

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

May 12, 2023
3:20 p.m.

Board of Trustees

Glendening Annex

May 12, 2023

3:20 p.m. - 4:20 p.m. EDT

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**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

ACTION ITEM 2223-26: CONFERRAL OF DEGREES

**RECOMMENDATION TO APPROVE
2023 CANDIDATES FOR GRADUATION**

RECOMMENDED ACTION:

On recommendation of the Vice President for Academic Affairs and Dean of Faculty, and with the concurrence of the faculty, the candidates for the degree of Bachelor of Arts, Bachelor of Science, and Master of Arts in Teaching are recommended for approval.

RATIONALE

By action of the Maryland State Legislature in 1964 St. Mary's College of Maryland was authorized to become a public, four-year college with its own Board of Trustees. The Board of Trustees is vested with all the powers, rights and privileges attending the responsibility of full governance of St. Mary's College of Maryland. The College Bylaws enumerate the duties, powers, and responsibilities of the Board of Trustees, officers of the College and the faculty. The Board of Trustees has the authority to approve all earned degrees through the faculty and President as they shall recommend.

ST MARY'S

COLLEGE of MARYLAND

The National Public Honors College

BOARD OF TRUSTEES ADMISSION AND FINANCIAL AID COMMITTEE MEETING OF MAY 12, 2023

ACTION ITEM 2223-27

RECOMMENDATION TO REVISE THE COLLEGE POLICY ON STUDENT RESIDENCY CLASSIFICATION

RECOMMENDED ACTION:

The Admission and Financial Aid Committee recommends revising the St. Mary's College of Maryland Policy on Student Residency Classification for Admission, Tuition Charge, and Differential Purposes (Section IV. B.) which grants temporary in-state residency status for tuition benefits to out of state residents.

The current policy states:

- *The spouse or financially dependent child of a full-time or part-time (at least 50 percent time) regular employee of SMCM.*

Recommended revision to the policy:

- *The spouse or financially dependent child of a full-time or part-time (at least 50 percent time) regular employee of SMCM or the financially dependent child of a full-time or part-time (at least 50 percent time) regular employee of USM.*

RATIONALE

The revision to the policy would allow University System of Maryland (USM) employees who live out of state to receive the same tuition benefit as those who live in-state. It will enable USM employees to receive equitable benefit of the tuition remission benefits that are based on in-state tuition rates. The revision will make the SMCM policy consistent with the policy at USM institutions.

President Jordan supports this revision to the policy so that the dependents of SMCM and USM employees are treated equitably.

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

ACTION ITEM 2223-28

APPROVAL OF THE ANNUAL FACILITIES CONDITION REPORT

(See supplemental document for additional information.)

RECOMMENDED ACTION

The Technology, Buildings, and Grounds Committee recommends approval by the Board of Trustees, St. Mary’s College of Maryland, of the Annual Facilities Condition Report.

RATIONALE

The Technology, Buildings, and Grounds Committee is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. The 2023 Summary Data Report and the Condition of Campus Facilities Annual Report are included in the materials.

Action Item 2223-28

Approval of the Annual Facilities Condition Report

Supplemental Document

Summary Data for All Facilities (FCI Report) for 2023 - 2024

Site: St. Marys College of Maryland

Facilities, St. Mary's College

Facility	Replacement Value	Deferred Components	Selected Projects (SP)	(DC + SP)/RV (FCI)
1 St. Marys College of Maryland				
01 - St. Mary's Hall	\$3,154,684	\$115,384	\$205,490	10.2%
02 - St. Mary's Hall Annex	\$241,552	\$7,460	\$0	3.1%
03 - May Russell Lodge	\$1,591,144	\$8,693	\$15,000	1.5%
04 - Calvert Hall	\$23,474,112	\$219,486	\$0	0.9%
05 - Lucille Clifton House	\$615,047	\$7,380	\$30,000	6.1%
06 - Admissions	\$2,672,232	\$33,671	\$0	1.3%
07 - Kent Hall	\$18,045,600	\$307,922	\$2,000,000	12.8%
08 - Cobb House	\$2,352,005	\$141,750	\$0	6.0%
09 - Margaret Brent Hall	\$3,716,240	\$29,979	\$0	0.8%
11 - Queen Anne Hall	\$27,753,144	\$350,703	\$310,000	2.4%
12 - Campus Center	\$44,560,890	\$120,004	\$0	0.3%
13 - Library	\$49,968,184	\$170,015	\$3,000,000	6.3%
14 - Dorchester Hall	\$27,753,144	\$338,201	\$790,000	4.1%
15 - Maintenance	\$3,287,745	\$186,618	\$15,000	6.1%
16 - Michael P. O'Brien ARC	\$101,666,150	\$1,173,592	\$0	1.2%
17 - Ethel Chance Health Center	\$3,267,675	\$115,260	\$0	3.5%
18 - Caroline Hall	\$27,753,144	\$439,472	\$650,000	3.9%
19 - Prince George Hall	\$27,753,144	\$574,103	\$650,000	4.4%
20 - Montgomery Hall	\$55,337,368	\$1,847,442	\$9,013,288	19.6%
22 - E.D. Harrington	\$3,972,195	\$112,003	\$0	2.8%

Summary Data for All Facilities (F C I Report) for 2023 - 2024

Site: St. Marys College of Maryland

Facilities, St. Mary's College

Facility	Replacement Value	Deferred Components	Selected Projects (SP)	(DC + SP)/RV (FCI)
23 - G. Boone	\$5,468,064	\$93,963	\$0	1.7%
24 - H.L. Dodge	\$7,491,808	\$160,403	\$0	2.1%
25 - M.W. Dodge	\$7,491,808	\$160,403	\$0	2.1%
26 - A.B. Morsell	\$5,519,152	\$139,756	\$0	2.5%
27 - B. Trueschler	\$5,468,064	\$40,625	\$0	0.7%
28 - Daugherty-Palmer Commons	\$4,118,352	\$26,498	\$0	0.6%
29 - Admissions Annex	\$536,424	\$4,406	\$0	0.8%
30 - Schaefer Hall	\$71,905,536	\$2,193,008	\$2,500,000	6.5%
31 - Townhouse Crescent	\$36,981,120	\$1,259,906	\$0	3.4%
32 - Lewis Quad - West	\$11,932,344	\$26,384	\$0	0.2%
33 - Lewis Quad - North	\$10,337,904	\$39,381	\$0	0.4%
34 - Lewis Quad - East	\$11,932,344	\$75,549	\$0	0.6%
35 - Lewis Quad - Commons	\$4,316,936	\$34,577	\$0	0.8%
36A - Waring A - Commons	\$1,842,464	\$12,918	\$0	0.7%
36B - Waring B - Units 1-8	\$7,770,320	\$0	\$0	0.0%
36C - Waring C - Units 13-20	\$8,816,800	\$0	\$0	0.0%
36D - Waring D - Units 21-25	\$7,959,840	\$0	\$0	0.0%
36E - Waring E - Units 9-12	\$3,955,200	\$0	\$0	0.0%
36F - Waring F - Units 26-33	\$8,775,600	\$0	\$0	0.0%
36G - Waring G - Units 34-37	\$4,433,120	\$0	\$0	0.0%
36H - Waring H - Units 38-49	\$13,909,120	\$0	\$0	0.0%

