subcommittees and addressing discrepancies in advising loads. It is our hope that changing our service workload by streamlining what we do would result in more time for both scholarly pursuits and more time to mentor our students. We also hope improved processes in shared governance will improve faculty morale, as shared governance remains one of the faculty’s biggest concerns.

Joint Shared Governance Review

Per the suggestions of the Board of Trustees and President Jordan at the October 2022 Academic Affairs Committee meeting, I have met with Katie Gantz (VPAA) and David Taylor (Executive Associate to the President) to begin the process of a formal “review” of shared governance that mirrors the process we use for academic programs. We plan to invite a few experts in the shared governance process to provide a thorough review of our shared governance practices and as well as a set of recommendations for improvement. We have started the planning process and will provide more details before the May Board of Trustees meeting.

Respectfully submitted,
Libby Nutt Williams, Ph.D.

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BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE MEETING OF FEBRUARY 3, 2023

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

I. New Program Growth

The College's four newest majors (Marine Science and Neuroscience in their second year, Business and Performing Arts in their first year) continue to exhibit strong growth. From Fall 2022 to Spring 2023, the three fastest growing majors were all new programs (Figure 1a indicates growth rates as percent increase from fall to spring, while Figure 1b illustrates the change in number of declared majors in the newest programs between Fall 2022 to Spring 2023). All four new programs gained new majors at rates higher than the college average. Academic Affairs will continue to monitor interest in these majors to make sure we are meeting the curricular and programmatic needs of students who join these programs.

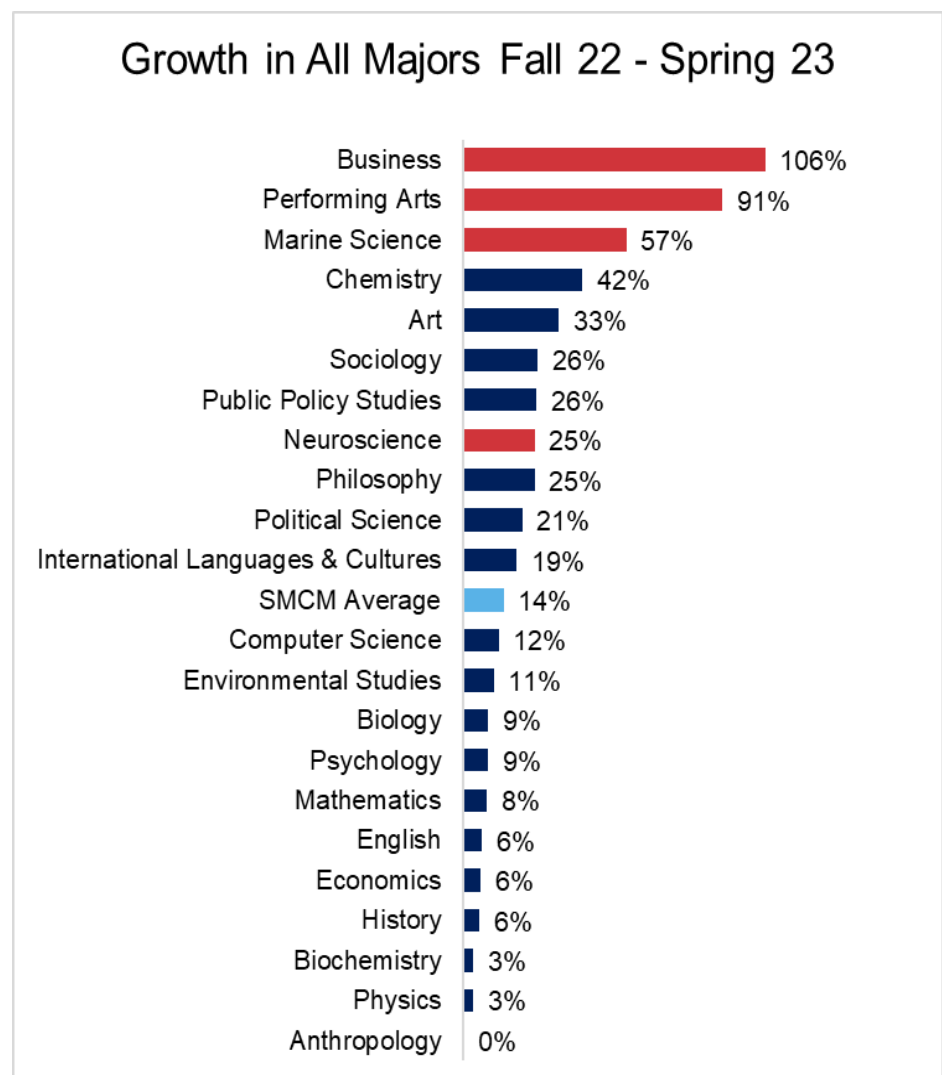


Figure 1a: Growth in all Majors from Fall 2022 to Spring 2023

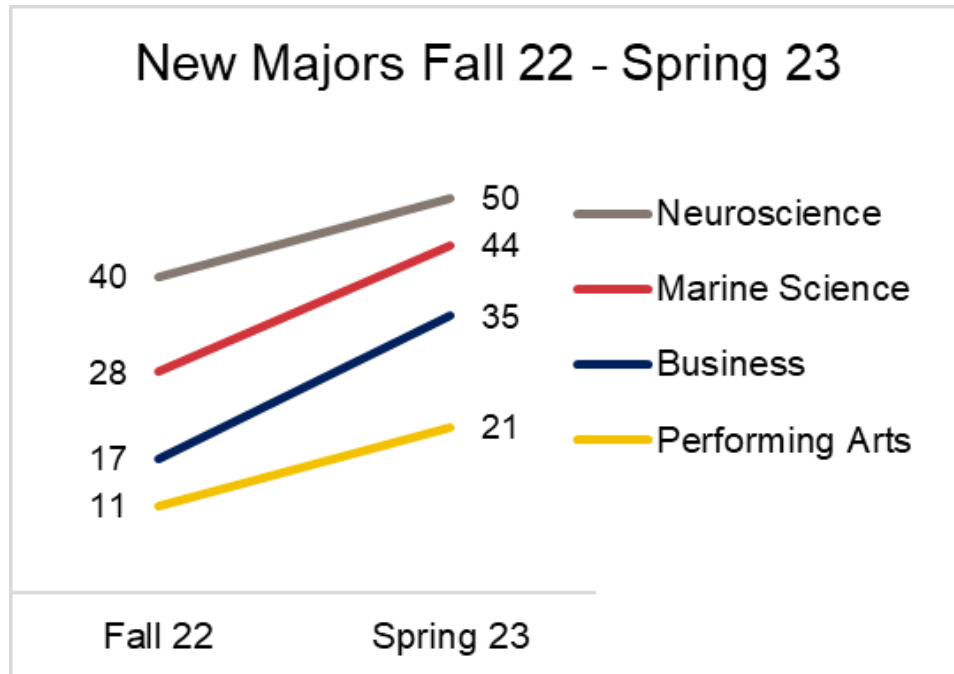


Figure 1b: New Majors Growth from Fall 2022 to Spring 2023

II. FY23 Hiring Updates

We continue to actively address staffing gaps that have arisen from recent departures, shifts in programmatic needs, and a surge in first-year course seat demand. Figure 2 indicates the departments undertaking a tenure-track hire this year and the status of the search.

Position	Status of Search
Asst. Prof. of Biology, <i>Ross Fellow</i>	HIRED
Asst. Prof. of Business	Reviewing applications
Asst. Prof. of Economics	Reviewing applications
Asst. Prof. of Educational Studies	Interviewing finalists
Asst. Prof. of Environmental Science	HIRED

Asst. Prof. of Environmental Studies, <i>Ross Fellow</i>	HIRED
Asst. Prof. of History, affiliated faculty in Museum Studies, <i>Ross Fellow</i>	Interviewing finalists
Asst. Prof. of Mathematics	Interviewing finalists
Asst. Prof. of Theater, <i>Ross Fellow</i>	Interviewing finalists
Asst. Prof. of Music	Accepting applications
Asst. Prof. of Political Science	Interviewing candidates
Asst. Prof. of Psychology	HIRED

Figure 2: Departmental Hiring Search Status

We continue to make strong strategic hires in our Ross Fellows cluster hire initiative, with the goal to complete the hiring sequence with a total of six new tenure-track faculty on campus in fall 2023. Faculty diversity continues to be a core priority in our efforts to support our students from underrepresented groups, and central to providing broad and cutting-edge pedagogical expertise across our programs.

More generally, the coordination and resources dedicated to this intense year of twelve tenure-track searches have been fundamental to reenergizing our programs. In the short term, the reliability of permanent tenure-track faculty across the disciplines helps to ensure that new students have access to well-credentialed, experienced instructors with whom they can forge lasting positive relationships--a central tenet of retention strategies. In the longer term, the influx of high-caliber faculty into both new and existing majors allows programs to think creatively about curricular innovation, and how to design the distinctive educational experiences that will attract students to the unique opportunities that LEAD will support. In sum, there is much to be excited about in this busy hiring season, and by extension, the better student recruitment and retention that will mitigate the coming enrollment cliff.

III. Department/Program snapshots

Our first folio of Program Snapshots, circulated to the program chairs in May 2022, has already proven beneficial in creating a shared and better-informed understanding of program health between Academic Affairs and the program chairs. Hiring plans and tenure-track line proposals (due in December and early January, respectively) reflect a more data-informed reckoning of

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program needs, and just as importantly, the five-year scope of data keeps the focus on the contemporary staffing picture.

The inaugural set of snapshots (see OnBoard for supplemental materials) also revealed a number of challenges related to calculation and interpretation of the academic data, primarily related to the highly interdisciplinary and overlapping nature of our faculty and curricula which resists simple evaluation of a single “program”. We are investigating ways to incorporate those complexities into future snapshots. At this time, at the Board’s request, Academic Affairs has made an effort to define a reasonable calculation to determine program cost, revenue, and financial yield. Here, the Board and Academic Affairs share the following understanding regarding this effort:

1. These are now department-level snapshots because that is the level at which budgeting and financial accounting occur. For example, there is one department snapshot for the Department of Mathematics and Computer Science, rather than two program snapshots for the two disciplinary programs contained within.
2. The course and staffing overlap that exists in interdisciplinary programs common to the liberal arts presents the same significant challenges for determining how costs and revenue squarely fall within the curriculum as described for the academic data mentioned above.
3. While all programs would be self-sustaining in the ideal, a liberal arts institution takes into consideration that some elements of the program array must be maintained for the integrity of the curriculum even if they aren’t consistently self-sustaining.

With all this in mind, the current department snapshots include the following information for each department for FY21 and FY22¹:

- Majors and minors within the department’s programs
- Student credit hours (SCH) produced in all courses
- Faculty FTE
- Payroll, operating, and total expenses, including SCH-based share of college-wide expenses

¹ Regarding the shorter timespan represented in this data as compared to the previous snapshots: the PIVOT data that was referenced in TF3 spanned 5 years, but even then the skewing influence of the pandemic was significant. When approaching the work of adding comparable financial data to the newly-devised department snapshots, we saw no logic in another five-year span comparing the anomalous years of pandemic spending, pre- and post-prioritization. Instead, this initial calculation includes two years of data to reset the baseline.

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- Revenue, including SCH-based share of college-wide tuition and non-tuition revenue
- Financial yield (revenue minus expenses)

The department snapshots provide a high-level descriptive analysis of the academic programs, and provide a basis for year-to-year tracking of fiscal measures. One clear pattern that emerged is that nearly every department reported lower expenses overall in FY21 compared to FY22. This is almost certainly attributable to FY21 being the first full year of the pandemic, in which there were both mandated and practical limitations on spending. The FY22 financial measures will serve as a more relevant baseline from which to move forward, as departments return to more typical spending patterns including student events and professional travel.

IV. Restructuring update

Academic Affairs continues to move forward with the transition to the new academic administrative structure. In early January, the team convened for a retreat to plan next steps. Upon reviewing feedback from department chairs, faculty Senate, two town halls, and a meeting with the coordinators of Cross-disciplinary Study Areas (CDSAs), the team proposed a modification to the structure that would address the issue of the linked programs under a common department chair, the site of the most faculty concern and logistical issues.

This modification took two central givens as its framework :

1. The addition of the three associate deans each appointed to oversee a third of our programs is an important step forward in a more effective administrative structure. This shift would likewise remain committed to seeking out effective processes and principles.
2. Any changes would continue to remain within the resource parameters outlined in Divisional Model 2.5 and approved by the Board in May 2022.

The VPAA has spoken with the President and received approval to revise the administrative structure such that the 23 programs, presently linked into 13 units, will almost all be separated into autonomous departments. At the time of this writing, details are still being finalized; the faculty has been alerted that this modification is forthcoming and will be detailed at the February 1st Faculty Senate meeting, and a more comprehensive description will be forthcoming in the AAC open session. Throughout February, Academic Affairs will be meeting with department chairs and holding Q&A sessions to provide information on the implementation plans.

I am extremely proud of the teamwork that went into this modification; these efforts proactively address a number of the faculty's most central concerns while adhering to our fiscal and administrative objectives. I believe this will be positively received, and that this will help advance our implementation efforts.

V. Addressing Academic Burnout

A. Supporting Struggling Students

Throughout the fall semester — and made more concrete after midterms — faculty's reports of student disengagement coalesced into larger concerns of burnout, also reported in college-age students nationwide. Quite apart from the student issues of depression and anxiety that dominated the two previous years during pandemic teaching, faculty reported perplexing behavior this fall: students attended classes, participated in discussions, did the readings, but many were simply not following through with graded assignments, no matter what the stakes.

In November, student trustee Brayan Ruis Lopez met with the Provost's office to bring concerns from the students to the attention of Academic Affairs. Anecdotally, the group of students believed that the stressors they were experiencing were the direct result of the new matrix (both the shifted schedule and the new pedagogical approach related to Engaged Learning). Because similar difficulties were being reported across the country, it seemed unlikely that our new matrix was the issue; Academic Affairs circulated a short survey to faculty to collect impressions of student behaviors as compared to the year before (the data is summarized [here](#)). At the intersection of these various interactions with faculty and students, it was clear that students were struggling with their academic follow-through, and that faculty did not perceive a marked difference in their attendance or class participation. Overall, faculty did *not* see a causal link between student burnout and the new matrix.

At the end of December, an all-faculty email shared the results of the survey, and offered some possible— but not mandatory —approaches to mitigating the effects of overwhelm and burnout, especially critical in the last week of class before going into final exams. Faculty responded positively to the chance to express their concerns for our students, and to work collaboratively on a productive solution. In turn, students reported their appreciation for these proactive steps, largely meant to continue the transition from pandemic learning to the in-class expectations of their instructors.

This spring, faculty will be encouraged to adapt their approach (but not their standards) to continue this forward momentum.

B. Faculty Burnout and Service load

Much has been written about post-pandemic burnout in the higher ed workplace.² Academic Affairs has spent a good deal of time considering how to support faculty and staff experiencing overwhelm, fatigue, and disengagement as they themselves are called upon to address academic burnout from the student side. Maslach and Leiter (2021) make two central and interrelated arguments in their approach to addressing workplace burnout.

First: many efforts to address burnout--a basic stress response to chronic workplace stressors--have been ineffective in their medicalized approach. Burnout is not the same thing as fatigue or depression, and thus isn't typically resolved by a vacation or by therapy.

Second: burnout is the function of a misalignment between the expectations of the person and the job; alleviating the condition requires a dynamic and bilateral process that engages both the employer and employee to find a middle ground ensuring high job satisfaction and productive work outcomes.

In response to the issue of workload--a core domain in workplace burnout--Academic Affairs has turned its attention to the issue of service expectations, one of the three criteria by which faculty are evaluated for tenure and promotion. We see two key issues that require discussion:

1. While the total number of permanent faculty has dropped in recent years, the service needs (senate committees, curriculum review, advising, assessment, admissions engagement, etc.) has increased. This has created a greater service demand overall on faculty time.
2. The value placed on different forms of service varies among departments, creating inconsistencies on how faculty are evaluated. Further, the critical but less visible forms of “emotional labor” such as support for students from underrepresented groups, community-building, and mentoring require substantial time but have no formal recognition as service.

² For recent examples, see Pope-Ruark's [Unraveling Faculty Burnout](#) (Johns Hopkins UP, 2022) and [The Burnout Challenge](#) (Maslach and Leiter, Harvard UP, 2021).

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Senate's standing Faculty Issues Committee has begun a study of service issues as they relate to tenure and promotion. Academic Affairs will be partnering with the committee this spring to consider more practical, standardized, and less burdensome approaches to faculty service as one step toward addressing workload concerns.

VI. Assessment of Student Learning

A strong program of assessment of student learning - separate from the traditional means of assessing student achievement via grades - is a foundational expectation of the Middle States Commission, our regional accrediting body. This year, after several years of data collection and in direct response to faculty requests, faculty and assessment leaders are examining assessment results and reflecting on our processes to help guide internal conversations about optimizing student learning within our majors and minors.

Assessment of student learning is widely distributed across academic departments and programs. For example, Figure 3 below illustrates how all disciplinary areas contribute to the assessment of SMCM's Institutional Learning Outcomes (ILOs) which are expected of all graduates. In this way, we get a complete picture of student learning across the curriculum.