Summary Data for All Facilities (F C I Report) for 2023 - 2024

Site: St. Marys College of Maryland

Facilities, St. Mary's College

Facility	Replacement Value	Deferred Components	Selected Projects (SP)	(DC + SP)/RV (FCI)
37A - Waring I - Units 50-57	\$9,129,920	\$0	\$0	0.0%
37B - Waring J - Units 58-63	\$6,690,880	\$0	\$0	0.0%
38 - Goodpaster Hall	\$70,809,204	\$53,521	\$1,000,000	1.5%
39 - Muldoon River Center	\$3,593,071	\$20,012	\$0	0.6%
40 - Rowing Center	\$548,312	\$36,295	\$0	6.6%
41 - Glendening Hall	\$22,045,296	\$47,237	\$0	0.2%
42 - Artist House	\$1,030,000	\$52,464	\$0	5.1%
44 - Joint Storage Building	\$371,344	\$0	\$0	0.0%
45A - Anne Arundel Hall North	\$13,152,688	\$3,000	\$0	0.0%
45B - Anne Arundel Hall South	\$9,235,392	\$3,000	\$0	0.0%
45C - Anne Arundel Hall West	\$9,747,920	\$3,000	\$0	0.0%
46 - Jamie L. Roberts Stadium	\$2,526,815	\$0	\$0	0.0%
47 - Learning Commons	\$13,184,000	\$0	\$0	0.0%
48 - Dodge PAC	\$48,925,000	\$0	\$0	0.0%
Allowance - Building Allowances	\$0	\$30,900	\$0	0.0%
INFRA - infrastructure	\$0	\$39,585	\$0	0.0%
SITE_WIDE - St. Marys College of Maryland	\$0	\$0	\$0	0.0%
Totals	\$880,887,560	\$10,855,929	\$20,178,778	3.5%

2023 ANNUAL REPORT ON THE CONDITION OF CAMPUS FACILITIES

- 1. *St. Mary's Hall* 1906 (1994) 3,227 NASF**
Function: Small auditorium seating 216. The facility primarily supports music events and lectures.
Condition: Poor (FCI = 10.2 %) Deferred Cost: \$115K
A project to repoint deteriorated mortar joints was completed in 2015. Carpeting was replaced in 2014. Water infiltration problems that caused mold growth in the basement were corrected in 2013 and basement restoration was completed in 2014. Upholstered seating repairs are ongoing to address deterioration. Structural damage was identified in the summer of 2019 with repairs being completed in the fall of 2019. In the Spring of 2021, a restoration project was completed on the exterior of the building's windows and doors.
Future: Plant funds will be used in coming years to address deteriorating conditions to the building's envelope. Interior renovations will be integrated into how St. Mary's Hall will be utilized in future plans.
- 2. *St. Mary's Hall Annex (Animal House)* 1907 (2012) 119 NASF**
Function: Unisex bathroom to support St. Mary's Hall and outdoor events in the Garden of Remembrance and lab space for the Department of Anthropology. Painting of wood trim will be needed in the future.
Condition: Good (FCI = 3.1%) Deferred Cost: \$7.5K
No work in the last five years.
Future: Painting of wood trim will be needed in the future.
- 3. *May Russell Lodge* 1909 1,422 NASF**
Function: Guest lodging and meeting facility.
Condition: Good (FCI = 1.5%) Deferred Cost: \$8.7K
The windows were replaced in 2014. The floors were repaired and refinished, and the screened porch was repaired and painted in 2013. The HVAC system was replaced in 2017. New system will provide both heating and cooling. Renovation of the porch was completed in early Spring 2019. The May Russell Lodge is currently being used as temporary office space for the President and her support staff. Radiant heat was added to the 3-season porch facing the water in 2022.
Future: Restoration of building masonry and slate roof replacement.
- 4. *Calvert Hall* 1924 (1987) 16,428 NASF**
Function: Administrative offices on the main (1st), second floors, and third floors. The ground floor (basement), renovated in 2012 with a light renovation in 2023, houses the campus archives and the Office of Planning, Design, and Construction.
Condition: Good (FCI = 0.9%) Deferred Cost: \$219K
Floor tiles in both stair towers were replaced in 2013. Doors and asbestos floor tiles on the 2nd and 3rd floors need replacement. Bathroom facilities on the 2nd and 3rd floors need renovation. There remains a need for Americans with Disabilities Act (ADA) access throughout the building. Both north and south porch roofs and substrates were renovated in 2013. Bathrooms in the basement and on the 1st floor were converted to ADA compliant

restrooms, stair towers were renovated and the second floor was converted to office and lounge space in support of Advancement and Alumni operations in 2015. FY22 and FY23 State Capital Infrastructure funds were used to replace the buildings heating and air conditioning systems, upgrade the electrical system, replace the fire alarm system, replace the building's windows, replace the roof, and repair the masonry façade. Restoration work, post-fire, resulted in the replacement of the carpeting throughout the building and new paint throughout the first, second, and third floors.

Future: Future State Capital Infrastructure funds are scheduled in the Governor's 5-year CIP to address both ADA and Life Safety needs including, but not limited to, a building-wide sprinkler system, elevator, and ADA specific bathroom upgrades. Future Plant funds will also be needed to address the deteriorating aesthetic of the central staircase.

5. ***Lucille Clifton House*** ***1928 (2017)*** ***1,233 NASF***
Function: The facility is currently occupied by Diversity and Inclusion and Title IX offices.
Condition: Fair (FCI = 6.1%) Deferred Cost: \$7.3K
 Exterior siding and substrates were replaced in 2014. Water infiltration problems exist in the basement (unoccupied). An interior finish renovation with ADA upgrades was completed in 2016. In addition, a new entry portico was added to the building. In 2020, the roof was replaced. Basement ventilation and a new basement sump pump was installed in 2021 to help control moisture intrusion. The building's heating system was decommissioned, and a new heat pump was installed in 2021. A complete window replacement and slight redesign of the interior space was also completed in 2021 to accommodate the IDE(A)₂ Faculty and Staff.
Future: Plant funds will be used to waterproof the building's basement and improve the electrical system in FY24.

6. ***Admission Welcome Center*** ***1936 (1986)*** ***2,032 NASF***
Function: Offices and support space for the Office of Admission.
Condition: Good (FCI = 1.3%) Deferred Cost: \$33.6K
 Gutters and downspouts were repaired in 2015. Basement windows and interior walls were sealed to address water infiltration problems and exterior walkways were refurbished in 2014. A geothermal heat pump system was installed, which included new attic and crawl space insulation in 2013. Asbestos flooring abatement and carpet replacement were completed in and around the kitchen area in 2013. Minor repointing was complete on the building foundation in 2016. The lobby, sunroom and entry corridor saw a limited renovation with new furniture added in 2019. The building's exterior has been painted and the front porch handrails have been replaced. In 2021, the main visitor's restroom was renovated, and the roof was replaced.
Future: Refurbishment of window frames and associated trim and seals are needed.

7. ***Kent Hall*** ***1940 (1998)*** ***11,668 NASF***
Function: Office and instructional space for the departments of history, economics, and political science.
Condition: Poor (FCI = 12.8%) Deferred Cost: \$300K
 Vinyl Composition Tile (VCT) on the 2nd and 3rd floors and the columns at the west entrance were replaced in 2016. In 2017, first floor corridors, stairwells and classroom flooring replaced. Upgrades to variable air volume boxes in the ventilation system were completed in

2011. The fuel-fired domestic hot water heater was replaced with an electric hot water heater in 2008. R-22 availability is no longer produced and has become very expensive for packaged AC units that support data closets. Although these units are functional, replacements should be considered soon. FY23 Capital funding was used to replace the cooling tower, economizer, and all associated pumps for the building's main cooling system.

Future: The State Infrastructure Improvements Capital Project will fund the remaining upgrades needed for the HVAC systems and the restoration of building masonry. Plant funding is scheduled to replace AC units supporting IT data closets.

8. Cobb House 1948 (2017) 2,879 NASF

Function: The building houses the office of Alumni Relations.

Condition: Fair (FCI = 6.00 %) Deferred Cost: \$142K

The building has undergone a partial interior finish upgrade, roof replacement, addition of entry vestibule and deck, and ADA improvements in 2017. Storm windows were replaced in 2009. The floors in the basement are delaminating in various areas as a result of a major pipe leak and needs repairs. One heat pump system was replaced in 2013. Repairs and painting of sections of the soffits, fascia, and substrates were completed in 2016. Gutters require repair or replacement. Dehumidification in the basement was installed in Summer 2019

Future: Plant funds will be used to replace the windows throughout the building in multiple phases starting as early as FY24.

9. Margaret Brent Hall 1950 (2011) 2,903 NASF

Function: The building includes a classroom and office space for the Department of Philosophy. The fire alarm system was repaired and connected to the Building Automation System (BAS) 2015.