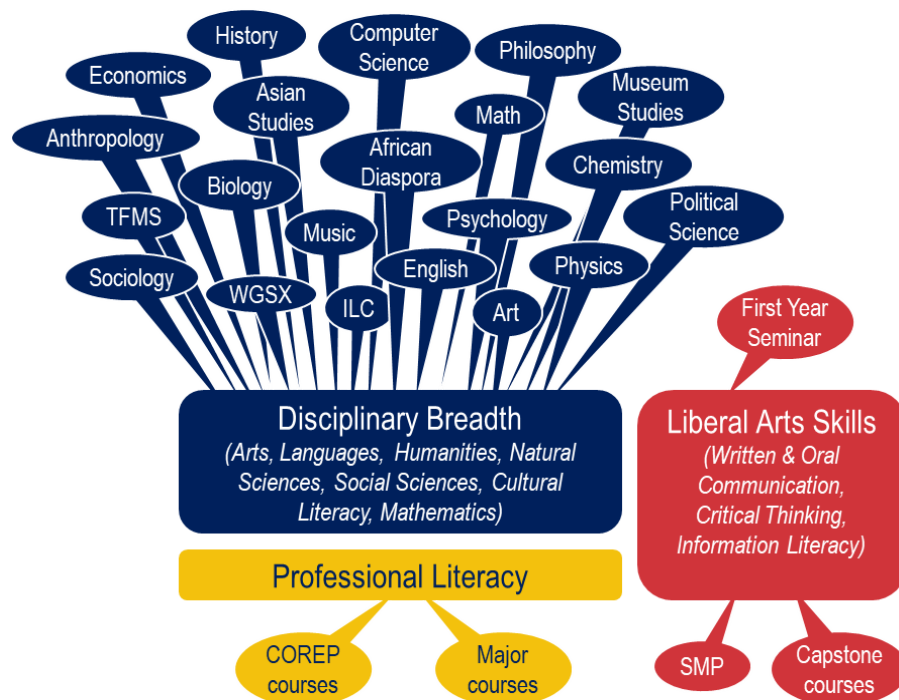


Figure 3: Assessment Areas of SMCM's Institutional Learning Outcomes (ILOs)

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In addition to institutional-level assessment, all programs (majors and minors) have their own assessment systems which align with the institutional framework, including program learning outcomes, curriculum maps, and assessment cycles. Virtually all programs are actively engaging in assessment practices, and the percentage of programs actively engaged has increased over the three years of Cycle 2 (Graphic B below). This commitment to data-informed decision-making and continuous improvement aligns closely both with the College's commitment to offering a rigorous and innovative curriculum, and with the broader expectations of Middle States. We feel confident that we are well positioned to show how our work fully meets the accreditation requirements for assessment of educational effectiveness.

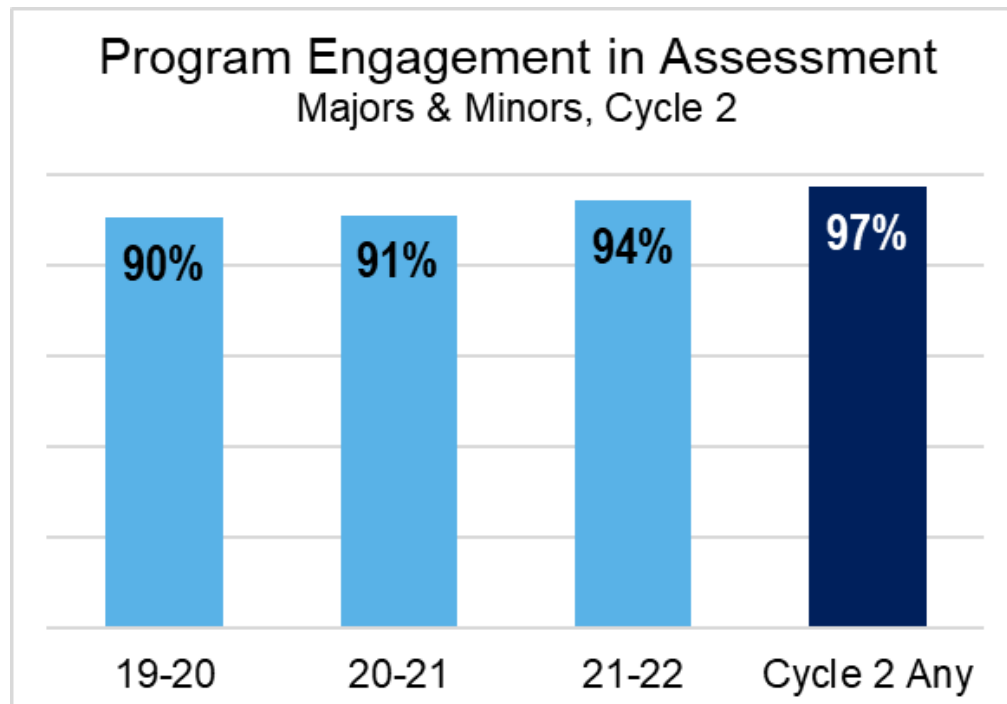


Figure 4: Assessment Engagement



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION
MINUTES**

Date of Meeting: October 14, 2022

Status of Minutes: Approved January 6, 2023

Committee Members Present: Peter Bruns (Committee Chair), Paula Collins, Susan Dyer, Tuajuanda Jordan, Larry Leak

Committee Members Present via Zoom: Elizabeth Graves '93, Glen Ives

Committee Members Absent: Melanie Hilley '93, William Seale

Executive Staff: Katie Gantz

Faculty Liaison: Libby Williams

Staff Liaison: John Spinicchia (absent)

Others Present: Nick Abrams '99, Betsy Barreto, John Bell '95, Alice Bonner, Geoff Bowers, Anne Marie Brady, Carolyn Curry, Peg Duchesne '77, Judy Fillius '79, Gail Harmon, David Hautanen, Sven Holmes, Jerri Howland, Elena Langrill, Brayan Ruiz Lopez '24, Doug Mayer '04, Jessie Price '92, Paul Pusecker, Bill Roberts, Dereck Rovaris, Mai Savelle, Shanen Sherrer, David Taylor, Aaron Tomarchio '96, Danielle Troyan '92, John Wobensmith '93

Executive Summary

Academic Affairs Committee Chair Peter Bruns called the meeting to order at 1:01 p.m.

Faculty Senate Report

Faculty Senate President Libby Williams provided a brief introduction then proceeded to change the format of the report to an open forum for questions from the Board. The Trustees asked several questions regarding the Faculty Senate President Report given the strong negative assessment that the faculty are unhappy, undervalued, and feel disconnected from the discussions/decisions made by the Board. Trustee Holmes asked how the Faculty Liaisons to the Board Committees were sharing Trustee Committee activities with the faculty. He reminded Dr. Williams that the Board's work is conducted in Committees, so the liaisons have a direct connection to all discussions and are expressly there to provide input to the Committee and then to report back to the faculty. Dr. Williams conceded that sometimes reports are drafted and placed in a shared drive for faculty to peruse as they have time.

Dr. Williams then presented results from a new initiative from Faculty Senate, called *The Faculty Pulse*, in which faculty were polled via email across several areas and asked to provide their feedback on their experience at the College. She presented their findings and assessment of the

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survey results. Dr. Williams shared that faculty morale is still low. The faculty would like shared governance to feel more like a partnership. Several Trustees asked questions about how the survey was conducted. Trustee Wobensmith acknowledged the value of using surveys to understand the mood of a group. He asked that since there were no details of the survey provided by Dr. Williams that the Board be provided with detailed information on the survey so that further assessments could be made. This kind of transparency is essential to make the survey useful. President Jordan requested that the survey results be shared with both the executive leadership as well as the Board. Given the continued press for “shared governance”, President Jordan stated she would work to engage a team of consultants consisting of individuals from both AAUP and AGB to facilitate a review of the issue and recommend possible actions. She also encouraged Dr. Williams to work closely with interim Provost Gantz to develop the specific goals of shared governance to be addressed prior to a broader discussion with the Senate, and the consultants. Dr. Williams agreed this would be helpful. The Trustees shared Dr. Williams’ concerns about Faculty retention, emphasized their willingness to better understand the factors challenging the College’s retention efforts, and remarked that this would be a good area for the Community to work together to improve results.

Chair Dyer then asked Dr. Williams to clarify the mismatched tone between the optimistic Faculty Senate President presentation at the Board meeting and the less optimistic Faculty Senate President Report submitted with the meeting materials. Dr. Williams acknowledged the difference in tone and shared that while she tends to convey the report in a positive light, she acknowledges that there is continued unhappiness among the Faculty and would do her best to identify what these areas are. Chair Dyer affirmed that “the faculty are our most valuable asset” and questioned why more ongoing efforts are not undertaken to understand the cause of their unhappiness. She reminded Dr. Williams that as Faculty Senate President, she is the Board’s connection with the faculty and so the Trustees rely on her communications with them for assessment and suggested appropriate actions. Chair Dyer expressed concern that more discussions to define “shared governance” will not make a faculty member feel more valued and suggested that working together on specifics of topics like faculty retention would be more productive. She asked Dr. Williams to provide suggestions, given the urgency of her report.

Dr. Williams concluded the report by reaffirming her plans of working with Academic Affairs and consultants to identify and rectify the disconnect between Faculty and the Board.

Dean of Faculty Report

Interim Provost and Dean of Faculty Katie Gantz presented her report to the Board which included updates on Marine Science, Neuroscience, Business Administration, and Performing Arts. Dr. Gantz indicated that the enrollment impact of the Marine Science program is much greater than originally anticipated and Dr. Elka Porter has been hired as the first new faculty member in the department. The specifics for a large research vessel have been defined and a near-shore vessel has been ordered. Neuroscience is growing steadily as it shifts from a minor to

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a major. The efforts of the Music and Theater faculty to launch their joint major in Performing Arts have produced an exciting program, and the facilities available in the newly opened Nancy R. and Norton T. Dodge Performing Arts Center should be a significant draw in attracting new students to this program. Finally, the William Seale Professor of Business, Dr. Silvio Borrero, has been very busy building partnerships and ensuring that the program is externally visible and excellent. Dr. Borrero has already established an institutional membership with the Association to Advance Collegiate Schools of Business (AACSB).

Dr. Gantz then discussed the status of Data Science and some of the hurdles the College has faced in hiring and making Data Science a stand-alone major. Hiring in Computer Science is difficult since the field yields a very small pool of PhDs and an even smaller group that chooses to enter academe. A solution, as supported by Dr. Jordan, is the concept of “Master for Hire, PhD by tenure”, to widen the pool and entice qualified candidates for these positions. Furthermore, the name of “Data Science” has become so broadly used that it is no longer meaningful. Additionally, Data Science requires tremendous funding to provide the infrastructure for the major and competitive salaries to recruit faculty to teach it. The solution may be to approach offering Data Science coursework by embedding Data Science skills within an existing major’s curriculum as either a minor in Data Science or a certificate program in Data Science.

The Board shared concerns about the workload for the “Master for Hire” plan, and asked Dr. Gantz if there would be a reduced teaching load for the candidates as they pursue their Doctorates. Dr. Gantz assured the Board that there are already course releases and pre-tenure releases to aid with this; further, part of the research that the faculty will need to complete will generate work included in their tenure package. Board members maintained a concern over the double workload these people would have: - i.e., graduate students doing research and finishing a thesis, and faculty members with teaching and service obligations. Dr. Jordan emphasized that this model “Master for Hire” is a pilot program to test its viability and therefore would not currently be used in other departments at the College.

Dr. Gantz proceeded to update on hiring. There were 12 new hires including Ross Fellows. There was perceived tension between the salaries offered to new hires versus those of existing faculty. The issue remains: what is equitable versus what is competitive? Part of this challenge is walking the line to find a salary that is enticing and competitive, especially for candidates coming to a small rural institution, while also bearing in mind that the College recently made an equity adjustment to roughly 60% of the faculty. The administration continues to underscore that this equity adjustment was the first step in an ongoing process to address salary concerns and affirms that it is critical that the College recruit excellent faculty.

Hiring differences by discipline emerged when recruiting Ross Fellows that affected the candidate pool. For example, Biology has several professional organizations dedicated to exploring and developing inclusive pedagogy in the natural sciences, whereas Economics does not have the same expansive disciplinary focus on teaching to support underrepresented groups.

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The National Public Honors College

Last year a steering committee served as a liaison between the potential Ross Fellow candidates and the respective hiring committees. At the request of the search chairs, the steering committee has generated more concrete guidance on identifying and evaluating outstanding teaching practices that support marginalized students.

Dr. Gantz closed with a brief update on the course scheduling matrix. She shared that the faculty have been supportive of the shift, and while there are logistical issues to be addressed, Dr. Gantz was thrilled to learn from the Student Trustee that the students understand and appreciate the changes. She will continue to assess and reach out to all faculty and departments to learn what kind of support departments need to ensure that engaged learning continues to advance as a key teaching tool. The schedule changes that have been made are allowing for better student access to College support offices; community time has allowed for all kinds of opportunities that did not exist before.

Action Item:

III.A. Recommendation to approve 2022 Performance Accountability Report.

Committee Action Taken/Action in Progress:

The proposed action item was approved by the Academic Affairs Committee at its meeting on October 14, 2022.

Recommendation to the Board:

The Academic Affairs Committee recommended approval of this action item by the Board of Trustees at its meeting on October 14, 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
ADMISSIONS AND FINANCIAL AID COMMITTEE
REPORT SUMMARY**

Date of Meeting: February 3, 2023

Date of Next Meeting: May 12, 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: *(Enter NA if this does not apply)*

Dashboard Metrics:

N/A

Executive Summary:

The Office of Enrollment Management is pleased to submit its January 2023 report to the Committee on Admission and Financial Aid of the Board of Trustees. The report includes information about our Fall 2023 recruitment efforts, new student enrollment, Fall 2023 admitted student yield initiatives, Fall 2024 recruitment, retention initiatives, student success services, and staffing.

Fall 2022 Recruitment Season:

The Fall 2022 recruitment season represented a return to normal for our on- and off-campus recruitment activities. From July through December, 526 prospective students and their families attended an information session and tour. This compares with 604 students who visited between July and December 2021 when we fully opened for campus visits and likely relieved pent-up campus visit demand. Prospective students and their families also have the opportunity to take a self-guided campus tour app.

The on-campus Open House programs resumed this fall on Saturday, September 17, Saturday, October 22, and Saturday, November 12, 2022. 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, Art, Music, and Anthropology departments volunteered additional time to showcase their facilities because dynamic spaces are

influential in student recruitment and retention.

Including all three programs, the campus hosted 818 prospective students and their families. The October Open House was the largest for which we have records. This compares to 620 prospective students and their families who attended the 2021 fall on-campus open houses. For our on-campus signature events, the Open Houses and Admitted Seahawk days, there is always a difference between the number who register and the number who attend. We were pleased that the percentage of students who had registered for the open houses rebounded to 57.5% compared to last fall's 51.3%. With 31.9% responding, evaluation feedback from our guests was very positive. The program was rated as "excellent" by 83.4% of our prospective student attendees. Our Open Houses increased the interest of 81.6% of attendees and 72.3% are likely to apply. 18.9% indicated that the College was currently their first choice in the college search process. The Spring Open House is scheduled for Saturday, April 22, 2023.

Admission staff conducted recruitment activities at 510 events primarily in Maryland and then in targeted out-of-state markets in Delaware, Pennsylvania, Virginia, and Washington D.C.. This included visits at high schools and community colleges, local, regional and national college fairs, and workshops for prospective students and counselors. This compares to 286 events during the Fall 2021 recruitment season. The Office of Admission continues to partner with the Office of Alumni Affairs on the alumni referral program for prospective students entitled "Launch-a-Leader" for this application cycle. As of January 18, 2023, 22 applicants have been referred by 24 St. Mary's College alums.

The College continues to work 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 implemented a significant digital, social media, and outdoor advertising campaign. The primary Fall 2022 campaign ran between early September and the October Open House and was followed by a secondary campaign that concluded with the November Open House. As was the strategy, this campaign contributed to the increase in our open house registrations. A digital campaign designed to build awareness of the College through a call to visit campus and attend our Spring Open House was launched in January and will continue through the open house in April. Moving forward, incorporating a sophisticated vertical integration of our recruitment communications in a responsive model will be important to increase the interest of our prospective students, families, and other influencers.

Spring 2023 New Student Enrollment:

Current Spring 2023 new student enrollment includes 30 students (five first-year students, 24 transfer students, and one student who was readmitted into the College) with 50% of transfer students enrolling from a community college. This is on a goal of 28 new students. By comparison, in Spring 2022 the College enrolled 21 new students (three first-year students and 18 transfer students) with 66% of transfer students enrolling from a community college. The increase in new student enrollment is primarily due to an increase in applications that closely reflects the number of applications received for Spring 2021. The census date for Spring enrollment is on February 13, 2023. At that time, we will communicate the College's actual Spring 2023 and blended annual enrollment totals as well as updated financial aid expenditure figures.

Student Affairs in collaboration with the New Student Experience Team which includes staff from Academic Affairs, Enrollment Management, and Student Affairs, updated and hosted an in-person Spring Orientation Program. The program included a range of sessions designed for students to get to know each other, learn about our community standards, values, and expectations, sign the President's Book, and prepare for their first day of classes.

Fall 2023 Applications:

As of January 25,, 2023, the College has received 2858 first-year and 24 transfer applications for Fall 2023 admission. This compares to 2673 first-year and 30 transfer applications on the same date for Fall 2022.

Admitted Student Yield Initiatives

Early Decision and Early Action applicants were notified of their admission decision and merit scholarship and financial aid awards in November and December, respectively. Following the online notification, hard-copy admitted student packets were mailed to those offered admission. All admitted students were subsequently sent a financial assistance packet that includes information on St. Mary's College direct costs, the options available to pay for these costs, a glossary of terms associated with the financial aid process, and a hard copy of the financial aid award for those who submitted a Free Application for Federal Student Aid (FAFSA). If students had not submitted a FAFSA, an enclosed flyer encouraged them to do so as soon as possible.

The mailing of the admitted student packets initiates a comprehensive multi-channel communications campaign along with faculty, staff, and student outreach to our admitted students and their families. In partnership with Institutional Advancement, faculty and staff, the Office of Admission is incorporating bilingual yield communications in Spanish. We continue to work on expanding our social media presence. As part of the Early Action application review process, the Admission Committee invited a number of students for an interview to learn more about them. Interviews were completed in January. These students, those who were deferred to the Regular Decision process from the Early Decision/Action processes, and Regular Decision candidates will receive their admission decision no later than April 1, 2023.

The College will be hosting two on-campus Admitted Seahawk Days on Saturday, February 25 and Saturday, April 1. We will be hosting off-campus Admitted Seahawk Celebrations in Montgomery and Baltimore counties. Admission staff will be hosting micro yield events in targeted in and out-of-state areas. We are working with the faculty to expand the Shadow a Seahawk program during which admitted students attend a class and enjoy lunch in the Great Room with a current student. This year's Future Seahawk Series of virtual yield programs will include nine programs with topics ranging from the DeSousa Brent Scholars Program to financial assistance, IDEAA, alumni outcomes, and student life. The components of the Honors College Promise will be addressed over three programs.

Fall 2024 Recruitment:

The recruitment cycle for an entering class begins more than two and a half years before the start of the entry term. Recruitment for the Fall 2023 entering class was launched in December 2021 when the College started recruiting students who had taken the PSAT test in the Fall of their sophomore year in high school. Recruitment for the Fall 2024 entering class has begun with the

launch of the sophomore and junior search strategy as soon as PSAT data were available in early December 2022. We are continuing to work with Waybetter Marketing in the execution of the search strategy. Initial results are strong. In addition, we work with a number of other sources to secure new student leads. The Office of Admission is hosting our on-campus Spring Open House on Saturday, April 22 for prospective students.

Retention Initiatives:

The Retention Strategies Committee has been reconvened into two committees designed to focus on strategic and tactical retention initiatives. The Retention Steering Committee, which includes the vice presidents from the Divisions of Academic Affairs, Enrollment Management, Equity and Strategic Initiatives and Student Affairs, and the Director of Institutional Research, is responsible for regularly reviewing retention and graduation data, recommending retention goals, identifying and determining retention initiatives with the goals of identifying and anticipating retention challenges. The Retention Steering Committee, in partnership with the Vice President for Business and Finance, has also charged a Retention Work Group.

The Work Group is chaired by Kathy Langan Pusecker, Executive Director of Enrollment for Student Success, and Joanne Goldwater, Associate Dean for Retention and Student Success, and includes staff from the Business Office, Financial Assistance, the DeSousa Brent Scholars Program, IDEAA, the Registrar, and Student Affairs. The Retention Work Group will ensure that the retention task calendar is up-to-date and that all activities are completed on a timely basis, develop and implement any initiatives from the Retention Steering Committee, identify students who are at-risk for leaving, identify and revise practices that have a negative impact on retention, and recommend policy changes to the Steering Committee.

In addition to this important administrative focus on retention, the further development of programmatic initiatives designed to engender affinity and a sense of belonging with the College community will have a significant impact. The DeSousa Brent Scholars program, the Sum Primus program, and athletics are examples of affinity-based programs that have had or have the potential for positive retention results. Strengthening the delivery of student services, such as advising, will also have an impact on student persistence. In the case of advising, this is especially true when it is integrated as part of a first-year experience (Tinto, V. 2002 April 15). When students feel a deep sense of affinity and belonging, they will work to overcome challenges that might otherwise lead to their leaving the College because they want to remain a part of their community.

Student Success Services:

The Office of Student Success Services (OS3) has significantly expanded the number of programs and services designed to support student academic success since becoming a part of the Division of Enrollment Management. OS3 manages the College's early alert system, Beacon, the PASS peer mentor program, and the academic tutoring program. They also provide academic coaching, advising, and other academic support services as needed. During the Fall 2022 semester, 654 people attended appointments with the professional staff, academic coaches, and PASS specialists. The team also met with students and their family members telephonically and virtually.

The OS3 professional staff processed 1113 Beacon alerts and 923 Beacon Updates (a total of 2036) this fall. This is an increase of 26% over Fall 2021. The need for academic coaching saw

the largest increase year over year. The increase in notifications most likely stems from Joanne Goldwater's having met with almost every academic department and most of the student support offices in August and September as well as provided training on Beacon to the new faculty and staff on an on-going basis to ensure that anyone with a student concern could connect the student to resources. It also stems from the challenges that students are having due to the impact of the COVID-19 pandemic on learning and mental health.

This fall, OS3 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. The Office contributed four articles to the parent/family newsletter and supported the redesign of the SMCM family website. Two webinars, "What to Expect When You're Expecting...Your Student Home for Break" and "The F Words, FAFSA, FERPA and Financial Aid" were presented during the Fall semester. These webinars are posted on the OS3 site. Three more webinars are slated for the Spring semester. To demystify academic jargon, a new "Dictionary of Acronyms & Terms" was created and posted on the College website.

OS3 offered 19 workshops for students this Fall. The workshops focused on 10 different topics and were held in the First-Year Residence Halls and outside the Great Room in the Campus Center. 186 students attended the workshops with attendance ranging from one to 21 students. After getting feedback from the PASS Specialists, who delivered most of the programs, as well as from students who attended, we have concluded that tabling with information that students can pick up on various topics will be a better option than presenting a full workshop. The approach will be implemented during the Spring semester next with each handout having a QR code that the student can follow to see a full presentation on the subject matter. In partnership with the DeSousa Brent Scholars Program (DB), OS3 named a DB liaison and directly marketed the OS3 "just in time" programming to DB students.

The tutoring program continues to be expanded with 60 students now serving as tutors for 63 courses. During the Fall semester there were 172 requests to meet with a tutor. This is compared to 32 tutors and 68 requests during the Fall 2021 semester. The tutoring program is being well-received with the student satisfaction survey indicating that the tutees rated their tutors a 4.68 out of 5.

A mid-semester check-in survey asking students how they are feeling and if there were any resources that they might need was administered. 542 (36%) responses were recorded. A total of 296 students reported feeling excellent or good about their semester. 169 students said they felt average this semester, and 56 reported feeling poor or terrible about the semester. 130 students requested specific outreach with the top three most frequently requested services including mental health support, financial assistance, and academic coaching. OS3 connected each student to the requested services.

Staffing:

It is with mixed emotion that I share that Beverly Read, Executive Assistant to the Vice President for Enrollment Management, will be retiring after more than 20 years of service. Her commitment to excellence along with her deep institutional knowledge and relationships will be a loss. She has

been an invaluable resource for me, past deans and vice presidents, and the entire Division. A search is underway with the goal of filling the position before she departs to her home state of Georgia.

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 FEBRUARY 3, 2023**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A.** Fall 2023 enrollment results
- II. ACTION ITEMS**
 - A.** None
- III. INFORMATION ITEMS**
 - A.** None

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



**BOARD OF TRUSTEES
ADMISSION AND FINANCIAL AID COMMITTEE MEETING
OPEN SESSION
MINUTES**

Date of Meeting: October 14, 2022

Status of Minutes: APPROVED

Admission and Financial Aid Committee Members Present: Board Chair Susan Dyer, President Tuajuanda Jordan, Judith Fillius '79, Sven Holmes, Jessie Price '92,

Committee Members Absent: Committee Chair Ray Wernecke, Melanie Hilley '92, Carlos Alcazar

Staff Member: David L. Hautanen, Jr.

Others Present: Nicolas Abrams '99, John Bell '95, Alice Bonner '03, Peter Bruns, Paula Collins, Peg Duchesne '77, Elizabeth Graves '95 (remote), Gail Harmon, Glen Ives (remote), Larry Leak '76 (remote), Doug Mayer '04, Brayan Ruiz Lopez '24, Aaron Tomarchio '96, Danielle Troyan '92, John Wobensmith '93, Carolyn Curry, Katie Gantz, Jerri Howland, Paul Pusecker, Dereck Rovaris, Betsy Barreto, Elena Langrill, David Taylor, Bhargavi Bandi (remote), Anne Marie Brady '93 (remote), Rob Maddox '07 (remote), Ryan Myzak (remote), Kathy Pusecker (remote), Beverly Read, Shannen Sherrer (remote)

Executive Summary

Ms. Judith Fillius '79 filled in for Committee Chairman Ray Wernecke. She called the meeting to order at 10:20 a.m. Attendees participated both in-person and via videoconference.

Discussion Items

David Hautanen provided an update on the College's Fall 2022 enrollment and Fall 2023 recruitment efforts.

Fall 2022

- Headcount for Fall 2022 includes 1520 undergraduate students and 23 graduate students. There are 1477 full-time students and 43 part-time students. This compares to 1520 students (1475 and 50 part-time) students for Fall 2021.
- New student enrollment includes 414 first-year students, the largest since 2012. The decline in transfer students (70 transfer students compared to 84 last Fall) is primarily due to fewer students enrolling from CSM.
- Staff visited 209 different high schools, and 32 community colleges.

- Underrepresented students (128) account for 31% of our first-year class with 20% of those being Pell eligible and 25% are first generation. This is the most diverse class in the college's history.
- Out-of-state enrollment is 11%, which is a 2% increase over last year.
- Students are from 17 states. Virginia, DC, and Pennsylvania are the most common home states. There are students from El Salvador, Ethiopia, Germany, Honduras, Indonesia, Liberia, Netherlands, Nigeria, Philippines, and Saudi Arabia.
- Marylanders represent a smaller percentage of the entering class, but due to the size of the first-year class saw an increase of 19 students. 20 of 24 Maryland counties are represented.
- The top five majors are Biology, Undeclared, Psychology, Marine Science, and Computer Science. There are 31 in Business.
- The results of a survey of first-year student, both matriculants and non-matriculants, were shared.
- There are 70 transfer students this year. Eighteen (26%) came from 4-year institutions. 30% came from the College of Southern Maryland, a downward trend of 21 compared to 34 last year. The new Director of Admission has a background in transfer admission, and we have launched an enhanced recruitment strategy for transfer students.

Fall 2023

- An overview on the College's recruitment efforts for Fall 2023 were presented. Mr. Hautanen acknowledged the help of the marketing team with brand awareness via billboards, social media, postcards, and other publications.
- The admission staff has visited 385 high schools in 10 states; 82 college fairs, 22 transfer events, including multiple visits to several high schools and community colleges.
- The Office of Student Financial Assistance has conducted four workshops.
- There are two upcoming events. A Secondary School Counselor event on October 24 in Montgomery County and another on November 16 in Baltimore. Plans are to host counselors from Charles County in December, but the date is not final.
- There are 19,016 inquiries at this point which is an increase of 5% over last year. 486 students visited campus from May – September vs. 608 last year. While the total is down, open house attendance is up as well as Common Application data.

A short question and answer period followed the presentation.

Dr. Jordan thanked Bill Roberts for stepping up and volunteering to take on the role of Faculty Liaison to the Admission and Financial Aid Committee.

The meeting adjourned at 11:00 a.m.



BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
REPORT SUMMARY

Date of Meeting: February 3, 2023

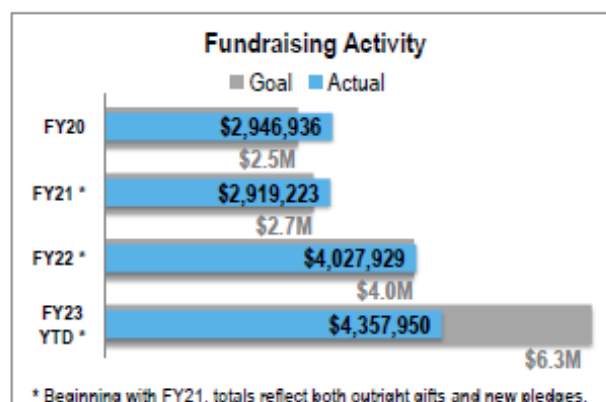
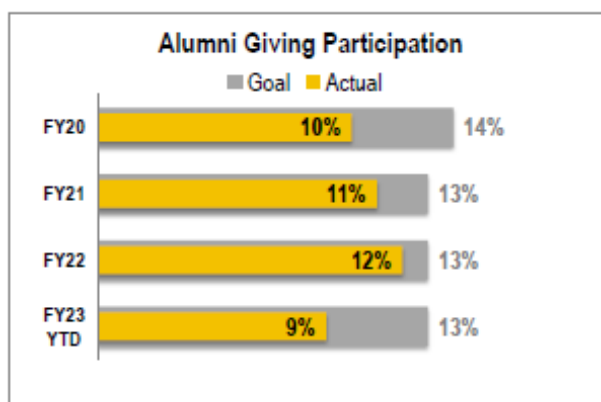
Date of Next Meeting: May 12, 2023

Committee Chair: Gail Harmon

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

Staff Members: Vice President Carolyn Curry; Andrew Cognard-Black, faculty liaison; Gretchen Phillips, staff liaison.

Dashboard Metrics:



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 alumni giving participation rate jumped from 1% in October to 9% as of January 12, 2023 toward the FY23 goal of 13%, with Giving Tuesday accounting for the uptick. The FY23 annual fundraising goal is \$6.3M by June 30, 2023 with \$4.35M raised as of January 12 (69% toward goal).

The IAC meeting includes a progress report by the Alumni Association president on strategic initiatives aimed at increasing alumni engagement and supporting College needs. The SMCM Foundation president will report on November meeting actions by the Foundation Board and its Joint Investment Advisory Committee relative to evolving the endowment portfolio. Rounding out



reports is one from Institutional Advancement highlighting selected fundraising data and several strategic marketing initiatives to lift the College's visibility and reach.

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



**INSTITUTIONAL ADVANCEMENT COMMITTEE
MEETING OF FEBRUARY 3, 2023**

**OPEN SESSION
AGENDA**

I. CALL TO ORDER

II. DISCUSSION ITEMS

- A.** Update from SMCMA Alumni Association President Alice Bonner '03
- B.** Update from SMCMA Foundation President Bonnie M. Green '74
- C.** Update from Institutional Advancement Vice President Carolyn Curry
 - Fundraising progress to date data
 - Integrated marketing strategies for increasing College visibility and reach

III. 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 October 14, 2022 Meeting

IV. 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.



ST. MARY'S COLLEGE OF MARYLAND ALUMNI ASSOCIATION

Date of Meeting: February 3, 2023

Reporter: Alice Bonner '03, President, SMCM Alumni Association

As calendar year 2022 came to a close, the College community came together for another record-breaking Giving Tuesday in November raising more than \$300,000 among more than 3,000 donations. Current and former members of the Alumni Council collectively donated \$23,920 to support the Council Challenge, which featured 79 Champions rallying support for 49 SMCM funds. Additionally, immediate past president of the Alumni Council, Allan Wagaman, donated \$2,500 for students to compete toward a fund of their choosing. A total of 152 students celebrated the spirit of giving by participating in the "Allan Challenge" by contributing a canned good for the campus food pantry, signing thank you cards for donors or making a \$10 donation to the Giving Tuesday campaign. After completing one of these acts of kindness, they received a vote as to where the \$2,500 would go. Michael Shively, representing Club Wrestling, won the 2022 Allan Challenge. Each year we wonder how the College is going to top the results of the previous year, and the Institutional Advancement team, along with David Sushinsky as the Giving Tuesday project manager, always comes up with new creative ideas to make this campaign so impactful.

This June I will celebrate my 20th college reunion at Alumni Weekend and complete my tenure as the president of the Alumni Association. As the presidential successor, Executive Vice President Kate Fritz (Class of 2005) will join the Board of Trustees in the fall as the Alumni Association liaison. This spring, we will hold elections for new members and two new officers, including the executive vice president who will succeed Kate as president in three years.

Coming up is our Third Annual Valumtine's 5K, which raised almost enough last year to completely fund one of the two Alumni Legacy Scholarships that the Alumni Council awards annually. Following that will be our popular Bay to Bay Service Days (nationwide service program), Spring Break-a-Sweat (reunion for fall alumni athletes) and Alumni Weekend (our signature event of the year).

Some progress points regarding the Council's goals for 2022-23 are as follows:

- **Rebuild Regional Chapters** – Currently recruiting new leadership in several chapters, including Annapolis, Baltimore, and Denver.
- **Support Recruitment Efforts** – Renamed Launch-a-Leader to Refer-a-Seahawk, which has continued to gain momentum. I am also working with Alumni Relations to update the alumni letters to admitted students.
- **Create an Annual Planning Calendar** – Currently in the drafting and refining stage.

- **Launch the Alumni Council Legacies Program** – Invited former members to donate to the Giving Tuesday Alumni Council Challenge Fund, which allowed us to recruit more Giving Tuesday Champions and award more prizes.
- **Recruit an Alumni Council Student in Training** – Plan to announce a new student member by the February 25 meeting.



ST. MARY'S COLLEGE OF MARYLAND FOUNDATION INC. REPORT

Date of Meeting: November 17, 2022

Reporter: Bonnie M. Green '74, president of St. Mary's College of Maryland Foundation Inc.

Executive Summary:

The Foundation Board of Directors met on November 17, 2022 in conjunction with its Joint Advisory Investment Committee (JIAC). Among the Foundation Board actions:

- Approved the FY22 annual audit as presented by CliftonLarsonAllen (CLA). The audit yielded an unmodified "clean" opinion with no material weaknesses, deficiencies, or findings.
- Approved the recommendation from the JIAC for a total FY24 spend rate and service fee of 5%.
- Approved the JIAC's recommendation that current funds be invested by J.P. Morgan in a high-yielding money market fund.
- Endorsed updated criteria and the fund management process for the Student Investment Group (SIG) overseen by the College's Student Government Association. The SIG advisor for FY23 is Professor of the College Don Stabile.

The Foundation's investment manager J.P. Morgan reported that the total managed endowed assets market value was \$35.1M (net of fees) as of October 31, 2022, compared to \$35.4M as of the last reporting period in August 2022. This reflects a year-to-date loss of -13.5% and a three-year gain of +3.6% among other indicators. The JIAC spent time discussing the market outlook, risks and volatility in preparation for its February 2023 meeting to review the Foundation's current strategic asset allocation model and to recommend any changes.

Executive Director Carolyn Curry presented an update on annual fundraising toward an FY23 goal of \$6.3M. As of November 2022, \$3.8M had been raised. She reviewed the primary funds receiving these gifts. She also noted that Giving Tuesday on November 29 aimed to engage more donors to give and to build the major gift pipeline.

President Jordan shared enrollment data, progress in the new majors, and the College's newly launched strategic planning process.

President Bonnie Green urged Directors to keep up their ongoing fundraising work in making gifts, opening doors, cultivating prospects, and helping to solicit gifts in order to reach the FY23 goal.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

REPORT FROM INSTITUTIONAL ADVANCEMENT

FEBRUARY 3, 2023

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 October 2022 – January 2023 as illustrated in the following selected progress points:

Philanthropy

Giving to date: For the FY22 giving cycle (July 1, 2022 – July 30, 2023) the total raised as of January 12, 2023 toward the \$6.3M annual goal is \$4,357,950, already the largest amount ever raised annually. Twenty major gifts (\$10,000+) represent 88% of the total. A highlight was receiving the largest gift in the College's history with the naming of the Nancy R. and Norton T. Dodge Performing Arts Center. The largest fundraising categories have been to the LEAD General Fund and to the new Dodge music funds. The auditorium seat tribute initiative has yielded \$64,100 to date for the Performing Arts Fund (246 seats/163 donors).