Condition: Good (FCI = 0.8%) Deferred Cost: \$29K

Future: The fire alarm system will need to be replaced within the next five years.

10. Vacant – Old Anne Arundel Hall

11. Queen Anne Hall 1965 (2005) 23,343 NASF

Function: Female traditional residence hall.

Condition: Good (FCI = 2.4%) Deferred Cost: \$350K

New HVAC system, including central air-conditioning, was completed in 2016. The gutters were replaced, a foundation drain tile system was installed and 21 windows on the west side of the building were replaced in 2013. The remaining original windows were replaced and exterior brick repointing and sealing to reduce moisture absorption were completed in 2014. Repainting of the interior of the building, replacing ceilings, replacing exterior doors, upgrading recreation room furniture, lobby restorations, and study furniture, wireless internet were also completed in 2014. Installation of a new HVAC system, including central air-conditioning was completed in summer 2016. The roof is in fair condition. An ADA entrance to the first floor was completed in 2018 under the program Access Maryland. The building's boiler was removed and replaced with two standalone water heaters in 2019.

Future: The replacement of the roof has been designed and will be replaced within the next 5 years. Also, minor interior renovation is planned for the next 1-3 years to refurbish the front and back apartments.

- 12. *Campus Center* 1966 (2000) 31,672 NASF**
Function: The facility includes food service, campus bookstore, lounges, meeting rooms, a theater, campus mailboxes, student and staff offices, and space for student organizations.
Condition: Good (FCI = 0.3 %) Deferred Cost: \$120K
A gender-neutral bathroom was created on the first floor across the hall from the Cole Cinema in 2016. Upgrades to Variable Air Volume box (VAV) controllers were completed in 2012-2014. The loading dock concrete deck and block walls showed deterioration at various joints and were repaired in 2014. Chimney flashing and cap repairs were assessed in 2015 and appear to be resolved. Floors in the dish room were repaired in 2016 to address the water infiltration problems. Two roof top R-22 AC condensing units are recommended for replacement. Replacement of the Daily Grind flooring is recommended. Common areas were repainted in 2018. Structural repairs were needed near the entrance to the Great Room in the summer of 2019. The buildings main grease interceptor was replaced in 2019. The kitchen floor was replaced with an epoxy membrane floor system in 2020.
Future: Air handling equipment dedicated for the kitchens should be replaced using Plant funds within the next 5 years. The flat roof and main rooftop air handling units are being replaced in May 2023. *FCI% indicates the replacement already being completed.*

- 13. *Hilda C. Landers Library* 1968 (1990) 38,006 NASF**
Function: This facility includes the library, media services, a writing center, and the office of information technology.
Condition: Fair (FCI = 6.3%) Deferred Cost: \$170K
In 2017 the building Fire Alarm system & Air Handler 5 was replaced. Lighting and bathroom fixture upgrades under the campus energy performance contract were completed in 2006 and a new boiler installation was completed in 2007. Repairs to the copper roof were completed in 2007. A new emergency generator was installed in 2008. The chiller and the second-floor carpet were replaced in 2011 and 2012. Air Handler Unit 5 needs refurbishment or replacement. Two condenser units for the server room were replaced in 2012. Carpets and upholstery were replaced in the media room (321) and the wood stairs were refinished in 2014. Additional classrooms, offices and 3rd floor carpets need replacement. The second floor was repainted. Upgrades to the building control system in FY19 and roof replacement in FY 20 were funded by the State Infrastructure Improvements Capital Project. Space has been renovated and constructed to house the new Center for Inclusive Teaching and Learning on the first floor as well as a new Writing Center. Portions of the first-floor flooring was replaced in 2021.
Future: The Hilda C. Landers Library revisioning project is currently in design. State Capital funds will be used to renovate portions of the first and second floors of the library, not to include the Center for Inclusive Teaching & Learning, formerly the Writing Center. The critical HVAC units for the campus's main server rooms are scheduled to be upgraded in FY24.

14. ***Dorchester Hall*** **1968 (1988)** **22,742 NASF**
Function: All male traditional residence hall.
Condition: Good (FCI = 4.1%) Deferred Cost: \$340K
Stair tower renovations, entrance door replacement, window replacement and masonry waterproofing were completed in 2013. Gutters were replaced and a drain tile system was installed in 2014. Replacing ceilings, replacing asbestos floor tiles, replacing exterior doors, upgrading recreation room furniture, lobby restorations, and study furniture and wireless internet upgrades was completed in 2014. The removal of the remaining asbestos insulation in heating piping, replacing interior doors, and installation of a new HVAC system, including central air-conditioning, were completed in 2015. Building Automation system upgrades completed in 2017. Bathroom ceramic tile floors are in poor condition. The first-floor communal kitchen was renovated in early 2021. The building's fire alarm system was replaced in 2022. The Maryland Department of Disabilities (MDOD) Access Maryland program helped fund the installation of a new ADA ramp for the main entrance.
Future: Replacement of ceramic tile floors to be considered under future plant budgets. Also, a minor interior renovation is planned for the next 1-3 years to refurbish the front and back apartments. The installation of a building wide sprinkler system should be funded via Plant funds in the next 1-5 years. The third-floor bathrooms are being renovated in the summer of 2023 to help transition the building to a coed dormitory.
15. ***Maintenance*** **1968 (1981)** **9,202 NASF**
Function: Physical Plant administrative offices and support space, art storage and classrooms in support of the Art Department.
Condition: Fair (FCI = 6.1%) Deferred Cost: \$187K
The building HVAC system is in poor condition. The building is inadequate for current levels of maintenance and grounds operations.
Future: All deficiencies are to be considered for funding through the plant budget. The draft 2012-2027 Master Plan recommends that the existing Maintenance Building be converted to joint use by Public Safety and Maintenance after construction of a new Maintenance Building. Art studios and art storage should be moved to Montgomery Hall after the department of Music moves to the New Academic Building. The building's main electrical room will need renovations in 1-3 years.
16. ***Michael P. O'Brien Athletic and Recreation Center*** **1968 (2005)** **81,680 NASF**
Function: Athletic and recreational facility.
Condition: Good (FCI = 1.2 %) Deferred Cost: \$1,174K
The tennis courts are near the end of their useful life and nearly unplayable. Most interior spaces are in good condition. The exterior double doors to the recreation court were replaced and repairs to the pool chemical and acid rooms were completed in 2014. An elevator system to facilitate chemical transport to the pool mechanical deck was installed in 2015. The flooring around the pools and seating in the natatorium needs replacement. A feasibility study to add air-conditioning to the recreational gym was completed in 2011. The recreational courts were upgraded in the summer of 2019. Upgrades included the removal of skylights and roof repairs, new LED lighting, the removal of the bleachers, all walls painted, the resurfacing of the wood floor, and new ceiling fans. The 25m pool roof was replaced and was funded by the State Infrastructure Improvements Capital Project. Tennis court lighting

was replaced in the summer of 2020. The air-handling units serving the 50m pool were also replaced in the summer of 2020. Locker room renovations were completed in 2021 to create additional space for Cross Country programs. The baseball infield was replaced in July of 2021 and the scoreboard was replaced in early 2022. The main chemical feeder system for both pools was replaced in the spring of 2023.

Future: Several roofs will need to be replaced within the next 1-3 years. The baseball outfield is scheduled to be resurfaced in the summer of 2023. The filtration system for both the 50m and 25 yd pool need replacement in the next 1-3 years. Locker rooms previously used by the men's lacrosse program should be considered for a different use in coming years. The tennis courts and fencing are scheduled to be renovated in the summer of 2023. Lighting for the natatorium is scheduled to be replaced in the summer of 2023.

17. *Ethel Chance Hall* 1968 (1994) 2,449 NASF

Function: College Wellness Center.

Condition: Good (FCI = 3.5%) Deferred Cost: \$115K

In 2017, all the windows were replaced. A handicap accessible restroom and sound abatement for exam rooms are needed. A flush sink for the lab was installed in 2013. Carpets in an exam room and the reception area were replaced in 2015. Windows and additional carpeting need to be replaced in the next 2-3 years. The need for additional therapy space has become apparent with the increase of available services. Renovation to provide a handicapped accessible bathroom were completed in 2019 under the program Access Maryland.