Cultivation: The Development team is actively working with President Jordan, Foundation Directors, Trustees and volunteers to identify, cultivate and solicit major gift prospects. Events like Giving Tuesday, Hawktoberfest and receptions such as that produced for the Inalienable Rights in the 21st Century panel and one hosted by Foundation Director Scott Raspa in January at his residence have yielded close to 80 potential prospects for the fundraising pipeline.

Giving Tuesday: Led by David Sushinsky, director of Alumni Relations, in partnership with the Alumni Council, the annual online event in November saw record increases in many key areas. Of note, the Board of Trustees and the President and her executive leadership team all achieved 100% giving, as did the Foundation Board of Directors who each committed to give a minimum of \$1,000.

Giving Tuesday

Category	2022	2023	% Change
Unique Donors	2,342	2,892	23%
Unique Alumni Donors	826	862	4%
Dollars Raised	\$282,711	\$309,877	10%
# of Gifts	2,694	3,289	22%
# of Student Donors	168	198	18%
# of Faculty/Staff Donors	19/53	27/57	42/8%

Note: Blue denotes a new College record.

Giving Rates: Since the last reporting period, the alumni participation rate is 9% toward the FY23 goal of 13%, an 8% jump. The alumni retention rate is 35% toward the FY23 goal of 65%, and the faculty/staff participation rate is 35% toward an FY23 goal of 42%. Of importance, the faculty/staff rate is currently ahead of the final faculty/staff rate of 33% achieved in FY2022.

Branding and Reputation Building

Enrollment Marketing

The IA integrated marketing team continues its highly collaborative partnership with Admission, external vendors and the rest of the IA team to help reach enrollment funnel goals.

Admission website traffic: Admission pageviews were up nearly 40% over the same period as last year with gains of nearly 60% pageviews on the tuition and fees portion of the site. Among the drivers this reporting period are increased targeted marketing and events marketing. The Admission team expanded its list buys, and numbers of mailings, and IA worked with vendors to increase digital marketing and engagement campaigns to help increase inquiries. Twenty-three separate print products were produced by the IA team that drove recipients to web pages. The pieces included the College's ranking in *Money* magazine, a 3D Solomon's pop up for high school counselors and a postcard to push deposits. College event marketing (noted later in this report) was tied to recruitment territories and created buzz and recognition of the College name. The team also provided collateral, digital and social media support for the Admission Fall Open Houses to collaboratively help Admission push registration (October 2022 attendees increased by 30% and November by 19% over 2021).

Amplifying the Brand

Website: A robust and healthy College website is essential to maintaining overall traffic and serving as a "front door." Through the impact of increased outreach around admission and College events and solid organic search performance, overall pageviews increased about 6% when

compared to last year at this time. Interestingly, the page showing the most growth (175%) in the reporting period was for dining options due to our intentional emphasis on the #1 College Food rating by Niche.com.

Among the more than 100 web enhancements across sites made since October:

- Creation of the Dodge Performing Arts Center web page that is the one stop shop for everything available in the Center, including how to get tickets, future and past performances, and ways to book the venue. Since November, the page attracted 1,600 pageviews, and it is expected to more than double that number this spring with new marketing pushes to the site.
- Improvements to the College events calendar for easier navigability and “one stop” viewing of all events and key deadlines. The page is more prominently linked on the homepage and the team is currently working on incorporating athletics and key student events as well as creating filters for users.
- Creation of a public-facing web page linked to President Jordan’s site that provides updates on the strategic planning process. More than 1,100 views have been logged since launch.
- Created Giving Tuesday web pages along with backend fundraising elements that saw an uptick of more than 22% pageviews over last year.
- Created a Flickr presence right on the homepage in November that features the College’s photo albums and graphic images from key events. The strategically built albums are rich sources for prospective families, students and donors who can visualize and “see” for themselves the College in action. Six images from the Hawktoberfest album, for example, garnered more than 50,000 views each. To underscore this impact, the highest number of views from any image posted in FY22 was 1,100 views.
- Leveraged team-produced videos when possible, linking marketing communiques to appropriate webpages. Examples include a Hawktoberfest video, parent and student testimonials on new majors and the SMCM experience, and the President’s holiday video depicting highlights of 2022 (distributed to 14,500+ people with a 33% open rate; more than 500 views over the holiday break from the front page site).
- Launching a student success spotlight initiative this spring

Social Media: Given the influence and reach of social media, the integrated marketing team implemented new analytic tools in fall 2022 to better monitor cross-platform performance. While unable to thus produce comparative 2021 data, the team is still able to assess strong performances and areas to improve.

Among the findings since October: Twitter followers declined slightly (1.3%), possibly influenced by national trends. All types of engagement were up on the platform. Facebook continued to show continued fan growth (1% to over 13,300) with post shares up over 23%. Instagram followers rose nearly 3% (to 5,700) and post reach topped 100,000 (+72%) with reels and video usage quadrupling exposure.



Events: The team is strategically using event marketing to not only bring awareness to internal and external audiences about the College as a cultural hub, but to extend the College's reach to build name recognition and brand awareness. Also, where possible, event marketing is leveraged to create College buzz in key student recruitment territories. At the events themselves, the team is ensuring programs, signage, etc. are creating visual and informative means for lifting the College experience. Among several examples, the team used social, print, digital, email and radio to market the October 7 Inalienable Rights Panel resulting in 550 tickets claimed with 10% coming from the DC-Baltimore region. More than 450 attended the SMCM Symphony Orchestra and Jazz Band concert on December 2 and more than 650 attended The Messiah on December 3. Facebook, postcards and emails were primary drivers.

In addition to the Dodge Performing Arts Center events, the team created plans for and marketed Hawktoberfest, Giving Tuesday, and the Center for the Study of Democracy events (including the new Gwen Ifill lecture series). IA helped produce the second Sacred Journey to celebrate the Commemorative to Enslaved Peoples of Southern Maryland in November with more than 170 participating including 36 students, up 42% and 100% respectively, from 2021.

Alumni Engagement

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

Hawktoberfest: IA oversees the annual Hawktoberfest consisting of on-campus events over two days to validate the value of SMCM and instill pride. Engagement metrics are as follows:

Hawktoberfest

Category	2019	2022	% Change
Total Registrants	1,382	1,792	30%
Parents/Family Members	897	1,088	21%
Current Students	314	441	40%
Alumni	143	156	9%
Prospective Students/Family	42	82	95%
Friends	38	87	129%
Faculty/Staff	9	10	11%

Of note, participants increased across all targeted cohorts. Additionally, a record 19 community businesses were involved via food trucks, boat cruises, equipment, décor, and offering restaurant



and hotel discounts. Total event costs (\$43,000+) were mostly covered through registration; impressively, less than \$300 was spent by the College and \$7,456 was raised in donations for scholarships and other funds.

Of the 102 who answered the feedback survey, 90% said they had a good or excellent experience and 92% said they would attend next year. The one major complaint was that while the participants loved the food trucks, they wanted several more options.

Refer-a-Seahawk: The program encourages alumni to refer any high-school aged student or transfer to Admission. Currently, 22 alumni have participated toward an FY23 goal of 75, and 23 students have been referred toward a goal of 75.

Mentor-a-Seahawk: Alumni Relations, working with the Center for Career and Professional Development (CCPD), piloted a mentoring program this past fall with 17 alumni mentoring students in CORE-P 102. The Alumni Relations team created a website and outreach effort launched in January 2023 to recruit more mentors for CCPD for the 400+ students enrolled in the core class.

Digital Engagement: With the assistance of a social media student intern, Alumni Relations launched in the reporting period a biweekly "Alumni Spotlight Series" which shares professional success stories submitted by alumni. Thus far, the series has generated a 6.6% engagement rate and averages about 173 engagements per post (i.e., likes, shares, comments). This has increased the alumni audience by 5%, gaining 357 new followers across the Alumni Relations social media platforms.



BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
OPEN SESSION MINUTES

Date of Meeting: October 14, 2022

Status of Minutes: Approved

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

Staff Member: Vice President for Institutional Advancement Carolyn Curry

Others Present: Sandra Abell, Nick Abrams '99, Betsy Barreto, John Bell '95, Anne Marie Brady '93, Peter Bruns, Katie Gantz, Bonnie M. Green '74 (via Zoom), David Hautanen, Sven Holmes, Jerri Howland, Elena Langrill, Larry Leak '76, Brayan Ruiz Lopez '24, Gretchen Phillips, Jesse Price '92, Paul Pusecker, Dereck Rovaris, David Taylor, Aaron Tomarchio '96, Danielle Troyan '92, Ray Wernecke, John Wobensmith '93

Institutional Advancement Committee (IAC) Chair Gail Harmon called the meeting to order at 9:30 a.m.

Report of the Alumni Association

Alumni Association President Alice Bonner '03 provided a progress report and highlights of Alumni Association activities since the May 2022 meeting (*see the IAC meeting materials for the full report*). A notable achievement was record participation in this past summer's Alumni Weekend, with over \$4,500 was raised for the Alumni Legacy Scholarship. The Alumni Council held its annual retreat in August and welcomed five new members. A major goal this year is to help Admission by recruiting 75 alumni to be involved with the Admission student referral program. The Alumni Council has awarded four new scholarships: two for the Alumni Legacy Scholarship, and one each for the Don Stabile Alumni Post-Graduate and Don Stabile Alumni Doctoral Scholarship. In September, in collaboration with the Center for Career and Professional Development, a pilot program was launched to engage students by matching 17 students in Core-P 102 with 17 mentors from the Alumni Council.

Report of the SMCM Foundation

SMCM Foundation President Bonnie M. Green '74 provided a report from the September annual meeting of the Foundation Board of Directors as well as the Foundation's Joint Investment Advisory Committee (JIAC) meeting. The Foundation's endowment investment portfolio as of August 31, 2022 contained a total managed endowed assets market value of \$35.4M, which reflects a reduction of \$4.7M in market value from the same time last year.



Members of the JIAC for 2022-23 include Nicole West (chair) and Blu Putnam from the Foundation Board, Nick Abrams and Sven Holmes from the Board of Trustees, and President Tuajuanda Jordan. Foundation officers for 2022-23 are Bonnie M. Green '74 , president; Paul Schultheis '98, vice president; Chris Holt '86, treasurer; and Ed Sirianno '82, secretary. The Foundation Board voted Don McDougall '83 to the position of Director Emeritus. The Foundation continues in its charge to provide support toward fundraising.

Institutional Advancement Report

Vice President for Institutional Advancement Carolyn Curry reported on key progress points, which included year-to-date progress in fundraising, progress in amplifying the brand, leveraging events, and building community and alumni engagement. (*See the complete report provided with the IAC materials.*)

VP Curry reported that the FY23 goal for fundraising is \$6.3M (as compared to \$4.0M in FY22). Fundraising to date is \$3.76M toward the annual goal, of which approximately 65% represents current funds and the balance endowed funds. She outlined some ways in which Trustees can be engaged in helping to reach fundraising goals, which include securing a major gift, making an annual gift on *Giving Tuesday* November 29, identifying and cultivating major prospects, and leveraging College events. She noted *Hawktoberfest* coming up in mid-October has more than 1,700 registered at this time – a College record – with 24% represented by students and more than 61% by current student family members. This event is focused on retention and engagement.

Action Items

III.A. Revision to Naming Guidelines for Spaces Other Than Whole Buildings or Facilities

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.

Chair Harmon reviewed the recommended action to amend the *Naming Guidelines for Spaces Other Than Whole Buildings or Facilities*, which will 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 action before the IAC—is to change the wording in the guidelines to say “*Spaces will not be named after currently serving employees – state or College. However, a donor considering a named space may dedicate it—not name it—in honor of a current employee of the College or state.*” If approved by the IAC the proposal will then go to the full Board.



A motion to approve the action item was made by Chair Harmon. The motion was seconded, the action was approved unanimously by the IAC. The recommendation will be forwarded to the full Board of Trustees for its review and consideration.

At 10:01 a.m. Chair Harmon 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 protect the privacy or reputation of individuals with respect to matters not related to public business. Matters to be discussed are the honorific naming of a building and strategies in approaching identifiable individuals for major gifts.



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

**VICE PRESIDENT'S REPORT
FEBRUARY 4, 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. Specifically, the reimagining will support the LEAD curriculum by co-mingling the College's research librarians with the expanded Center for Career and Professional Development and the Office of International Education, thus creating a centralized space for student exploration of research, internships, and study abroad possibilities. The College anticipates award of the construction contract in early Fall 2023, with renovation construction to be completed by August 2024.

State Supported Capital Infrastructure Improvements

The College received \$4.4M for FY21 from the state to address capital infrastructure projects. These funds were used for the HVAC system replacement and electrical upgrades, replacement of the slate roofing, repairs to the brick masonry, and replacement of all windows in Calvert Hall. In March 2021, the College received an additional \$1.0M for use on any shovel-ready infrastructure project. This funding was used to complete the campus roadway and sidewalk improvement upgrades.

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

The College was provided \$5.0M in infrastructure support from the state for FY23 which will be used for the Schaefer Hall HVAC project and other infrastructure improvements, including the Campus Center partial roof replacement, the Campus Center roof top unit replacement, campus wayfinding and signage, and IT distribution upgrades.

Montgomery Hall Renovation

This renovation project remains core to the College's strategic planning efforts to provide adequate facilities for our academic programs as identified in the College's 2012-2027 Master Plan. 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 Update: Fire and Remediation Efforts

By October 14, 2022, the work was 99% complete and occupants were scheduled to begin moving back into the building on October 18, 2022. On October 17, 2022, a contractor, while in the process of completing a punch list item on the mechanical upgrades, caused the insulation to catch fire. After multiple failed attempts to extinguish the fire, the contractor exited the building and contacted the fire department. Within minutes, multiple fire department units arrived at the scene and successfully extinguished the fire.

The Maryland State Fire Marshal performed an on-site inspection and confirmed that the fire started in the riser shaft located in room 109, then quickly spread upwards through the riser to the third floor. Upon reaching the attic, the fire caused considerable smoke and cosmetic damage to several wooden support beams. Fortunately, the structural integrity of the support beams was not compromised. The smoke damage in the attic was significant and must be remediated. Much of the physical damage was due to the huge volume of water needed to effectively extinguish the fire in the main building riser. The water also severely damaged a major data closet, which provides IT connectivity to much of the building.

The remediation efforts began in December 2022 and occupants are now scheduled to return to the building upon completion of the work, which is estimated to occur in April 2023.

Marine Science Lab Renovation

Lab 116 in Schaefer Hall was identified as the initial teaching laboratory for the marine science program. Award of the construction contract is expected to occur in March 2023, followed by a construction period of six to seven months.

On January 4, 2023, the College received notice that its congressional earmark request for \$1.0M, championed by Congressman Steny Hoyer, and supported by Senators Ben Cardin and Chris Van Hollen, was approved as part of the FY23 Omnibus Appropriations Bill. This funding is for the renovation of the 30-year-old aquatic labs located in the basement of Schaefer Hall and will include replacement of aquatic holding tanks and associated river water distribution system, deionized water systems, and lab HVAC, plumbing, and lighting upgrades.

Marine Science Program

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. The College is working with two Eastern Shore boat builders to develop bids for a large composite bay vessel. We anticipate bids being received in late February. 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. The College was informed that this vessel will go into production later in February. It is anticipated that delivery of this vessel will occur in Spring 2023.

Nancy R. and Norton T. Dodge Performing Arts Center Usage

The Nancy R. and Norton T. Dodge Performing Arts Center (DPAC) has been steadily in use since its grand opening in Fall 2022. This new venue has provided exceptional support for rehearsals and performances, as well as the orchestra, jazz ensemble, chorus, and PING, all of which are part of the music academic curriculum. During the Fall 2022 semester, nearly 9,000 people have attended the 175 events, including concerts, lectures, talent shows, recitals, receptions, dinners, fashion shows, and rehearsals. The Spring 2023 semester promises even more events, which may be found on the [DPAC website](#).

Route 5 / Boardwalk Project

S.E. Davis Construction continues to make progress on the pedestrian and bicycle path. When completed, the path will extend from the St. John's Pond Bridge to the North Field, providing a safe thoroughfare for pedestrians and bicyclists. Construction of the boardwalk over Wherritt's Pond and the protected wetlands, which will provide continuation of the path to the North Field, is scheduled to be finished by March 2023. As of late January 2023, the overall project is 65% completed and has had a minimal impact on traffic.

Goodpaster Hall Lab Renovations

The College is now preparing documentation for submission to the Maryland Board of Public Works for contract award to S.E. Davis Construction in the amount of \$1.746M, which is within the budget total allocated by the State. Start of construction is scheduled for late February 2023 with completion set for August 2023. 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.

Maryland Heritage Interpretative Center

W.M. Davis was awarded the contract on September 12, 2022. Mobilization is complete, sitework is underway, and underground utilities and footers will be completed by February. Construction submittal actions by the contractor and sub-contractors are 60% completed and there have been no cost or schedule changes requested. The project is expected to be completed in time for Maryland Day 2024. In accordance with the 2008 Memorandum of Understanding between the College and Historic St. Mary's City, the College is responsible for providing all construction/project management services for this large-scale project.

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 St. Mary's County Department of Public Works requested funding support for these safety improvements in their annual FY23 capital improvement submission. The St. Mary's County Commissioners reviewed the submission and approved \$450K to complete these improvements, which include widening the road and addressing the undulating surface. On December 2, 2022, the College was informed by the St. Mary's County Department of Public Works that they plan to have the road renovation completed by July 2023.

Increased Campus Broadband Capabilities

The College is in the process of bringing 100Gb broadband capability to campus. Current broadband capacities on campus range from 1Gb in residence halls to 5-10 Gb in academic and administrative buildings. Currently, the contractor has started the work. The increased capability will support the College's growing academic, administrative, and student demands. The increased broadband capacity will require major upgrades to the College's IT infrastructure. Thus, we have engaged Presidio, a global digital services and solutions provider, who is in the process of assessing the requisite infrastructure upgrades, including switches, fiber, routers, etc.

Network Reliability Topics

The Wi-Fi capabilities in the academic and administrative buildings are at end-of-life status and 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.

Two campus data centers and the voice over internet protocol switch room require new uninterruptible power supply systems to maintain the infrastructure during power failures and to prevent damage to sensitive technology equipment.

The College plans to upgrade Wi-Fi capabilities and replace the UPS systems and is seeking to identify funding sources over the next year.

Enterprise Resource Planning System

The Enterprise Resource Planning software implementation with Anthology continues. On the CNS (student) side, work to complete the data extraction process and testing continues. Several critical customizations are in development and we anticipate two additional spin cycles for data validation to occur before moving from the testing to the active environment. It remains possible that the CNS system could go-live this summer.

The CNF module (finance, human resources, and payroll) continues to move forward. Anthology is working closely with the human resources on process development for the new system and data validity corrections. All data issues must be corrected before we can proceed and provide an effective interface with the finance side. The anticipated go-live date for the CNF module is forecasted for this summer.

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

Date of Meeting: February 3, 2023

Date of Next Meeting: May 12, 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

Executive Summary

Discussion Items

Calvert Hall Fire and Remediation Efforts

Throughout 2022, substantial infrastructure projects took place in Calvert Hall to address significant building envelope deficiencies. By October 14, 2022, the work was 99% complete and occupants were scheduled to begin moving back into the building. On October 17, 2022, while the contractor was in the process of completing a punch list item on the mechanical upgrades, the insulation caught on fire. Within minutes, multiple fire department units arrived at the scene and successfully extinguished the fire.

The fire started in the riser shaft located in room 109 and quickly spread upwards through the riser to the third floor. Fortunately, the structural integrity of the support beams in the attic were not compromised. The smoke damage in the attic was significant and must be remediated. Much of the physical damage was due to the huge volume of water needed to effectively extinguish the fire in the main building riser. The water also severely damaged a major data closet, which provides IT connectivity to much of the building.

Route 5 / Boardwalk Project

S.E. Davis Construction continues to make progress on the pedestrian and bicycle path. This path will provide a safe thoroughfare for pedestrians and bicyclists from the St. John's Pond Bridge to the North Field. Construction of the boardwalk is scheduled to be finished by March.

Maryland Historic Interpretive Center

W.M. Davis was awarded the contract on September 12, 2022. Sitework is underway, and underground utilities and footers will be completed by February. The project is expected to be

completed in time for Maryland Day 2024.

Information Items

Nancy R. and Norton T. Dodge Performing Arts Center Usage

The Nancy R. and Norton T. Dodge Performing Arts Center has been steadily in use since its grand opening in Fall 2022. This new venue has provided exceptional support for rehearsals and performances, as well as the orchestra, jazz ensemble, chorus, and PING, all of which are part of the music academic curriculum. During the Fall 2022 semester, nearly 9,000 people have attended the 175 events, including concerts, lectures, talent shows, recitals, receptions, dinners, fashion shows, and rehearsals. The public's response has been enthusiastic, as evidenced by the DPAC's 4.8 out of 5 Star Rating on Eventbrite, the College's ticketing and promotions platform.

Hilda C. Landers Library Reimagining Project

The College was successful in securing \$4.0M for the renovation of the Hilda C. Landers Library. Specifically, the reimagining will support the LEAD curriculum by co-mingling the College's research librarians with the expanded Center for Career and Professional Development and the Office of International Education, thus creating a centralized space for student exploration of research, internships, and study abroad possibilities. The programming phase was completed in December 2022 and the design phase will be completed in August of this year. The College anticipates award of the construction contract in early Fall 2023, with renovation construction to be completed by August 2024.

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. Start of construction is scheduled for late February 2023 with completion set for August 2023. This is the penultimate element of the 2012-2027 Facilities Master Plan.

Marine Science Lab Renovation

Lab 116 in Schaefer Hall was identified as the initial teaching laboratory for the marine science program. The project is currently in the bid and award phase. Award of the construction contract is expected to occur in March 2023, followed by a construction period of six to seven months.

The College received notice in January that its congressional earmark request for \$1.0M, championed by Congressman Steny Hoyer, and supported by Senators Ben Cardin and Chris Van Hollen, was approved as part of the FY23 Omnibus Appropriations Bill. This funding is for the renovation of the 30-year-old aquatic labs located in the basement of Schaefer Hall and will include replacement of aquatic holding tanks and associated river water distribution system, deionized water systems, and lab HVAC, plumbing, and lighting upgrades.

Mattapany Road Improvements

The College, Historic St. Mary's City, and the St. Mary's County Department of Public Works agreed on a conceptual design for the improvements needed 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 funding in the amount of \$450K to complete these improvements, which include widening the road and addressing the undulating surface.

The road renovation is anticipated to be completed by July 2023.

State Supported Capital Infrastructure Projects

In FY21, the state awarded the College \$4.4M to address capital infrastructure projects. This funding was used for the Calvert Hall HVAC system replacement and electrical upgrades, the replacement of the slate roofing, and repairs to the brick masonry on Calvert Hall, and the replacement of all windows in Calvert Hall. The College received an additional \$1.0M that was used to complete the campus roadway/sidewalk improvement upgrades.

Additional FY22 infrastructure projects include the design cost associated with the Schaefer Hall HVAC project, the Kent Hall cooling tower replacement, the Route 5 sidewalk/boardwalk matching grant requirement, and \$1.35M in available FY22 funds will be used to supplement the cost of the Schaefer Hall HVAC replacement project.

The College was provided \$5.0M in infrastructure support from the state for FY23. The College is using \$2.0M of this allocation for the Schaefer Hall HVAC project. Other FY23 infrastructure improvements include the Campus Center partial roof replacement, the Campus Center roof top unit replacement, smaller projects involving campus wayfinding and signage, and IT distribution upgrades.

Technology Overview

The College is in the process of bringing 100Gb broadband capability to campus. The contractor has mobilized and the work is proceeding. The increased broadband capacity will require major upgrades to the College's IT infrastructure.

Current Wi-Fi capabilities within the academic and administrative buildings are approaching end-of-life status. Two data centers and the Voice Over Internet Protocol switch room on campus require new uninterruptible power supply (UPS) systems. The College plans to upgrade Wi-Fi capabilities and replace the UPS systems and is seeking to identify funding sources over the next year.

Enterprise Resource Planning System

The Enterprise Resource Planning software implementation is progressing. It remains possible that the CNS (student) system could go-live this summer. The CNF module (finance, human resources, and payroll) continues to move forward.

Historic St. Mary's City Commission Report

The Commission is working towards meeting its current goals and objectives, including the development of a long-term exhibition for the visitor center and the successful launching of the HSMC rebranding.

HSMC continues supporting the College's LEAD curriculum and is currently developing potential summer internships for students. The Signature Honors Internship Program, developed in collaboration with the College to meet rigorous standards for excellence and include structured goal setting, on-site mentorship, and on-going reflection, has provided a great platform for further partnership with the College.

Planning has begun for a major campaign of excavations at the Leonard Calvert House site, starting with the hiring of the project's site director, Christopher Coogan '15. Dr. Parno and Mr. Coogan have been meeting regularly to draft a plan of action for exposing the floorplan of the Calvert House for the first time since the mid-1980s and addressing lingering questions about the house's architecture that will inform the design of a reconstruction of the house on the site. Additional information may be found in Appendix A.

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

II.A. Approval of a Revision to the FY23 Plant Fund (Capital) Budget

The Technology, Buildings, and Grounds Committee is charged with the responsibility to establish priorities for capital projects. The Committee will consider two FY23 plant projects, added to the plant project list for FY23, that used funding sources other than the student facility fee. The first project is the throwing sports field project at Jamie L. Roberts Stadium (\$388K), which was funded using \$288K in private donor funds and \$100K from bond proceeds. The second is the Schaefer Hall renovation project design costs for the new marine science lab (\$161K), which was fully funded by bond proceeds.



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE
MEETING OF FEBRUARY 3, 2023**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A.** Calvert Hall Fire and Remediation Efforts
 - B.** Route 5 / Boardwalk Project
 - C.** Maryland Historic Interpretive Center (MHIC)
- II. ACTION ITEMS**
 - A.** Approval of a Revision to the FY23 Plant Fund (Capital) Budget
- III. INFORMATION ITEMS**
 - A.** Nancy R. and Norton T. Dodge Performing Arts Center Usage
 - B.** Hilda C. Landers Library Reimagining Project
 - C.** Goodpaster Hall Lab Renovation
 - D.** Marine Science Lab Renovation
 - E.** Mattapany Road Improvements
 - F.** State Supported Capital Infrastructure Projects
 - G.** Technology Overview
 - H.** Historic St. Mary's City Commission Report
 - I.** Minutes (Meeting of October 14, 2022)

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



**BOARD OF TRUSTEES
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE
OPEN SESSION
MINUTES**

Date of Meeting: October 14, 2022

Status of Minutes: Approved November 14, 2022

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

Committee Members Absent: Committee Chair Donny Bryan '73

Staff Members: Paul Pusecker

Others Present: Betsy Barreto, Anne Marie Brady '93, Peter Bruns, Paula Collins, Carolyn Curry, Jonathan Dobry, Peg Duchesne '77, Jennifer Falkowski, Judy Fillius '79, Katie Gantz, Mary Grube, Gail Harmon, Sven Holmes, Jerri Howland, David Hautanen, Elena Langrill, Lawrence Leak '76, Brayan Ruiz Lopez '24, Doug Mayer '04, Scott Mirabile, Brad Newkirk, Jesse Price '92, Dereck Rovaris, Jenell Sargent, David Taylor, Amanda VerMeulen, Ray Wernecke, John Wobensmith '93, Anna Yates

Executive Summary

Technology, Buildings, and Grounds Acting Committee Chair John Bell '95 called the meeting to order at 2:48 p.m. Participation was both in-person and via videoconference.

At 3:22 p.m., Technology, Buildings, and Grounds Acting Chair John Bell '95 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 In the closing statement specifically, reputational information of prospective donors. The motion was seconded and passed unanimously

The open session meeting adjourned at 3:22 p.m. and the Committee meeting reconvened in closed session at 3:23 p.m.

Discussion Items

FY24-28 State Capital Budget Request

The College's proposed FY24-FY28 state-funded capital budget request consists of three priorities. The first is campus infrastructure improvements to address critical deferred maintenance and renewal needs. The proposed FY24 project is the north campus nodal loop upgrades. 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. Funding for these capital College reinvestments is essential for attracting, recruiting, and retaining students, faculty, and staff.

Priority two, the Montgomery Hall renovation, remains core to providing adequate facilities for our academic programs. An extensive renovation of the entire 40-year-old building will 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 final design and initial construction support in FY25, (total \$10.0M), and the remaining \$28.9M in construction funding in FY26 to finish the renovation.

Priority three is the interior renovation of Calvert Hall. The College requested \$2.5M in FY28 for design funding to begin planning for the interior renovations. Recent Department of Budget and Management funded infrastructure projects have addressed significant building envelope deficiencies, such as HVAC and electrical system upgrades, masonry repair, slate roof replacement, and the replacement of all windows in the building. Now the focus is on life safety improvements to meet ADA code compliance, installation of a fire suppression system and an elevator, upgraded restrooms, and other internal improvements. Renovation costs are estimated at approximately \$20M and the renovation funding will be split equally over FY29 and FY30. Total project costs are \$22.5M.

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. 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 boardwalk construction work will be deferred until late Fall 2022 due to Department of Natural Resources environmental timing issues.

Maryland Historic Interpretive Center (MHIC)

The College secured approval from the Board of Public Works for this \$12.0M project on August 31, 2022, and the contract was awarded to W.M. Davis on September 12, 2022. The contractor is developing a construction schedule and we anticipate the project to begin in late fall or early winter, with the goal of project completion in time for Maryland Day 2024. In accordance with the 2008 Memorandum of Understanding between the College and Historic St. Mary's City, the College is responsible for providing all construction/project management services for this large-scale project.

Information Items

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

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, a Bon Appetit grab and go facility featuring Starbucks coffee, opened on September 6, 2022. The Learning Commons space is proving to be very popular with students.

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. 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 is actively soliciting use of the facility and many events are already programmed for the fall and spring semesters.

Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons 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, 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 yielded 159 viable submissions, from which the committee selected 10 semi-finalists. These artists were interviewed via video and four finalists were selected to submit their design concept to the campus community via a public forum on September 28, 2022. The selection committee is preparing to select the finalist. It is estimated that the installation should occur in the summer of 2023.

Hilda C. Landers Library Reimagining Project

The College was successful in securing \$4.0M in state funding for the reimagining and renovation of the Hilda C. Landers Library. The project will transform the area from open stacks to small group meeting and office spaces to create a student support center that is focused on facilitating student persistence, graduation, and preparation for the workforce. The College will also consider consolidating library stacks to allow the research librarians, the Center for Career and Professional Development, and the Office of International Education to be housed in a centralized location. Quinn Evans Architects will assist in this visioning and design effort. The College anticipates award 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. The Hilda C. Landers Library will remain open during the renovation.

Goodpaster Hall Lab Renovation

Ziger Snead Architects will complete the design and engineering of the new chemistry/biochemistry lab, faculty research lab, and supporting lab facilities to be constructed in Goodpaster Hall. 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 \$1.9M construction costs were funded by the state as part of the Governor's capital improvement program.

Marine Science Lab Renovation

The Marine Science program requires a dedicated teaching laboratory. With enrollment in the program exceeding projections, it is necessary to accelerate renovation of the space to accommodate the curriculum. Complete demolition of the existing lab in Schaefer Hall 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 construction to begin in early spring.

Mattapanay Road Improvements

The College, Historic St. Mary's City, and the St. Mary's County Department of Public Works agreed on a conceptual design for the safety improvements to make Mattapanay Road significantly safer for motorists, pedestrians, and bicyclists, while minimizing the impact to historical resources. The Department of Public Works requested funding support in their FY23 capital improvement submission and the St. Mary's County Commissioners approved \$450K for the project. The road will be widened slightly on the south side and all undulations will be removed. Currently, the contractor is clarifying the construction specifications and the Department of Public Works is developing the overall work schedule.

State Supported Capital Infrastructure Projects

The state awarded the College \$4.4M in FY21 to address capital infrastructure projects, which was used for the HVAC system replacement and electrical upgrades, replacement of the slate roofing, and repair to the brick masonry in Calvert Hall. Taking advantage of vacated building, FY22 state infrastructure funding was used to replace the 120+ windows in Calvert Hall. In addition, 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. The Governor and the Legislature provided an additional \$1.0M in March 2021, which was used to complete the campus roadway/sidewalk improvement upgrades.

FY22 infrastructure projects that have been completed, or in progress, include the design cost associated with the Schaefer Hall HVAC project, the Kent Hall cooling tower replacement, the Route 5 sidewalk/boardwalk matching grant requirement. There is \$1.35M in available FY22 funds that will be used to supplement the cost of the Schaefer Hall HVAC replacement, which is expected to start in late Spring 2023.

The College was provided \$5.0M in FY23 for infrastructure support. These funds must be fully expended within three years. \$2.0M will be used for the Schaefer Hall HVAC project. Other FY23 infrastructure improvements include the Campus Center partial roof replacement, the Campus Center roof top unit replacement, smaller projects that include campus wayfinding and signage, and IT distribution upgrades.

Technology Overview

The College is in the process of bringing 100Gb broadband capability to campus in order to better support growing academic, administrative, and student demands, and the potential for an Applied Data Science academic major in the future. The College continues to work with Maryland Research and Education Network (MDREN) and actions are underway to get this capability to campus. 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. We are hopeful that FY23 state capital infrastructure funds may be used for these IT capital improvements.

The Wi-Fi in the academic and administrative buildings are at end-of-life status and cannot be upgraded with software enhancements. These obsolete units present a technology and security risk that the College must address. Quotes place the cost of new Wi-Fi devices, the installation, configuring, switches, patching, and wiring at approximately \$350K. The College is seeking to

identify a viable funding source.

The two campus data centers and the Voice over Internet Protocol switch room require new uninterruptible power supply systems, which are necessary to maintain the infrastructure during power failures. New uninterruptible power supply systems (UPS) are a critical component of data center backup power and prevent damage to sensitive technology equipment. OIT is working with a vendor to get a price quote.

Replacement of the current 20+ year-old legacy phone system with state-of-the-art VOIP instruments is now complete, with more than 600 phones having been installed across campus.

The Enterprise Resource Planning software implementation with our Anthology partners continues. The College submitted a one-time funding request for \$1.0M to offset the costs of this project. The go-live for the CNS (student) system is anticipated to take place in late May 2023. The CNF (finance, human resources, and payroll) module is anticipated in go-live in early 2023.

Historic St. Mary's City Commission Report

The construction contract for the Maryland Heritage Interpretive Center was approved by the Board of Public Works on August 31 and was awarded to W.M. Davis, Inc. The Farthing's parking lot is scheduled to be repaired with construction anticipated to begin by January 2023. The Commission received a grant from Access Maryland to design and construct ADA compliant restroom facilities to replace the current restrooms located at the base of the bluff by the State House. The ADA paths through the museum grounds will be repaired this fiscal year. The new Maryland Dove was welcomed on August 27th. The ship sailed into its home port for the first time, accompanied by a flotilla of approximately 60 boats under sail or motor. The Commission has not yet determined the future use of the 1978 Dove.

Action Items

II.A. Approval of the Facilities Renewal Policy

The Joint Chairmen's Report from the 2022 legislative session highlighted that St. Mary's College of Maryland did not currently have a Board of Trustees approved Facilities Renewal Policy in place. The Joint Chairmen's Report required 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 policy states that annual spending for deferred maintenance projects should be no less than 8% of the projected institutional deferred maintenance total. A motion to approve the action item was made by Acting Committee Chair John Bell '95. The motion was seconded and the action was approved unanimously.