Future: All other deficiencies will be considered through the Plant budget.

18. *Caroline Hall* 1970 (1987) 24,829 NASF

Function: Co-ed traditional residence hall.

Condition: Good (FCI = 3.9%) Deferred Cost: \$440K

A make-up ventilation system was installed in 2013. The boiler has been replaced with repurposed boilers from the Library HVAC replacement project. Recreation and study furniture upgrades, lobby restorations and wireless internet upgrades were completed in 2014. Repainting the interior of the building and replacing interior and exterior doors were completed in the summer of 2015. The complete replacement of all dorm room furniture was completed summer 2018. Also, minor interior renovation was completed to the front and back apartments. A new fire alarm system was installed in the summer of 2019. Also in 2019, the 50-year-old cast iron boilers will be replaced with 12-year-old repurposed boilers from the campus Library. The Caroline Hall chiller was replaced in 2020 with Plant funds. The Maryland Department of Disabilities (MDOD) Access Maryland program helped fund the installation of a new ADA ramp for the main entrance.

Future: The installation of a building wide sprinkler system should be funded via Plant funds in the next 1-5 years. All other deficiencies will be addressed with Plant funds.

19. *Prince George Hall* 1970 (1987) 22,741 NASF

Function: Co-ed traditional residence hall.

Condition: Good (FCI = 4.4%) Deferred Cost: \$575K

A make-up ventilation system was installed in 2013. The boiler has been replaced with repurposed boilers from the Library HVAC replacement project. Repainting the interior of

the building, replacing exterior doors, upgrading recreation room furniture, lobby restorations, and study furniture and wireless internet upgrades were completed in 2014.

Future: All other deficiencies such as bathroom refurbishment, balcony repairs, dormer repairs, and electrical upgrades will be addressed in the future through the Plant budget. The Prince George Hall chiller will need to be replaced in 1-3 years as we work to remove R-22 refrigerant systems from campus. Also, minor interior renovation is planned for the next 1-3 years to refurbish the front and back apartments. The installation of a building wide sprinkler system should be funded via Plant funds in the next 1-5 years. One of two first floor bathrooms is scheduled to be renovated in the summer of 2023 to increase the square footage for residents on the first floor.

- 20. *Montgomery Hall* 1979 36,041 NASF**
Function: Fine Arts building including a theater, the Boyden Gallery, classrooms, art studios, faculty offices, and support space for the departments of English, Theater and Media Studies, and Art.
Condition: Poor (FCI = 19.6%) Deferred Cost: \$1,847K
 All phases of HVAC mixing box replacements were completed in 2013 through 2016. Also, the main chiller coil was replaced. Cedar siding/fascia/soffits were repaired in some locations in 2012 but should be considered for replacement within the next few years. The elevator has reached the end of its lifecycle and needs major renovation/replacement. Vinyl tile on the second floor has been replaced. Gutters and exterior doors require repair and/or replacement. Bathroom renovations are recommended. Mechanical systems, except the chiller and cooling tower, are in poor condition. The boilers were replaced in 2013 and 2015. Replacement of sculpture studio windows, exterior trim repair and painting was completed in 2014. Some carpets in faculty offices need replacement. Given the building age, maintenance needs will grow over the next decade. Significant space shortages exist in all the departments. Art studio spaces were renovated in 2022.
Future: After the Music Department's move to the Dodge Performing Arts Center, a renovation of the entire building for use by the Art Department, Performing Arts and Theater Studies, and the English Department has been requested as part of the five-year CIP.

21. *Vacant*

Townhouse Green

- 22. *E.D. Harrington* 1987 4,816 NASF**
Condition: Good (FCI = 2.8%) Deferred Cost: \$112K
23. *G. Boone* 1987 4,128 NASF
Condition: Good (FCI = 1.7%) Deferred Cost: \$93K
24. *H.L. Dodge* 1987 5,712 NASF
Condition: Good (FCI = 2.1%) Deferred Cost: \$160K
25. *M.W. Dodge* 1987 5,712 NASF
Condition: Good (FCI = 2.1%) Deferred Cost: \$160K
26. *A.B. Morsell* 1987 4,180 NASF
Condition: Good (FCI = 2.5%) Deferred Cost: \$140K
27. *B. Trueschler* 1987 4,128 NASF
Condition: Good (FCI = 0.7%) Deferred Cost: \$40K

Function: All of the above are townhouse buildings.

All the remaining bedroom carpet has been removed and replaced with a factor finished vinyl tile 2017. All remaining exterior doors were replaced. Roof and gutter repair/replacement and bathroom renovations were completed in 2011-2012. All heat pumps were replaced in 2014 and sixty-four (64) front and back exterior doors were replaced in 2014 and 2015. Portico roofs have been replaced in 4 of 6 blocks.

Future: Furniture in Homer Dodge, Maggie Dodge, and Trueschler will need replacement in 2-3 years. The complex's remaining porticos are scheduled for repair or replacement in the summer of 2023.

28. *Daugherty-Palmer Commons* 1988 2,914 NASF

Function: Great room, laundry, and offices for the events and conferences staff.

Condition: Good (FCI = 0.6%) Deferred Cost: \$26K

Gutter repairs/replacement completed in 2012. Ceiling sound attenuation panels and floor repairs and interior painting were completed in 2013. Lighting fixtures were re-lamped in 2013 eliminating the requirement for additional lighting. The underground storage tank was replaced in 2015. The prep kitchen was renovated with plant funds in the FY20.

Future: In the next 2-3 years, replacement of the wood floor should be implemented.

29. *Admissions Annex* 1992 560 NASF

Function: Admissions offices.

Condition: Good (FCI = 0.8%) Deferred Cost: \$4.4K

An upgrade to the security alarm system was completed in 2012. A vestibule at the entrance was installed in 2012 and a new geothermal heat pump system was installed in 2013.

Future: No future work is currently planned.

30. *Schaefer Hall* 1993 32,925 NASF

Function: Laboratory and classroom building for the departments of biology, physics, and math and computer science.

Condition: Fair (FCI = 6.5%) Deferred Cost: \$2,193K

Foundation waterproofing and drain tile system was completed in 2013 to address the water infiltration problems in the south side of the north wing basement. HVAC controls upgrade was complete in 2014. The river pit pumps should be evaluated for sustainable replacement, and various ceilings, window and light replacements are recommended. The 80-ton chiller has reached the end of its lifecycle and costs of repairs exceed the value. A design was recommended for replacement with a larger capacity system; however, supplemental cooling was installed in 2014 in critical laboratories eliminating the need. The replacement of the burner for boilers and additional window replacements were completed in 2014 and 2015. Initiatives to complete system balancing/commissioning were complete in 2015. New ceilings in labs and classrooms are recommended. Additional window replacements and upgrades to the river water circulation system were completed in 2016 and 2017. The building's flat roofs were replaced in FY20. Previous storage space has been demolished and the design is nearly completed for the establishment of a new Marine Science teaching lab. Funding for the teaching lab is being provided by a congressionally directed spending request and contributions from generous donors.

Future: The state-funded infrastructure improvements project will fund the replacement of the building's chillers, boilers, and cooling tower in FY22. This project is finally out to bid after several months of design challenges related to fuel storage.