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

**VICE PRESIDENT'S REPORT
FEBRUARY 4, 2023**

FY23 Financial Results to Date

Overall, revenue collections are 76% of the budgeted level, 7.1% higher than the equivalent period last year. As expected, interest income is significantly higher than the previous year, due to the general increase in interest rates economy-wide. State appropriations to the College's general fund grant are on track with first-half expectations and are 17% higher than the prior year. Operating expenditures in FY23 are 13% higher than last year, with supply/operating expense, utilities, dining services, and scholarships running above the previous year, as expected. Payroll expenditures and benefits are 11% higher as expected due to the cumulative 8% COLA increase that employees received over the past year.

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 \$3.47M. Since the October meeting, one additional anticipated expense has been added for FY23 in support of study abroad financial assistance, leaving an anticipated balance of \$12,627,837. Spending updates will be provided at each Finance, Investment, and Audit Committee meeting.

Bond Proceeds – Investment in Treasury Notes

The bond proceeds were previously held in a low interest-bearing money market account with Wells Fargo Bank to be drawn down annually to cover anticipated approved expenditures. With

the recent positive changes in the interest rate environment, especially for Treasury Notes, and based on previous conversations with the Finance, Investment, and Audit Committee Chair, the College engaged Wells Fargo Bank to determine the feasibility of placing the remaining bond proceeds into higher interest-bearing Treasury Notes. On October 18, 2022, Wells Fargo Bank executed our trades for a series of Treasury Notes totaling \$15.911M. Yields for these Treasury Notes will range from 4.141% to 4.511%, with annual maturities. The final maturity date is September 15, 2025.

FY24 Tuition, Fees, Room, and Board

The Board of Trustees will be asked to authorize FY24 tuition rates to remain equal to FY23 rates, and to approve a 2% increase for mandatory fees, a 2% increase for room rates, and a 4% increase for board rates. These rates would apply to all Maryland resident undergraduate students, non-resident undergraduate students, DC resident undergraduate students, and MAT students.

Revision to the FY23 Plant Fund Capital Budget

The proposed revisions to the FY23 Plant Budget total \$1.983M. Since the May 2022 meeting, two additional projects were added to the plant project list for FY23 that used funding sources other than the student facility fee. The first project is the throwing sports field project at Jamie L. Roberts Stadium, which was funded using \$288K in private donor funds and \$100K from bond proceeds. The second is the Schaefer Hall renovation project design costs for the new marine science lab, which was fully funded by bond proceeds for \$161,800.

Amendment to the Procurement Policy

The proposed revisions update specific sections of the current policy in order to be consistent with State regulations in accordance with 2016 Maryland Laws, Chapter 65, Senate Bill 342. The proposed revisions include the addition of amendments regarding service contracts and union negotiations. Specifically, the proposed revisions require the College to use state employees to perform all state functions in state-operated facilities in preference to contracting with the private sector to perform those functions and to provide certain notice and conferral opportunities to affected employees and their certified representatives.

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

**OPEN SESSION
REPORT SUMMARY**

Date of Meeting: February 3, 2023

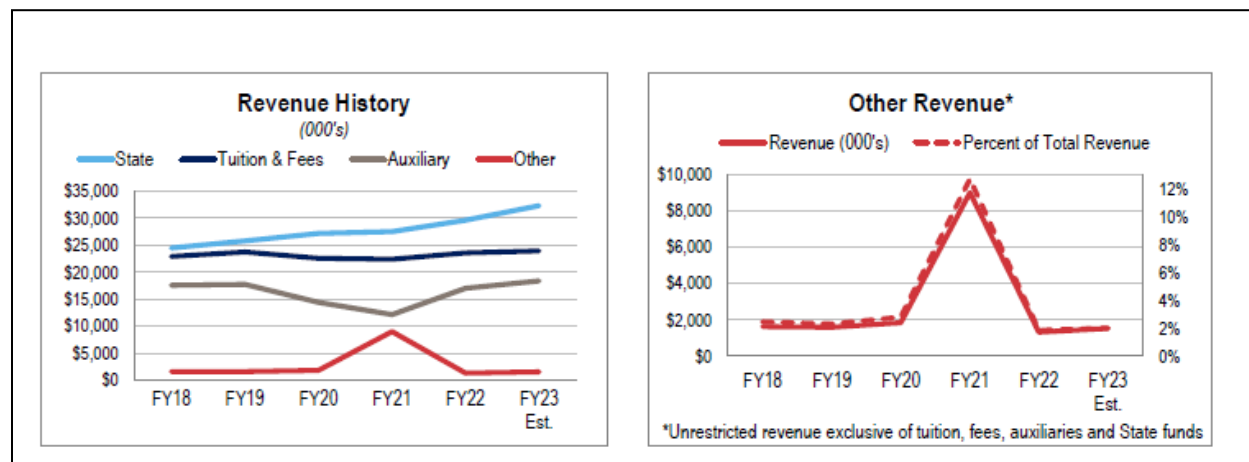
Date of Next Meeting: May 12, 2023

Committee Chair: John Wobensmith '93

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

Staff Member: Paul Pusecker

Dashboard Metrics



Executive Summary

Discussion Items

FY23 Financial Results to Date

Overall, revenue collections are 76% of the budgeted level, 7.1% higher than the equivalent period last year. As expected, interest income is significantly higher than the previous year, due to the general increase in interest rates economy-wide. State appropriations to the College's general fund grant are on track with first-half expectations and are 17% higher than the prior year. Operating expenditures in FY23 are 13% higher than last year, with supply/operating expense, utilities, dining services, and scholarships running above the previous year, as expected. Payroll expenditures and benefits are 11% higher as expected due to the cumulative 8% COLA increase that employees received over the past year

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 \$3.47M. Since the October meeting, one additional anticipated expense has been added for FY23 in support of study abroad financial assistance (per the Honors College Promise), leaving an anticipated balance of \$12,627,837.

Bond Proceeds – Investment in Treasury Notes

The bond proceeds were previously held in a low interest-bearing money market account with Wells Fargo Bank to be drawn down annually to cover anticipated approved expenditures. With the recent positive changes in the interest rate environment, especially for Treasury Notes, and based on previous conversations with the Finance, Investment, and Audit Committee Chair, the College engaged Wells Fargo Bank to determine the feasibility of placing the remaining bond proceeds into higher interest-bearing Treasury Notes. On October 18, 2022, Wells Fargo Bank executed our trades for a series of Treasury Notes totaling \$15.911M. Yields for these Treasury Notes will range from 4.141% to 4.511%, with annual maturities. The final maturity date is September 15, 2025.

Information Items

Joint Investment Activities

As of October 31, 2022, the total market value of the Foundation's endowment was \$35.9M. The Foundation's endowment is comprised of three parts: a portion of the JP Morgan portfolio (\$35M), the Student Investment Group (SIG) account (\$600K), and WesBanco shares (\$320K).

Of the endowment managed by JP Morgan, the fiscal year-to-date decrease in market value of \$54K includes \$1.06M in contributions, \$265K in income, \$1.3M decrease in investment value, and distributions of \$80K. The overall rate of return current fiscal year-to-date is - 6.2%. Attached is the consolidated investment statement.

The College holds investments totaling \$4.35M consisting of Endowment and Quasi-Endowment. \$3.4M are funds functioning as endowment (Quasi) and \$1.0M represents the Blackstone Endowment. Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$3.35M as of December 31, 2022. Funds are currently invested in a mix of fixed income instruments and equities. The annualized rate of return is 0.04%. The remaining \$271K of College endowment is currently held in a cash investment pool by the State Treasurer.

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

II.A. Approval of FY24 Tuition, Fees, Room, and Board Rates

The Finance, Investment, and Audit Committee will be asked to authorize student rates for tuition for FY24 to remain equal to FY23 rates, a 2% increase for mandatory fees, a 2% increase for room rates, and a 4% increase for board rates. This action is applicable for Maryland resident undergraduate students, for non-resident undergraduate students, for DC resident undergraduate students, and for MAT students.

II.B. Approval of a Revision to the FY23 Plant Fund (Capital) Budget

The Finance, Investment, and Audit Committee, contingent upon a favorable endorsement by the Technology, Buildings, and Grounds Committee at its February 3, 2023 meeting, will be asked to approve proposed revisions to the FY23 Plant Budget in the amount of \$1.983M. Since the May 2022 meeting, two additional projects were added to the plant project list for FY23 that

used funding sources other than the student facility fee. The first project is the throwing sports field project at Jamie L. Roberts Stadium (\$388K), which was funded using \$288K in private donor funds and \$100K from bond proceeds. The second is the Schaefer Hall renovation project design costs for the new marine science lab (\$161K), which was fully funded by bond proceeds.

II.C. Approval of an Amendment to the Procurement Policy

The proposed revisions update specific sections of the current policy in order to be consistent with State regulations in accordance with 2016 Maryland Laws, Chapter 65, Senate Bill 342. The proposed revisions include the addition of amendments regarding service contracts and union negotiations. Specifically, the proposed revisions require the College to use state employees to perform all state functions in state-operated facilities in preference to contracting with the private sector to perform those functions and to provide certain notice and conferral opportunities to affected employees and their certified representatives.



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
MEETING OF FEBRUARY 3, 2023**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A.** FY23 Financial Results to Date
 - B.** Strategic Investments from Bond Proceeds
 - C.** Bond Proceeds – Investment in Treasury Notes

- II. ACTION ITEMS**
 - A.** Approval of FY24 Tuition, Fees, Room, and Board Rates
 - B.** Approval of a Revision to the FY23 Plant Fund (Capital) Budget
 - C.** Approval of an Amendment to the Procurement Policy

- III. INFORMATION ITEMS**
 - A.** Reportable Procurement Items
 - B.** Joint Investment Activities
 - C.** Dashboards
 - D.** Minutes (Meetings of October 14, 2022 and December 15, 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 2223-21

APPROVAL OF FY24 TUITION, FEES, ROOM, AND BOARD RATES

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends that the Board of Trustees authorize student rates for tuition for FY24 (academic year 2023-2024) to remain equal to FY23 rates (0% increases for each tuition rate category). Further, the Finance, Investment, and Audit Committee recommends that the Board of Trustees authorize an increase of 2% for mandatory fees and 2% for room rates for FY24. For board (dining) rates for FY24, the College is seeking a 4% increase due to inflation, causing increases in costs associated with goods and services, and personnel costs associated with minimum wage increases. This action is applicable for Maryland resident undergraduate students, for non-resident undergraduate students, for DC resident undergraduate students, and for MAT students.

RATIONALE

The Board of Trustees is the authorizing body for setting student tuition, fees, room, and board rates. The objective of not increasing tuition for FY24, for a fourth consecutive year, is to encourage affordable enrollment growth and continue to close the in-state tuition price gap between St. Mary's College of Maryland and the University of Maryland, College Park.

Total Charges for FY22:

- In-state tuition, fees, room, and board = \$29,908
- Out-of-state tuition, fees, room, and board = \$45,984
- DC resident tuition, fees, room, and board = \$39,908
- Graduate MAT program costs = \$21,416

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

ACTION ITEM 2223-22

APPROVAL OF A REVISION TO THE FY23 PLANT FUND (CAPITAL) BUDGET

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, contingent upon a favorable endorsement by the Technology, Buildings, and Grounds Committee at its February 3, 2023 meeting, of the proposed revisions to the FY23 Plant Budget in the amount of \$1.983M. The majority of funding comes from the student facility fee (\$1.433M), private donor funds (\$288K) and bond proceeds (\$261K).

RATIONALE

The Technology, Buildings, and Grounds Committee is charged with the responsibility to establish priorities for capital projects. The Committee will consider the proposed FY23 plant projects as shown in the attached schedule. Background information is provided, including a revised cost breakdown by category.

Since the May 2022 meeting, two additional projects were added to the plant project list for FY23 that used funding sources other than the student facility fee. The first project is the throwing sports field project at Jamie L. Roberts Stadium (\$388K), which was funded using \$288K in private donor funds and \$100K from bond proceeds. The second is the Schaefer Hall renovation project design costs for the new marine science lab (\$161K), which was fully funded by bond proceeds.

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

ACTION ITEM 2223-23

APPROVAL OF AN AMENDMENT TO THE PROCUREMENT POLICY

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 St. Mary’s College of Maryland Procurement Policy.

RATIONALE

The proposed revisions update specific sections of the current policy in order to be consistent with State regulations in accordance with 2016 Maryland Laws, Chapter 65, Senate Bill 342. The proposed revisions include the addition of amendments regarding service contracts and union negotiations. Specifically, the proposed revisions require the College to:

Adopt a policy to “use State employees to perform all State functions in State-operated facilities in preference to contracting with the private sector to perform those functions.” Md. Code State Personnel and Pensions (“SPP”) § 13-402.

Provide certain notice and conferral opportunities to affected employees and their certified representatives. SFP § 13-218.1(b)(1). The university is required to provide written notice “at least 60 days before the issuance of a solicitation for a service contract ... [to] the exclusive representative of the employees who may be affected by the service contract.” SFP § 13-218.1(b)(1). That notice must include “the work that is being proposed for contracting; and ... contracting procedures, requirements, timetables, and employee rights as provided in Title 13, Subtitle 4 of the State Personnel and Pensions Article.” SFP § 13-218.01(b)(1)(i). The university or college must also provide “a reasonable opportunity to meet and discuss alternatives to the proposed service contract.” SFP §13-218.1(b)(1)(ii).

Implementation of the revisions to the policy will begin after approval by the St. Mary’s College Board of Trustees; the Administrative, Executive, and Legislative Review Committee of the General Assembly; and the Board of Public Works. The proposed revisions follow.



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

**OPEN SESSION
MINUTES**

Date of Meeting: October 14, 2022

Status of Minutes: Approved November 14, 2022

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

Committee Members Absent: Anirban Basu

Staff Member: Paul Pusecker

Others Present: Nicolas Abrams '99, Betsy Barreto, Alice Bonner '03, Anne Marie Brady '93, Peter Bruns, Paula Collins, Carolyn Curry, Jonathan Dobry, Peg Duchesne '77, Jennifer Falkowski, Judy Fillius '79, Katie Gantz, Elizabeth Graves '95, Mary Grube, David Hautanen, Gail Harmon, Jerri Howland, Elena Langrill, Lawrence Leak '76, Douglass Mayer '04, Travis Parno, Jesse Price '92, Brayan Ruiz Lopez '24, Dereck Rovaris, Jenell Sargent, Aaron Tomarchio '96, David Taylor, Danielle Troyan '92, Chris True, Amanda VerMeulen, Libby Williams, Anna Yates

Executive Summary

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the meeting to order at 2:35 p.m. Attendees participated both in-person and via videoconference.

Discussion Items

FY23 Financial Results to Date

Actual revenues are 38.6% of the budgeted level. State appropriations are trailing behind due to a delay in processing the 2nd 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 17.6% of budget. All categories of expenditures fall within expectations for current-to-prior year comparison. 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

On a cash basis, current fund unrestricted revenues of \$73.4M were less than expenditures and transfers, totaling \$73.5M, resulting in a \$108K deficit. Cash from the 2020 revenue bond in the

amount of \$3.18M supported approved operating expenditures, leading to a net surplus of \$3.07M on a cash basis.

Significant budgetary impacts include funding received to reimburse COVID-19 related expenditures and sustain fiscal operations, including \$1.52M of American Rescue Plan (ARP) Act funding. Rollovers to FY23 include items not yet delivered as of June 30, 2022 totaling \$1.22M, various academic and institutional items totaling \$235K, and encumbered funds totaling \$946K to be used for ERP/OIT related expenses, all of which were covered by cash surplus on hand.

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 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

Strategic investment allocation categories for the \$20M private bond placement were approved at the May 7, 2021, Board of Trustees meeting. The cost of issuing the bond was \$716K, leaving an available starting balance of \$19.3M. At the close of FY22, the College drew down \$3,184,107 from Wells Fargo Bank for approved bond supported expenses, leaving a balance of \$16.1M. Vice President Paul Pusecker informed the Committee that he and Assistant Vice President for Finance Chris True are in the process of investing the \$16.1M escrowed bond proceeds in short-term U.S. Treasury notes to gain a better yield with a relatively low risk. This investment strategy has the potential to yield a 4% annual rate of return on invested funds. To date, FY23 anticipated College expenses to be supported by the bond total \$3.37M, leaving a balance of \$12,727,837.

Information Items

Governor's Cost-of-Living Allowance (COLA) – November 1, 2022

Governor Larry Hogan announced on September 29, 2022, that all state government employees 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.

Reportable Procurement Items

A list of reportable procurement items was provided to the Committee.

Joint Investment Activities

As of August 31, 2022, the total market value of the Foundation's endowment was \$36.3M. The Foundation's endowment is comprised of three parts: a portion of the JP Morgan portfolio (\$35.4M), the Student Investment Group account (\$663K), and WesBanco shares (\$270K).

Of the endowment managed by JP Morgan, the fiscal year-to-date increase in market value of \$474K includes \$22K in contributions, \$90K in income, \$418K increase in investment value, and distributions of \$56K. The overall rate of return current fiscal year-to-date is -3.0%. Attached is the consolidated investment statement.

The College holds investments totaling \$4.4M that consists of endowment and quasi-endowment. \$3.4M are funds functioning as quasi-endowment and \$1.0M represents the Blackstone Endowment. Invested endowment funds, managed by 19/19 Investment Council, had 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 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.

Action Items

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

The proposed revisions to the current fund operating budget for FY23 incorporate a carry-forward authorization for \$2,398,573 encumbered, but not expended as of June 30, 2022, and amends the budget approved by the Board of Trustees in May 2022. 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. Reconciliation of the FY23 Plant Fund (Capital) Budget

The Committee was presented with revisions to the FY23 plant fund budget. Six major projects with a value greater than \$200K continue with a FY23 balance remaining of \$2.8M. Projects with a 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 \$3.4M. 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 the 2022 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 and provides data on specific metrics along with a narrative describing strengths and challenges. The report, with endorsements from both the Campus Life and the Academic Affairs Committees, was brought forward to the Committee for approval. A motion to approve the action item was made by Committee Chair John Wobensmith '93. The motion was seconded and the action item was approved unanimously.

The meeting adjourned at 2:47 p.m.