- 31. *Townhouse Crescent* 1994 28,605 NASF**
Function: 40 residential townhouse units.
Condition: Good (FCI = 3.4%) Deferred Cost: \$1,260K
All the remaining twenty heat pumps units were replaced in 2016. Nineteen (19) exterior entry and Eighteen (18) French doors were replaced in the spring of 2016. The replacements of forty-four (44) windows were also complete in 2017. Renovations were completed to the patio doors and 23 windows were replaced in 2012. A larger project to renovate those bathrooms not done during past initiatives (34) will be needed in the next 1-3 years to eliminate potential drainage and floor leaks into kitchen areas. Twenty (20) heat pumps and air handlers were replaced under the student funded Green St. Mary's Revolving Fund (GSMRF) in 2015.
Future: Kitchen and bath renovations should be scheduled in the next 1-5 years.
- 32.-35. *Edward T. Lewis Quadrangle* 2001 29,033 NASF**
Function: Suite-style residence halls and commons.
Condition: Good (FCI = 0.5%) Deferred Cost: \$175K
Slate roof repairs were completed in 2007. Upgrades to the existing building HVAC automation system were completed in 2009. The recreation room was converted to a late-night food venue in 2011. Additional bathroom renovations are recommended. Invensys HVAC control system should be converted to campus standard system (Automated Logic or Siemens Desigo). Complete interior painting, replacement of vinyl cove base and stair refinishing of the facility was complete in 2016 and 2017. Phase I (of II) of an HVAC replacement for the residential spaces was completed in 2022 with Phase II scheduled for the summer of 2023.
Future: Facility renovation of some bathrooms to include floors, showers, and ventilation continues to be addressed on a case-by-case basis as necessary. Additionally, common unit doors will be equipped with electronic access control in FY24 to improve unit security.
- 36. *H. Thomas Waring Commons Phase I/II* 2003 44,705 NASF**
Function: Suite and apartment-style residence halls and commons.
Condition: Good (FCI = 0.0%) Deferred Cost: \$1.2K
All common stairwell interior finishes were upgraded in the summer of 2019. The Waring Commons HVAC Replacement Project Phase III (of III) was completed in the summer of 2020.
Future: The bathroom ventilation systems should be replaced in the next 1-3 years.
- 37. *H. Thomas Waring Commons Phase III* 2007 14,168 NASF**
Function: Suite and apartment-style residence halls and commons.
Condition: Good (FCI = 0.0%) Deferred Cost: \$0K
All common stairwell interior finishes were upgraded in the summer of 2019. The Waring Commons HVAC Replacement Project Phase III (of III) was completed in the summer of 2020.

Future: The bathroom ventilation systems should be replaced in the next 1-3 years.

38. ***Goodpaster Hall*** **2008** **32,239 NASF**
Function: Multi-use facility includes classrooms, offices, and laboratories for the departments of chemistry, educational studies, and psychology.
Condition: Good (FCI = 1.5%) Deferred Cost: \$53K
Wood floor repairs and walk off grate completed in 2012. The sewage ejector pumps were rebuilt in 2014. The lab air compressors were repaired in 2012. The building automated lighting system needs replacement. The building's control system is dated and in need of replacement. Wood flooring has been replaced at the main entrance due to water damage.
Future: The College is planning on utilizing funds from the State Capital Infrastructure Project for the replacement of the building controls in FY 24 during improvements to the Nodal Loop. Spaces on the second floor vacated by the Educational Studies Department are actively being renovated to provide room for teaching and laboratory research space.
39. ***Muldoon River Center*** **2009** **4,984 NASF**
Function: Multi-use facility includes offices for waterfront and biology, a multi-purpose room with an adjacent catering kitchen, classroom, biology lab, seminar room, and a boat repair facility. Floating dock replacement was completed in the fall of 2022. The building's main water source heat pumps were replaced in the winter of 2022.
Condition: Good (FCI = 0.6%) Deferred Cost: \$20K
Future: Replacement of door closers needed.
40. ***Rowing Center*** **2008** **2,628 NASF**
Function: Storage facility to house crew shells, kayaks, student water related clubs, and other recreational gear.
Condition: Fair (FCI = 6.6%) Deferred Cost: \$36K
Future: Repairs to the garage and carriage style doors is slated for summer 2023.
41. ***Glendening Hall*** **2009** **14,575 NASF**
Function: Multi-use facility includes a conference center, and offices for residence life, academic services, human resources, financial aid, registrar, core curriculum, and the business office. The fire alarm system was replaced in the Summer of 2019.
Condition: Good (FCI = 0.20%) Deferred Cost: \$47K
The Center for Career and Professional Development has expanded within the second floor of Glendening Hall with the de Sousa Brent Scholars program moving into space previously used by the Office of International Education (now housed in Anne Arundel Hall).
Future: Future work or renovations may result if functions within Glendening Hall change in coming years.
42. ***Artist House*** **2,000 SF**
Function: Houses visiting artists with a separate studio adjacent to the residence.
Condition: Fair (FCI = 5.1%) Deferred Cost: \$52K
The roof was replaced in the Summer 2019. The HVAC system was replaced in 2020. The building's envelope, not including the roof need major renovations and/or restorative efforts.

Future: The building's foundation is scheduled to be fully contained with repairs made to the crawlspace in the summer of 2023 using Plant funds. The kitchen and bathrooms should be renovated within the next 1-5 years.

43. Vacant

44. Joint Storage Facility 2011 7,200 SF

Function: Joint storage facility for the SMCM physical plant and HSMC. The building is owned by SMCM and it resides on HSMC property. Each organization occupies 3,600 square feet in support of their maintenance operations.

Condition: Good (FCI = 0.0%) Deferred Cost: \$0

Future: No future work is currently planned.

45. Anne Arundel Hall North Building 2016 7,314 NASF

Function: Multi-use facility housing classrooms, offices, and conference rooms for the departments of International Languages and the Center for the Study of Democracy.

Condition: Good (FCI = 0.0%) Deferred Cost: \$3K

Future: No future work is currently planned.

46. Anne Arundel Hall West Building 2016 6,980 NASF

Function: Multi-use facility housing classrooms, offices, laboratories, and conference rooms for the departments of Anthropology and Museum Studies.

Condition: Good (FCI = 0.0%) Deferred Cost: \$3K

Future: No future work is currently planned.

47. Anne Arundel Hall South Building 2016 6,999 NASF

Function: Multi-use facility housing offices, laboratories, artifacts storage and classroom instruction for Historic St. Mary's City (HSMC).

Condition: Good (FCI = 0.0%) Deferred Cost: \$3K

Future: HSMC is working to upgrade the HVAC system for artifact storage to improve on dehumidification

48. Jamie L. Roberts Stadium 2019 4,321 NASF

Function: Multi-use athletic facility housing locker rooms, athletic training offices, and athletic fields for lacrosse, track and field, field hockey, and soccer programs.

Condition: Good (FCI = 0.0%) Deferred Cost: \$0K

Future: No future work is currently planned.

49. Learning Commons 2023 16,000 NASF

Function: Multi-se facility housing classrooms, conference rooms, and offices for the department of Educational Studies. Facility also contains lounge space and a coffee shop.

Condition: Good (FCI = 0.0%) Deferred Cost: \$0K

Future: No future work is currently planned.

50. Nancy R. and Norton L. Dodge 2023 50,000 NASF
Performing Arts Center

Function: The facility houses offices, studio space, a recital hall, and auditorium for the Performing Arts.

Condition: Good (FCI = 0.0%) Deferred Cost: \$0K

Future: No future work is currently planned.

Infrastructure

1. ***Campus Sanitary Sewer System:*** The system is in good condition. A rehabilitation project which included relining the piping was completed in 2006. The system is operated and maintained under an agreement with the Maryland Environmental Service (MES).
2. ***Campus Potable Water Distribution and Treatment System:*** The system is in good condition. The water tower replacement was completed in 2005. The system is operated by the Maryland Environmental Service (MES) who is planning to expand the system in order to eliminate dead ends in the pipe runs. Rerouting and enlargement of a section of water main have been completed under the Anne Arundel Hall project. MES completed work in September of 2020 on the expansion of the water system with a \$1.1M construction project to provide water to the New Academic Building and Auditorium and to provide redundancy.
3. ***Campus Electrical Distribution System:*** Ownership and responsibility to maintain the primary system transferred to SMECO in 2012. SMECO provided a loop feed along Trinity Church Rd which will improve restoration time for the facilities near Calvert Hall and Kent Hall. SMECO is to install a new tie line that will parallel Mattapany Road and terminate at the College on Hill Commons Drive before East Fisher Road. The line will provide a redundant feed to the College and allow SMECO to serve the college load from an alternate substation. The work is tentatively scheduled to start in May and is expected to be complete within 3-4 months.
4. ***Roadways:*** The state-funded infrastructure improvements project will fund a first and second phase of roadway repairs in FY21 & FY22. The Dorchester Circle storm water drainage project will be funded through the state-funded infrastructure improvements project in the future. A review is recommended of signage requirements on campus to determine adequacy and consistency.
5. ***Sidewalks:*** Installation of sidewalks along MD Rt. 5 was completed in 2015 from new Anne Arundel to St. John's pond. The second phase of MD Rt. 5 sidewalks will be completed in May 2023 and will extend the sidewalk from St. John's pond to North Field. Various sections of concrete and asphalt walkways on campus need repair. It is recommended that damaged sections be replaced with brick.