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

**OPEN SESSION
MINUTES**

Date of Meeting: December 15, 2022

Status of Minutes: Approved January 24, 2023

Finance, Investment, and Audit Committee Members Present: Committee Chair John Wobensmith '93, John Bell '95, Sven Holmes, President Tuajuanda Jordan, Faculty Finance Delegate Shanen Sherrer

Committee Members Absent: Anirban Basu, Board Chair Susan Dyer, Ray Wernecke

Staff Member: Paul Pusecker

Others Present: Nick Abrams '99, Betsy Barreto, Paula Collins, Melanie Hilley '92, Peter Bruns, Donny Bryan '73, Carolyn Curry, Judith Fillius '79, Bobby Gauthier (Manager, Clifton, Larson, Allen, LLC), Gail Harmon, Glen Ives, Elana Langrill, Douglass Mayer '04, Gabriel Mbomeh, Remi Omisore (Principal, Clifton, Larson, Allen, LLC), David Taylor, Chris True, Anna Yates

Executive Summary

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the open session meeting to order at 10:39 a.m. The meeting took place via videoconference.

Mr. Remi Omisore, principal, Clifton, Larson, Allen, LLC, provided a thorough presentation to the Committee and explained the audit firm's scope of engagement and responsibilities, as well as the audit process, the audit results, and the College's financial statements.

Mr. Omisore reported that the audit produced no instances of fraud, no material weakness in internal controls, no significant changes to journal entries, and no issues or complications that required the Board of Trustees' attention. The audit included an assessment of the control environment and an evaluation of key processes, all of which were found to be effective in both design and operation. Additionally, the College implemented GASB No. 84 successfully. Mr. Omisore noted that the audit firm received full cooperation from management.

Clifton, Larson, Allen, LLC will issue an unmodified opinion letter indicating that the financial statements fairly represent, in all material respects, the financial position of the College.

At 11:04 a.m. Committee Chair Wobensmith '93 asked for a motion to reconvene the Committee meeting in closed session in accordance with Title 10, Subtitle 3 of the General Provisions Article, the Open Meetings Act, for the purposes set forth in the closing statement, specifically, to provide an opportunity for the Clifton, Larson, Allen, LLC representatives to engage in

discussion with Trustees regarding their assessment of how management is performing with respect to the financial health of the College and any issues related to fraud, waste, and abuse.

The closed session adjourned at 11:20 a.m. and the Finance, Investment, and Audit Committee meeting reconvened in open session at 11:21 p.m.

Action Items

IV.A. Acceptance of the FY22 Auditors' Report and Audited Financial Statements

The statements presented for approval reflected the financial transactions and position of the College for the period July 1, 2021 through June 30, 2022, and were prepared in accordance with generally accepted accounting principles, reflecting the GASB 34 & 35 reporting requirements. The independent firm of Clifton, Larson, Allen, LLC, whose report and opinion were provided, had audited the statements. A motion to approve the action item was made by John Wobensmith '93. The motion was seconded and approved unanimously.

The meeting adjourned at 11:23 a.m.



**BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE
OPEN SESSION**

REPORT SUMMARY

Date of Meeting: February 3, 2023

Date of Next Meeting: May 12, 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

Information Items

Inclusive Diversity and Equity Update

Dr. Rovaris will give updates on DeSousa Brent Program and other initiatives.

Student Trustee Report

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

Vice President for Student Affairs report

Dr. Howland will give updates on CCPD and the Wellness Center initiatives.

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

N/A



**CAMPUS LIFE COMMITTEE
MEETING OF FEBRUARY 3, 2023**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS** (None)
- II. ACTION ITEMS** (None)
- III. INFORMATION ITEMS**
 - A. Vice President of Equity and Strategic Initiatives report
 - B. Student Trustee report
 - C. Vice President of Student Affairs report
 - D. Approved minutes from October 14, 2022
- IV. MOTION TO CLOSE MEETING**
 - A. Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article

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



**BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE**

MINUTES

Date of Meeting: October 14, 2022

Status of Minutes: Approved December 1, 2022

Campus Life Committee Members Present: Committee Chair Danielle Troyan '92, Nick Abrams '99, Student Trustee Brayan Ruiz-Lopez '24, John Bell '95, Alice Bonner '03, Peg Duchesne '77, Board Chair Susan Dyer, President Tuajuanda Jordan, Kristina Howansky

Staff Member: Jerri Howland and Dereck Rovaris

Others Present: Betsy Barreto, Peter Bruns, Paula Collins, Carolyn Curry, Aaron Tomarchio, Michael Dunn, Judith Fillius '79, Katie Gantz, Elizabeth Graves '95, David Hautanen, Sven Holmes, Elena Langrill, Doug Mayer '04, Paul Pusecker, Shanen Sherrer, John Wobensmith '93, Bill Roberts, Cindy Greb, Anne Marie Brady, Larry Leak '76, Brad Newkirk, Meg Druzgala, David Taylor, Glen Ives

Executive Summary

Campus Life Committee Chair Danielle Troyan called the meeting to order at 11:00 am.

Discussion Items

Vice President for Equity and Strategic Initiatives

The division of Inclusive Diversity, Equity, Access, and Accountability (IDEAA) has gone through a number of transitions in personnel and work flow since last April. The team is now almost complete with several part-time employees being hired on as full-time. We need only to fill the Director of Equity Programing and Coordinator of Multicultural Programming to be at full staff. Auditing of the accessibility of campus buildings is being done and we will be working with Paul Pusecker to address any changes that are needed.

The DeSousa-Brent Scholars program has had a leadership change. With the departure of the former director, the IDEAA staff is overseeing the program to help the program meet its retention and graduation goals until a new director is hired. The Landers Scholars Program is doing very well with almost 100% retention.

The Title IX office is under new leadership and will now be handling both Title IX reports and Bias Incident reports.

Immediate goals: continue assessment process, fill the remaining vacancies, and define what it means to be a DeSousa-Brent Scholar.

Student Trustee Report

Brayan Ruiz-Lopez '24 reported that a new social climate seems to be developing around campus resulting from the opening of the new Performing Arts Center. Being able to go mask-less has brought a new freshness to the campus although there is some anxiety about new strains of COVID-19. Students are liking the new matrix and the shorter classes. However, the engaged learning tasks can feel overwhelming for some and like busy work to others. Students have commented that some professors have not changed their class syllabus to align with the shorter class time. Brayan shared that his goal for this year is to establish clear and transparent communication where the student body feels heard and information is being relayed appropriately and effectively.

Vice President for Student Affairs

Dr. Howland stated student engagement is low on campus and this has resulted in a lack of students filling leadership roles. This trend may be a fallout from COVID-19. We are seeing more first-year students being engaged and attending events than we do upper-level students. Another fallout we are seeing is a lack of decorum with students in knowing how to dress and conduct themselves at events. We need to help students develop their soft skills. Dr. Howland shared some new initiatives in Student Affairs this year:

- Narcan
 - Narcan boxes are going to be installed (next to AED machines) in buildings throughout the campus. This program is in conjunction with the Health Department to help address the opioid epidemic. Training is being offered to RHC's/RA's and any one who wishes to be trained.
- Food insecurity
 - Student Affairs has been working with Enrollment Management to identify students that may be at risk. The concern is for the students who have no or minimal meal plans who live in traditional resident halls with no way to prepare food. We will work with Residence Life to address this.
- Expanding the food and clothing pantry
 - Kelsey Bush has reached out to the SNAP and *Feed St. Mary's* programs to build a partnership with them to expand food and outreach offerings in the food pantry. *Feed St. Mary's* has visited the campus and agreed to provide food to the pantry as well as create menus and host future cooking classes on how to prepare the food.
- Expanded reproductive health services
 - Students have expressed the need and desire for more than just the basic reproductive health services. We are working to develop a partnership with an off-campus reproductive health service provider who will provide additional services to our students. As a pilot, we are discussing hosting the reproductive health service provider on campus for a day or half a day to better serve all our students.
- JED Campus
 - The college has been awarded a grant to fund the JED Campus four-year program. JED Campus is a four-year, collaborative journey that equips schools with systems,

programs and policies to protect student mental health, strengthen campus communities, build life skills, and support students who may be struggling. The JED Campus program includes self-assessment, baseline mental health assessment utilizing the Healthy Minds Survey, drafting a strategic plan, a site visit as well as ongoing education and support from the Jed Foundation.

The Center for Career and Professional Development (CCPD) has expanded their services to professional development panel discussions. On October 12, they hosted a Professional Pathways Panel which consisted of three panelists from Resource Management Concepts (RMC), Inc, Naval Systems, Inc (NSi), and National Oceanic and Atmospheric Administration (NOAA) Cyber Security Division. David Hickman from RMC committed to sponsoring 10 students for training in cyber security this fall. If the program is successful, RMC will continue the sponsorship into the future.

The new Learning Commons creates the opportunity for students to come together. We are planning to develop small group discussions for students to express ideas and to offer programming on leadership, professional skill development, and soft skills. Opportunities for students in this space are endless.

Action Items

Action Item II.A: Endorsement of the 2022 Performance Accountability Report

The Campus Life Committee recommends that the Board approve 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. The motion was made, seconded, and approved unanimously.

The meeting adjourned at 12:10 pm.

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
MEETING OF FEBRUARY 4, 2023
PRESIDENT'S REPORT**

Daring to Act and Radically Changing the Present

As has been the case for a long time, the annual Martin Luther King Jr. Day Prayer Breakfast was the first day of the week that classes begin. This year's theme was "Daring to act; radically changing the present." How apropos for the work in which we are engaged at the College, both within and beyond the classroom; academically, administratively, and regionally!

Giving Tuesday and Everyday

How daring is daring? The Institutional Advancement (IA) team, led by VP Curry, is becoming bolder and bolder with every Giving Tuesday (GT). From the outset, their objective was audacious - focus on the number of participants, not on the dollars raised. Every year, the participant numbers grow exponentially. The vast majority of the funds raised on GT goes to scholarships and the LEAD General Fund, both of which help us to radically change the present. You will learn during the **IAC** meeting about the new records established this year on GT and be provided updates on our fundraising efforts as well as the myriad of activities designed to enhance our brand and name recognition.

No Tuition Increase – Again!

In no small way, the work of the IA team positively impacts the College's efforts to meet enrollment targets. The cost of attendance also affects how well the College is able to attract and retain students. During the **FIA** committee meeting, VP Pusecker seeks affirmation that there will be *no tuition increase* as part of the 2023 – '24 academic year rate proposal for tuition, fees, room, and board. The College has made this commitment for four consecutive years. This is a bold action for a tuition-dependent institution like SMCM! At \$12,116, the current in-state tuition rate is lower than it was in 2013.

Enhancing the Yield and Caring for our Students

VP Hautanen's report to the **AFA** committee describes new initiatives designed to enhance the yield for the incoming class as well as efforts to increase retention of our current students. During the **Campus Life** committee meeting, VP Howland will provide an update on initiatives designed to keep our students healthy, safe, and well as we continue to enhance their preparation for success beyond campus.

Academic Leadership in Good Hands

After two years of relative uncertainty due to the absence of a permanent leader, academic affairs is now on solid ground to not only support the academic enterprise but to reach higher levels due to the strong team in place, the faculty's trust in Katie Gantz, and the leadership acumen Katie has demonstrated during her tenure at the College, especially during the last two years. This appointment aligns extremely well with our continuing efforts to 1) present relevant academic programming that is attractive to today's students, 2) strive to give the faculty, the excellent teacher-scholars that they are, more time to engage with students, and 3) provide the human,

financial, and physical resources to better support the academic enterprise. The **AAC** meeting updates will include progress on restructuring academic administration and department-level snapshots of how well the academic departments are working to ensure the College is offering relevant and sustainable programming.

Making All Feel Welcome

Over the years, we have implemented various initiatives to enhance the diversity of the students, faculty, and staff who are attracted to and join the campus community. We have also been working to create an environment in which all members of the SMCM community feel welcomed and thrive. As part of the strategic planning work (below), you will learn of our continuing efforts to build a more inclusive environment. We remain cognizant of our responsibility to not just attract diverse members to the College but to do our best to develop, implement, and use policies, procedures, and practices that accomplish not simply what needs to be done but to be done equitably. In **Campus Life**, VP Rovaris updates us on the 1) progress the Policy Equity Review Committee has made examining campus policies through an equity lens as well as 2) initiatives to create and sustain an environment where individuals have the opportunity to thrive. These efforts will 1) help us better prepare for the demographic shift for college-going students and 2) bode well for the College's work to maintain its accreditation status with the Middle States Commission on Higher Education (MSCHE) which announced recently, modifications that have DEI integrated within most of its accreditation standards. Although in 2025 the reaffirmation of our accreditation will be based on the current standards, MSCHE has encouraged institutions to begin the work sooner rather than later.

Middle States Re-Affirmation

Speaking of **MSCHE**, the College has begun the process for the reaffirmation of accreditation which is currently scheduled for Spring 2025. Over the course of the fall, multiple representatives from the College, including several members of the EC, took part in the online Middle States Self-Study Institute. At that same time, I named Dr. Katy Arnett, Professor of Educational Studies, and Dr. Anne Marie Brady, Director of Institutional Research, the co-chairs of our Middle States Self-Study Team. They have named a Steering Committee consisting of five tenured faculty and two long-time staff members, and their work this spring will focus on designing the structure of our self-study with MSCHE, which will be mindful of—and complementary to—the strategic plan. At the conclusion of the spring, at a date still to be determined, our VP liaison at MSCHE, Dr. Terence Peavy, will visit the campus to learn of our work on the self-study design. That day-long visit will include meetings with the Co-Chairs and Steering Committee, a meeting with me, an all-campus forum, and conversations with some members of the Board.

Strategic Planning

An important component of the MSCHE review is the strategic plan and the process by which it is developed. Since the announcement of the current endeavor, the members of the workgroups (WGs), in close consultation with the strategic planning steering committee (SPSC), have solicited input from members of the campus community that has helped each WG develop three to five goals associated with their respective strategic objective. The WGs and the SPSC had a day-long retreat in December to share and comment on each other's draft goals that the SPSC assimilated into a document on which both the campus and broader communities were invited to

comment during the month of January. During the Board meeting, the co-chairs of the SPSC, Drs. Argélia Gonzalez Hurtado and Jeff Byrd, will solicit trustee feedback and, together with the feedback from other stakeholders, refine the goals as well as develop the associated key performance indicators and tactics. During the discussion of the strategic plan draft, we will highlight that this endeavor is important not solely for the reaffirmation of accreditation process but is also part of our efforts to prepare for and successfully navigate the impending demographic shift.

The Demographic Shift

To successfully navigate the demographic shift, the College must be both internally and externally focused, and able to serve effectively both our campus and broader communities. In the **TBG** committee you will learn from VP Pusecker how the Nancy R. and Norton T. Dodge Performing Arts Center has impacted our efforts to solidify our role as the intellectual, cultural, and entertainment hub of the region.

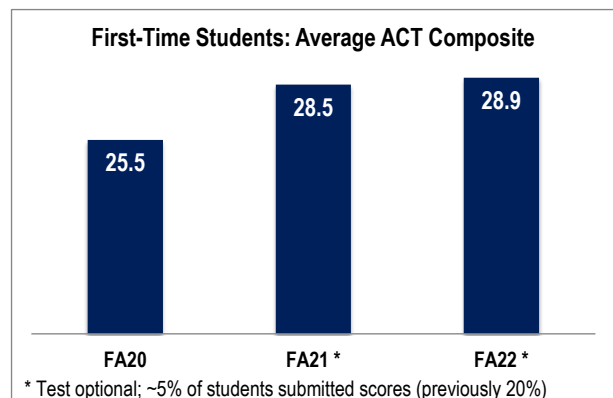
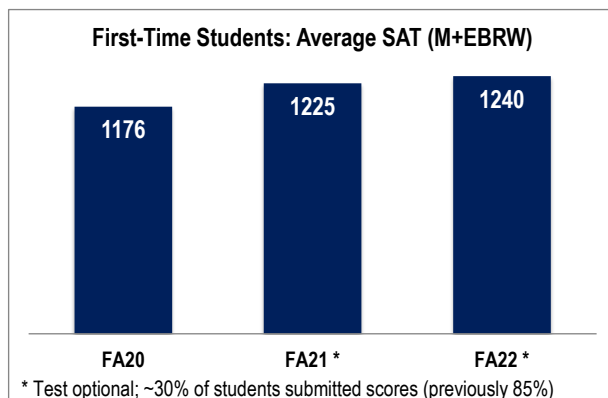
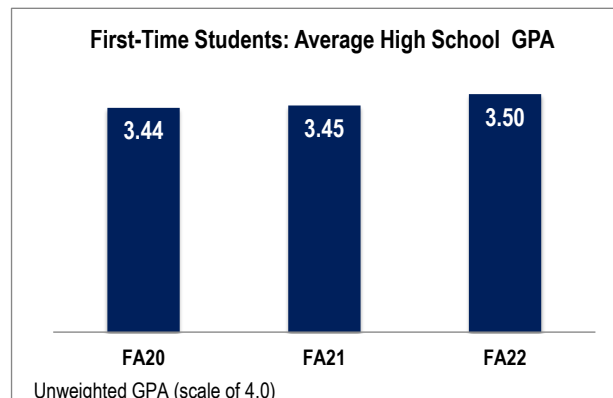
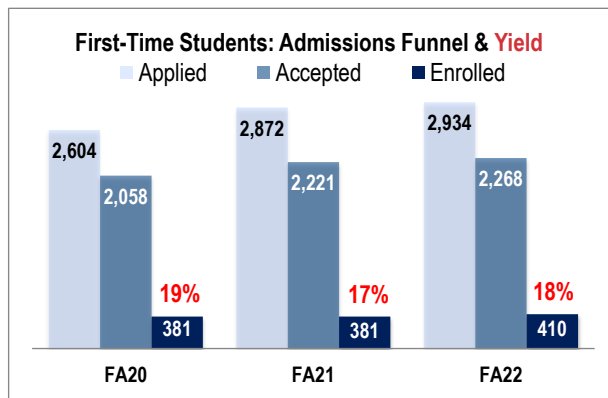
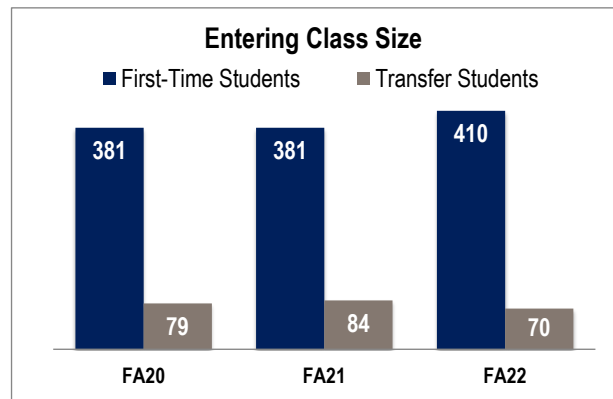
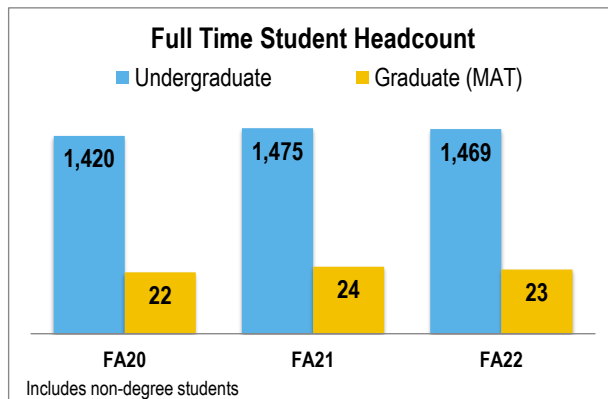
Preparing for the Future by Changing the Present

During the series of committee and Board meetings, it should become apparent that we are not sitting idly by waiting to see if something will happen to save us from the impending “enrollment cliff.” We have been *daring to act* since the development of our rebirthing in 2015. That endeavor, as well as the focused enrollment initiatives instituted in 2019, helped set up SMCM to radically change the present. I daresay we are now well-positioned to define the future.