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

ACTION ITEM 2223 - 29

APPROVAL OF THE AUTHORITY AND RESPONSIBILITY MATRIX

(See supplemental document for additional information.)

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the Authority and Responsibility Matrix.

RATIONALE

The Authority and Responsibility Matrix was developed to provide an accurate and clear summary of the responsibilities delegated to the Board of Trustees, the president, and to the officers of the College, regarding various functions and operations. The Authority and Responsibility Matrix highlights actions that require Board of Trustees approval, as well as those that require Board of Trustees notification. The Authority and Responsibility Matrix last received Board of Trustees approval on May 13, 2022. At that time, the Finance, Investment, and Audit Committee directed that the Authority and Responsibility Matrix be reviewed by the College leadership annually, and that any updates be presented to the Board of Trustees for its review and approval. The Committee is recommending one change: Designating the authority to approve revisions to the Staff Senate Bylaws to the president, thus removing the requirement for Board of Trustees approval. The Staff Senate is not part of the governance structure within the College, therefore it is appropriate for any bylaw changes to be approved by the president.

Action Item 2223-29
Approval of the Authority and Responsibility Matrix
Supplemental Document

St. Mary's College of Maryland Authority and Responsibility Matix				
Pending Board of Trustees Approval (May 12, 2023)				
Administrative Area	Prepare	Recommend	Approve	Notify
Budget & Finance				
Fiscal Year Budgets - Operating and Capital (Plant)	VP Business/CFO	President	Board	
Rates: Tuition, Fees, Room and Dining Plan	VP Business/CFO	President	Board	
Auditors' Report and Audited Financial Statements	VP Business/CFO	President	Board	
Operating Budget Revision: Revenues = or > Expenditures		VP Business/CFO	President	Board
Operating Budget Revision: Revenues < Expenditures	VP Business/CFO	President	Board	
Plant Budget Revision < \$200K		VP Business/CFO	President	Board
Plant Budget Revision > \$200K	VP Business/CFO	President	Board	
Liquidation of up to 10% of Quasi-Endowment		VP Business / CFO	President	Board
Spending Authority above 5% of Annualized Budget		VP Business / CFO	President	Board
Contingency Budget Spending	AVP Finance	VP Business/CFO	President	
Banking / Bond Issues				
Issue Revenue Bonds / Bank Loans	VP Business/CFO	President	Board	
Bond Refinancing	VP Business/CFO	President	Board	
Procurement and Memoranda of Understanding				
Procurement Policy	VP Business/CFO	President	Board	
Procurement >\$100K			VP Business/CFO	President/Board
Procurement >\$1.0M	Director of Budgets	Director of Procurement	VP Business/CFO and Board of Public Works	President/Board
Procurement: State Capital Funds	Director of Procurement	Director of Budgets	VP Business/CFO and Board of Public Works	President
Facility and Service Agreements with HSMC	HSMC	VP Business/CFO	President	Board
Various Memoranda of Understanding and Agreements	Unit/Department Head	Impacted VP and VP Business/CFO	President	
Information Technology				
IT Master Plan (Required by State)	AVP Office of Information Technology and VP Business/CFO	President	Board	
IT Security Plan (Required by State)	AVP Office of Information Technology and VP Business/CFO	President	Board	
Facilities				
Facilities Master Plan	VP Business/CFO	President	Board	
Building Designs	VP Business/CFO	President	Board	
Building Programs	VP Business/CFO	President	Board	
Acquisition/Disposal of Real Property	VP Business/CFO	President	Board	
Annual Facilities Condition Report	VP Business/CFO	President	Board	
Note 1: Requires final approval by Board of Public Works				
Human Resources				
Appointment - Staff (Department Head and Below)		Unit Head	VP of unit	President/Board
Appointment - Staff (Assistant VP and Above)		VP of Unit	President	Board
Appointment - Faculty		Division Head	Provost	President/Board
Termination - Staff		VP Business/CFO	President	Board
Termination - Faculty (IAW Bylaws)	Division Head	Provost	President	Board
Contract Renewal - Probationary Status to Permanent FT Employees		Human Resources	VP of unit	President/Board
Create New Position		VP Business/CFO	President	Board
Union Agreement AFSCME		VP Business/CFO	President	Board
Staff Salary Plan	VP Business/CFO	President	Board	
Employee Handbook Revisions	VP Business/CFO	President	Board	
Modifications to Retirement Plans	VP Business/CFO	President	Board	
Staff Senate Bylaw Revisions	Staff Senate	VP Business/CFO	President	
Various Human Resources Policies	VP Business/CFO	President	Board	
Faculty Bylaws	Faculty and Provost	President	Board	
Reporting to Government Agencies				
Managing for Results Submission (MFR)	Director of Institutional Research/Provost	VP Business/CFO and President	Board	
Performance Accountability Report (PAR)	Director of Institutional Research/Provost	VP Business/CFO and President	Board	
Cultural Diversity Report	Chief Diversity Officer and VP Equity and Strategic Initiatives	VP Equity and Strategic Initiatives and President	Board	
Academic Affairs				
Faculty Reappointment, Tenure, Promotion	Provost	President	Board	
Curriculum Changes, Majors and Minors	Faculty and Provost	President	Board	
Study Abroad Sites, SMCM as primary operator		Provost	President	Board
Academic Policy Changes	Faculty and Provost	President	Board	
Student Affairs				
Student Trustee-in-Training Selection	VP Student Affairs	President	Board	
Clearly and Crime Statistics Reporting	Public Safety	VP Student Affairs	President	Board
Advancement				
Capital or Comprehensive Campaigns	VP Advancement	President	Board	Foundation Board
Named Opportunities Less than Building	VP Advancement and VP Business/CFO	VP Advancement	President	Board
Named Opportunities Building	VP Advancement and VP Business/CFO	President	Board	
Note 1: Requires final approval by Board of Public Works				
Enrollment Management				
Admission Policies	VP Enrollment Management	President	Board	
Financial Aid Award Policies	VP Enrollment Management	President	Board	
Equity and Strategic Initiatives (IDEAA)				
Title IX Policy Changes	VP Equity and Strategic Initiatives	President	Board	
Other Policies				
Revision of any Policy Approved by the Board of Trustees	VP of Unit	President	Board	
Order of the Ark and Dove Award		President	Board	
Conferral of Degrees	Provost	President	Board	
Honorary Degree Recipients		President	Board	
<i>Note: in the event that any item in this Authority Matrix conflicts with specific authorities provided in a Board of Trustees approved policy, then the Board approved policy shall prevail.</i>				

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

ACTION ITEM 2223-30

APPROVAL OF THE STAFF SALARY PLAN

(See supplemental document for additional information.)

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the Staff Salary Plan. With Board of Trustees approval, the Staff Salary Plan would become effective on July 1, 2023.

RATIONALE

The College maintains a Staff Salary Plan that provides minimum entry and maximum salaries for non-exempt positions. On October 15, 2021, the Finance, Investment, and Audit Committee and the Board of Trustees approved increasing the minimum entry salary to \$15 per hour, meeting the previous governor's commitment to raise the statewide minimum wage for collective bargaining units (American Federation of State, County, and Municipal Employees or AFSCME).

Since the previous revision to the Staff Salary Plan, College employees have received cost-of-living allowances totaling 8% (0.5% in January 2022, 3% in July 2022, and 4.5% in November 2022). The proposed minimum revisions to the Staff Salary Plan reflect these incremental increases since it was last approved. Additionally, adjustments were made to the maximum entry wages for all positions within the Staff Salary Plan based on these previous cost-of-living allowances.