Board of Trustees Dashboard - February 2023

Student Characteristics in Enrollment **

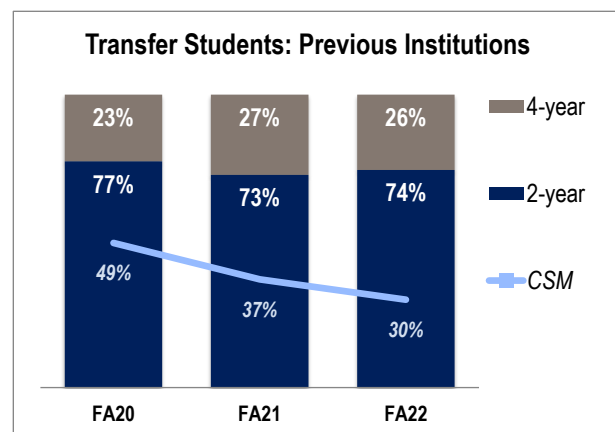
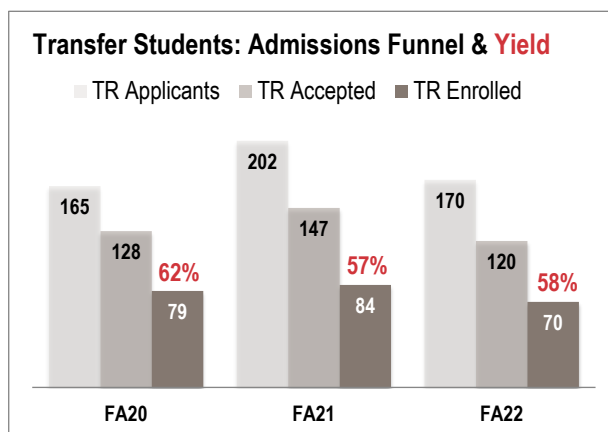
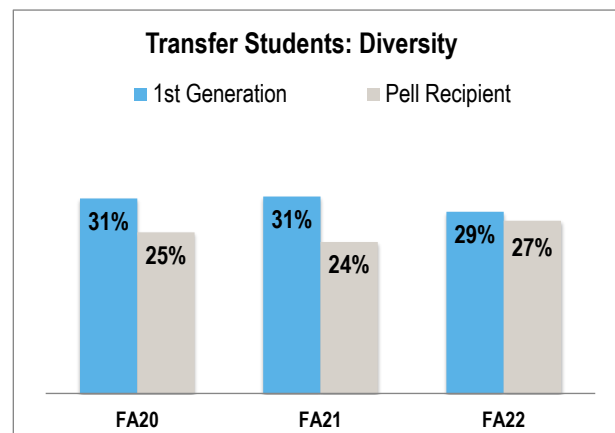
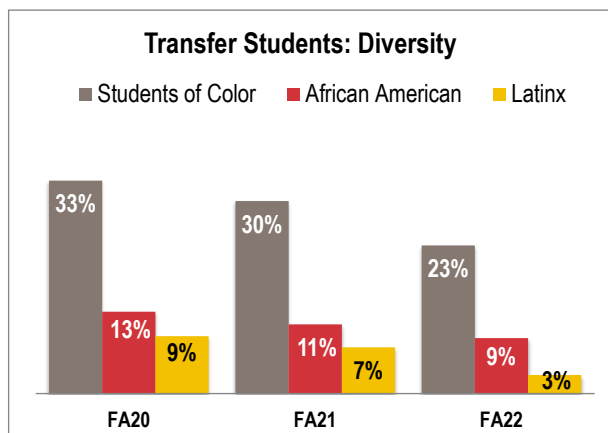
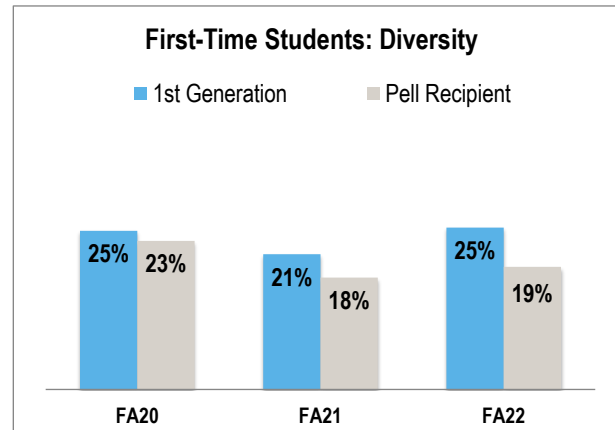
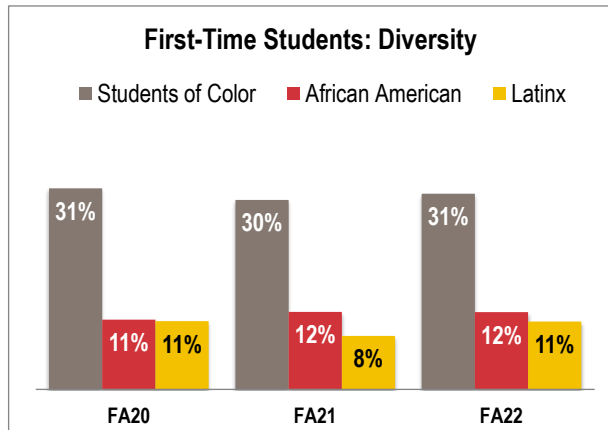
Fall 2022 figures based on final census (freeze) data, 9/26/2022



Board of Trustees Dashboard - February 2023

Student Characteristics in Enrollment **

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

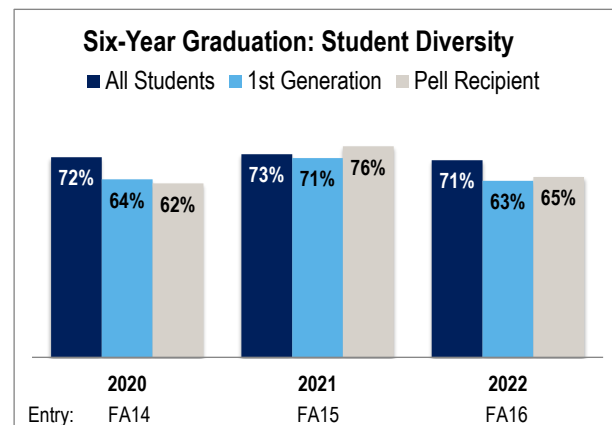
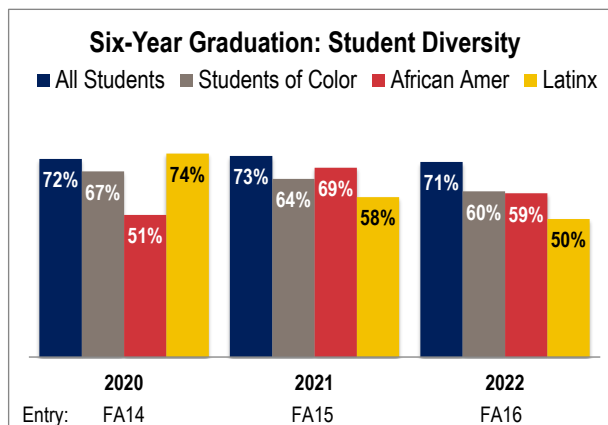
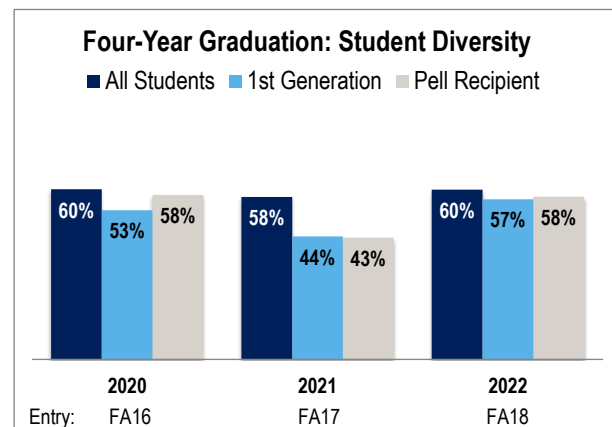
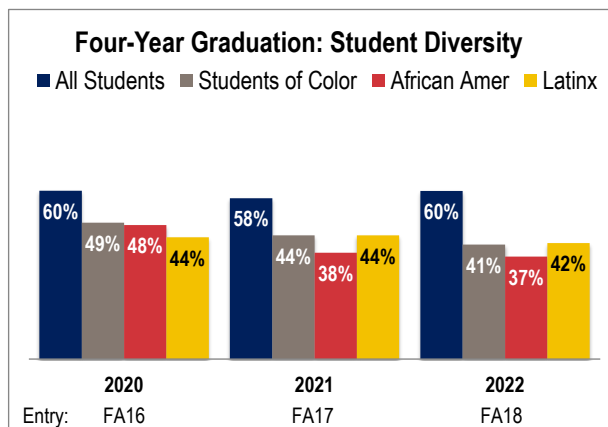
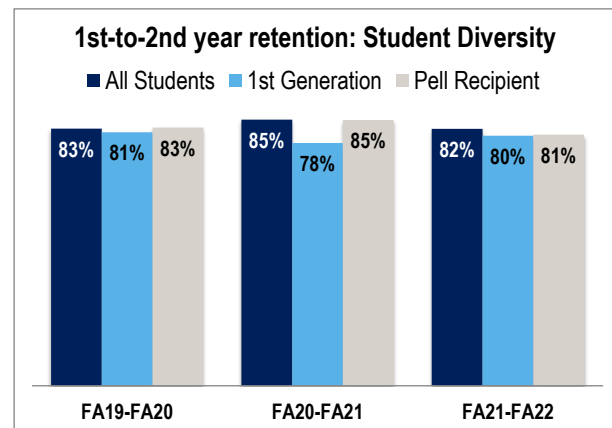
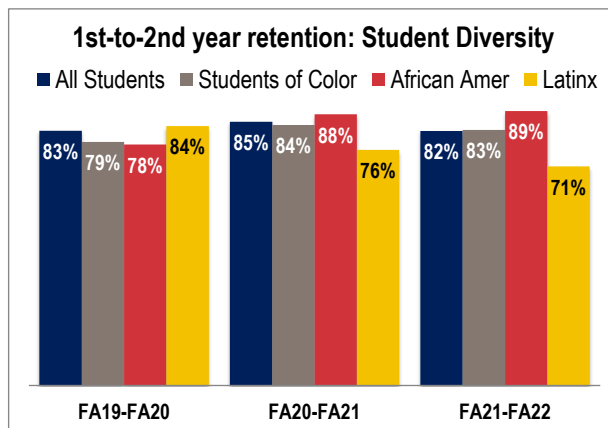


** Goals were temporarily removed for all measures. Revised goals will be established during the strategic planning process.

Board of Trustees Dashboard - February 2023

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

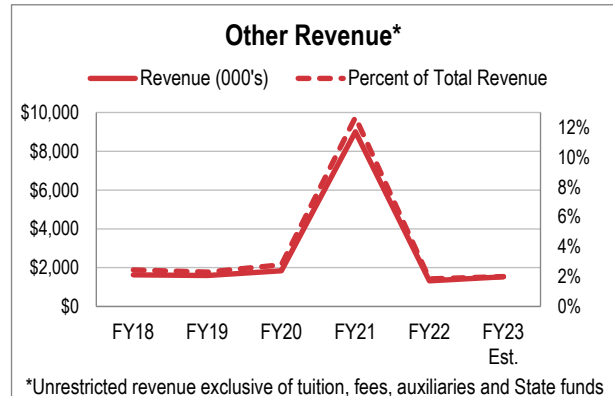
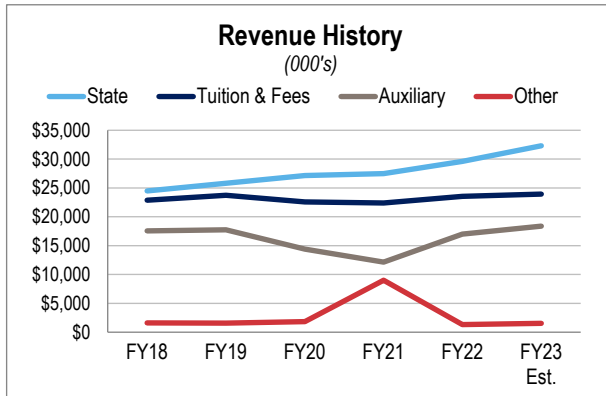
Fall 2022 figures based on final census (freeze) data, 9/26/2022



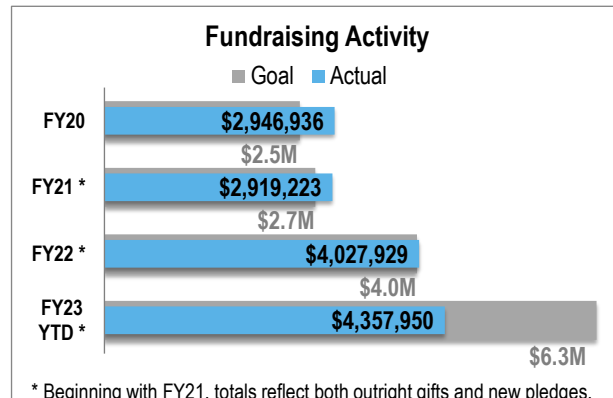
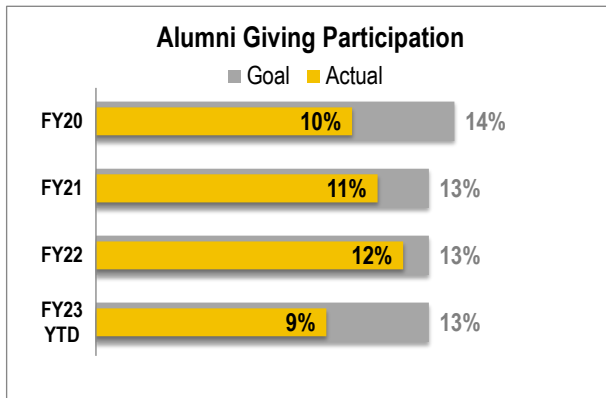
** Goals were temporarily removed for all measures. Revised goals will be established during the strategic planning process.

Board of Trustees Dashboard - February 2023

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
ST. MARY'S COLLEGE OF MARYLAND
FEBRUARY 4, 2023**

ACTION ITEM 2223-24

ST. MARY'S COLLEGE MISSION STATEMENT

RECOMMENDED ACTION

The President recommends that the Board of Trustees re-affirms St. Mary's College of Maryland's mission statement. The mission reads:

St. Mary's College of Maryland is Maryland's honors college, a selective public liberal arts college – a vibrant community of scholars and learners. We foster a rigorous and innovative curriculum; experiential learning; scholarship and creativity; close mentoring relationships; and a community dedicated to honesty, civility, and integrity. We are committed to diversity, access, and affordability. Our students, faculty, and staff serve local, national, and global communities and cultivate and promote social responsibility.

RATIONALE

The Board of Trustees is the authorizing body for setting the mission of St. Mary's College of Maryland. The current mission was developed in 2016. The re-affirmation states that the 2016 mission remains relevant and it accurately reflects the educational experience cultivated and embraced by the members of the academic community.

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
FEBRUARY 4, 2023**

ACTION ITEM 2223-25

ST. MARY'S COLLEGE VISION STATEMENT

RECOMMENDED ACTION

The President recommends that the Board of Trustees re-affirms St. Mary's College of Maryland's vision statement. The vision reads:

St. Mary's College of Maryland will increasingly serve as the liberal arts college of choice for intellectually ambitious students, faculty, and staff from diverse backgrounds, attracted by a rigorous, innovative, and distinctive curriculum that integrates theory and practice; a talented, professionally engaged, and student-centered faculty and staff; and a strong infrastructure. Students will be part of a collaborative learning community that embraces intellectual curiosity and innovation, the power of diversity, and the College's unique environment. Our graduates will thrive as responsible and thoughtful global citizens and leaders

RATIONALE

The Board of Trustees is the authorizing body for setting the vision of St. Mary's College of Maryland. The current vision was developed in 2016. The re-affirmation states that the 2016 vision is aspirational, remains relevant, and defines the path to reaching the pinnacle of liberal arts education.