Further, the Finance, Investment, and Audit Committee seeks approval by the Board of Trustees to increase the Staff Salary Plan's minimum and maximum salaries by the percentage of any future state approved cost-of-living allowances.

St. Mary's College of Maryland Non-Exempt Staff Salary Hiring Plan -- FY24 Effective July 1, 2023				
	Current Minimum Entry Level	Proposed New Minimum Entry Level	Current Maximum Entry Level	Proposed New Maximum Level
<u>Clerical</u>				
Office Associate I	\$31,300	\$33,850	\$36,000	\$38,900
Office Associate II	\$34,300	\$37,100	\$42,000	\$45,400
<u>Public Safety</u>				
Officer - Non-Commissioned	\$33,300	\$36,000	\$38,200	\$41,300
Officer - Shift Supervisor/Sergeant	\$38,000	\$41,100	\$45,000	\$48,650
Dispatcher	\$31,300	\$33,850	\$37,500	\$40,550
<u>Fiscal</u>				
Accounts Receivable Specialist	\$36,000	\$38,940	\$40,000	\$43,250
Fiscal Associate I	\$32,000	\$34,600	\$38,500	\$41,600
Fiscal Associate II	\$35,000	\$37,850	\$39,200	\$42,400
<u>Physical Plant</u>				
Caretaker	\$31,300	\$33,850	\$35,000	\$37,850
Groundskeeper	\$31,300	\$33,850	\$35,000	\$37,850
General Trades Mechanic	\$35,000	\$37,850	\$45,000	\$48,650
HVAC Mechanic	\$42,000	\$45,400	\$52,000	\$56,200
Lead Caretaker	\$34,800	\$37,600	\$39,750	\$42,900
General Support Staff	\$31,300	\$33,850	\$37,000	\$40,000
<u>Supervisory Positions</u>				
Assistant Supervisor/Trades	\$40,000	\$43,250	\$52,000	\$56,250
Assistant Supervisor/Grounds	\$38,000	\$41,100	\$47,000	\$50,800

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

ACTION ITEM 2223-31

APPROVAL OF REVISIONS TO THE EMPLOYEE HANDBOOK

(See supplemental document for additional information.)

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the following revisions to the St. Mary's College of Maryland Employee Handbook, specifically updates regarding the American Federation of State, County and Municipal Employees Union (AFSCME) Council, employee benefits, Title IX Coordinator, and the removal of the COVID-19 Family and Medical Sick Leave Policy.

RATIONALE

The proposed revisions will ensure that the Employee Handbook reflects accurate information for faculty and staff reference.

To update:

- The American Federation of State, County and Municipal Employees Union Council that represents College employees eligible for collective bargaining to Council 3.
- The increase in annual leave carryover for employees from 160 hours to 200 hours.
- The number of paid holidays for employees from 15 to 18 days per calendar year.
- The enrollment period during which employees may enroll in the Maryland State Retirement and Pension System or the Optional Retirement Plan. The previous enrollment period of within the first 30 days of employment has been changed to the first day of employment.
- The College's Title IX Coordinator's contact information.
- The definition of sexual harassment to include pregnancy and parental status, as required by the State of Maryland.

To include:

- A section that provides Contractual Employee benefits.
- The Staff Employee Classification and Promotion Process in the appendix.

To remove:

- The mandatory COVID-19 vaccination policy because it is no longer a requirement for employment.
- The COVID-19 Family Medical and Sick Leave Policy because it is no longer active.



Employee Handbook



This handbook is not a contract, express or implied, guaranteeing employment for any specific duration. Although we hope that your employment with St. Mary's College will be long term, either party may terminate this relationship at any time, for any reason, with or without cause.

COLLECTIVE BARGAINING

On October 24, 2006, the first Memorandum of Understanding (MOU) was ratified by the St. Mary's College Board of Trustees and the American Federation of State, County, and Municipal Employees (AFSCME).

Council 3 represents employees who hold positions that are identified to be eligible for collective bargaining. AFSCME Local 3980, St. Mary's United, Maryland's First College Local and First College Charter represent all union employees of St. Mary's College of Maryland.

Non-exempt positions: A non-exempt position is eligible for overtime as defined by the Fair Labor Standards Act. Employees holding non-exempt positions are covered under the MOU unless the position has been identified as confidential, managerial or supervisory as defined by the Board of Trustees and AFSCME.

Exempt positions: An exempt position is not eligible for overtime as defined by the Fair Labor Standards Act. Employees holding exempt positions are covered under the MOU unless the position has been identified as managerial, confidential, or supervisory.

Employee Handbook: Rules and regulations contained in this handbook are applicable to employees covered by the MOU only in the event that the rule or regulation is not part of the MOU.

Union employees: All employees who hold a position that has been identified as one covered by collective bargaining should contact one of the shop stewards in reference to employment-related problems, issues, and concerns during their employment at St. Mary's College of Maryland.



Welcome to St. Mary's College of Maryland (The "College"). We expect you will thoroughly enjoy being a member of the campus community.

As an institution of higher education, St. Mary's College is the national public honors college and is committed to achieving and continuing excellence in the quality of education and services provided to our students, faculty, staff, and community. We believe strongly that to achieve the goals of the College, we must maintain excellent employees in a supportive environment. St. Mary's is committed to equal employment opportunity and affirmative action; it treats employees and applicants fairly and without regard to **race, color, religion, sex (including pregnancy and parental status), national origin, gender identity/expression, sexual orientation, ethnicity, age, marital status, physical or mental disability, protected veteran status, or any other characteristic protected by law.**

St. Mary's College is pleased to have you join its educational community. Joining a new employer requires some adjustment. You meet new people, work in different surroundings, and are confronted with new policies, rules, and employee benefits. In order to more readily acquaint you with the College, we have prepared this Employee Handbook. The College strives to provide excellent benefits and working conditions, and you, as an employee, agree to make important contributions and provide excellent service.

While this handbook will answer many of your questions and remain a continuing source of reference during your career with St. Mary's College, it is not an employment contract. The College reserves the right to modify, revoke, suspend, terminate, or change any or all of the policies and procedures, in whole or in part, at any time, with or without notice. Employment may be terminated at any time by either you or the College with or without cause. The College will make every attempt to ensure that the policies are consistent and fair. Your supervisor or a member of the human resources office will be glad to help you by answering any questions you may have at any time while employed at St. Mary's College of Maryland.

Once again, we say, "Welcome," and we wish you every success in your career here at St. Mary's College.

ST. MARY’S COLLEGE AND THE STATE SYSTEM OF HIGHER EDUCATION

By action of the Maryland State Legislature in 1964 and 1992, St. Mary’s College of Maryland was authorized to become a public, four-year honors college with its own board of trustees. As part of the Maryland system of higher education, St Mary’s operates under the provisions of state law, including the applicable policies and regulations of the Maryland Higher Education Commission and other state agencies. Within this framework, the authority to govern St. Mary’s College of Maryland is vested in the Board of Trustees of the College.

THE BOARD OF TRUSTEES OF ST. MARY’S COLLEGE OF MARYLAND

The Board of Trustees consists of 23 voting Trustees who are appointed by the Governor. In addition, there is a student Trustee and two ex-officio voting Trustees, who are, as long as they are in their respective positions, the chair, or designee, of the Historic St. Mary’s City Commission, and the president of the St. Mary’s College Alumni Association. The Board of Trustees is vested with the authority to govern the College.

These powers include, but are not limited to the following:

1. Authorization of an operating and capital budget for the College, including the setting of tuition and other fees and charges, and the setting and oversight of procurement standards and practices.
2. Authorization of the curricula to be offered and conferring of such appropriate degrees as it shall determine and prescribe.

Agendas for Board of Trustees meetings are available in advance to the extent practical. The Board of Trustees Liaison is responsible for maintaining all materials concerning the Board of Trustees. Inquiries about, and communication with, the Board of Trustees should be addressed to the Board of Trustees Liaison. The President of the College has final authority to implement decisions made by the Board of Trustees. The [St. Mary’s College of Maryland Board of Trustees Bylaws](#) are available on the College’s website.

POLICY AND REGULATIONS

EMPLOYMENT POLICY STATEMENT

Eligibility for employment at the College is based on the ability to perform the duties assigned to a particular position. Continuation of employment depends on the satisfactory performance of assigned responsibilities.

St. Mary's College of Maryland does not discriminate or condone discrimination on the basis of race, color, religion, sex (including pregnancy and parental status), national origin, gender identity/expression, sexual orientation, ethnicity, age, marital status, physical or mental disability, protected veteran status, or any other characteristic protected by law in appointments, assignments, promotions, and conditions of employment. St. Mary's College of Maryland is an Equal Opportunity Employer and complies with all state and federal regulations governing employment.

All employees are entitled, at any time, to make an appointment with staff in the Office of Human Resources in reference to employment-related problems, issues, and concerns during their employment at St. Mary's College of Maryland. Employees covered by the MOU may choose to contact one of the stewards for work-related issues.

College policy prohibits family members or individuals who have an economic relationship to supervise one another or to work in positions which have an audit or control function over the relative/individual. Employees and applicants are expected to disclose these relationships whenever they come into existence. Failure to notify the human resources office may lead to disciplinary action. Economic relationships include roommates, landlord/tenant, creditor/debtor, etc. Family relationships include marriage, intimate personal relationships, parents, siblings, in-laws, aunts, uncles, and step-relatives. Normally, if these relationships come into existence after employment, an attempt will be made to transfer employees to comparable positions or another supervisor. This policy is designed to prevent favoritism, conflicts of interest, violations of security, and unlawful discrimination.

AFFIRMATIVE ACTION

St. Mary's College of Maryland is fully committed to the principles of equal employment opportunity and affirmative action. St. Mary's College of Maryland does not discriminate or condone discrimination or harassment in the workplace on the basis of race, color, religion, sex (including pregnancy and parental status), national origin, gender identity/expression, sexual orientation, ethnicity, age, marital status, physical or mental disability, protected veteran status, or any other characteristic protected by law. See the [Affirmative Action Policy](#) for further information.

EMPLOYMENT OF FOREIGN NATIONALS

It is the policy of the College that it may employ, or make employment offers to, foreign nationals only when U.S. citizens or permanent residents of equal training, experience and competence for

the position are unavailable. Such a determination can only be made following a completely documented search and evaluation process. Employment of foreign nationals will be authorized only under the provisions of this policy and only when conditions and visa requirements established by federal law are ensured and documented. Under no circumstances may any employee of the College knowingly employ, or contract employment with, an unauthorized alien. Any offer of employment to a foreign national under a nonimmigrant program is considered temporary and is subject to the terms and conditions of the specific program's work authorization. See the [Employment of Foreign Nationals Policy](#) for further information.

NON-DISCRIMINATION

St. Mary's College of Maryland is fully committed to equal employment and educational opportunities for its employees and students. The College does not discriminate or condone discrimination or harassment in the workplace or academic setting on the **basis of race, color, religion, sex (including pregnancy and parental status), national origin, gender identity/expression, sexual orientation, ethnicity, age, marital status, physical or mental disability, protected veteran status, or any other characteristic protected by law.** See the [Non-Discrimination Policy](#) for further information.

CRIMINAL BACKGROUND CHECKS

In order to protect the campus community, students, staff, and guests, as well as to secure the integrity of the institution, the College needs to ensure that all job applicants offered employment have no history of criminal behavior in the past seven years that could in any way jeopardize the safety, health, welfare, or fiscal security of the College community. Background checks are conducted on new applicants extended contingent offers of employment with the College. Within this policy, all employees hold sensitive positions to include: all faculty and staff hired into permanent positions, all faculty and staff hired into contractual positions, and certain student employees hired into programs with criminal background check requirements. Criminal background checks are not required for current employees unless: a) the College is required by law to conduct a background investigation, b) an existing faculty or staff member changes job responsibilities or is promoted to the extent that the sensitivity of the new position is significantly different than the sensitivity of the existing position. (Faculty promotions to associate professor and professor are not considered significantly different and not subject to criminal background checks). Applicants hired or promoted will need to complete an authorization form giving the College permission to conduct a background investigation. Job offers made are contingent upon this investigation. The College will conduct and utilize these background investigations as they relate to the fitness of duty for a particular position, in accordance with the law. See the [Criminal Background Check Policy](#) for further information.

DUAL EMPLOYMENT

An employee, with the written consent of the president, may engage in limited self-employment or employment for remuneration outside the College provided that such activities on the part of the appointee do not interfere with the appointee's duties at the College.

LOSING DRIVING PRIVILEGES

Employees must notify the College within five working days of losing their driving privileges.

HOURS OF OPERATION

The normal business hours of the College are 8 a.m. to 5 p.m., Monday through Friday. All full-time and part-time permanent employees shall receive a duty-free unpaid lunch period of one hour; or 30 minutes if approved by the supervisor. The lunch period should be scheduled around the mid-point of the employee's regular work shift with no restrictions. With the approval of the supervisor, an employee may schedule lunch at another time. Adjustments to the typical workweek may be made by supervisors to meet the needs of the College and/or department. Accordingly, exempt employees may need to work additional hours beyond those in a normal workweek in order to carry out their assigned duties. Exempt employees are considered "exempt" from overtime compensation.

The College expects employees to be at work during their regularly scheduled hours unless the College is closed and an employee is not identified to be "essential." Non-exempt employees who fail to report to work at the designated time or who leave before the end of their shift must charge hours missed against accumulated leave, or have those hours deducted from their pay.

Employees performing strenuous duties may be granted up to two 15-minute breaks per day that shall be considered time worked. Working breaks must take place on campus, and if two breaks are permitted, the supervisor must ensure that one break occurs mid-morning and one in mid-afternoon.

APPOINTMENTS - EXEMPT

Appointments shall be made by the president, exercising authority delegated by the Board of Trustees. The president will report to the Board of Trustees, at each regular meeting, any exempt appointments made on delegated authority since their last meeting.

All new exempt appointees not in positions covered by the bargaining unit normally receive a probationary appointment of at least one year. Such probationary appointments may be renewed no more than once; it shall be for a specific period of time, but not longer than one year. A probationary appointee's employment shall terminate automatically at the end of the appointment period unless the probationary appointment is renewed or unless the appointee is transferred to a non-probationary status which takes effect upon signing a new contract. Appointees in a probationary status may be terminated by the College with notice at any time, with or without cause.

Exempt employees of the College are expected to fulfill all employment obligations detailed in their contract.

All exempt appointees not in a probationary status shall serve at the pleasure of the president and

the Board of Trustees. This means that such appointments may be terminated by the president at any time with or without cause.

APPOINTMENTS - NON-EXEMPT

Employees holding non-exempt positions that are identified as confidential, managerial or supervisory are covered under the handbook. (See glossary for definitions.)

TYPES OF POSITIONS

Employees at the College are hired into positions that are either permanent or contingent. Determination of the position type will be made when the position is created.

Permanent Positions: An employee who occupies a position categorized as permanent works on a regular basis, either full-time or part-time, 12-month or academic year, and performs responsibilities deemed as ongoing and continuing from year to year based on the needs of the College. Employees in permanent positions must work at least half-time (20 hours per week).

Contractual Positions: Employees who occupy positions categorized as contingent usually are performing duties for a specific period of time (term appointment) or are working on an irregular basis, with a work schedule based on departmental needs. Contractual positions are eligible for limited College benefits, other than those mandated by law, i.e., FICA, Unemployment Insurance, and Workers' Compensation.

Hiring consideration will be given to contractual employees to fill a vacant position in the same or similar classification in which the contractual employee is employed.

ESSENTIAL EMPLOYEES

An employee categorized as essential is designated by the College as one whose duties are of such a nature as to require the employee's continued presence at the work site when others have been sent home, or an employee who must report to work to continue College operations during an emergency. The Office of Public Safety is an essential 24/7 operation.

Employees who are deemed essential to ensure operational capability during an emergency may be required to report to work or remain at work during an emergency closing. The appropriate supervisors may either excuse personnel from duty or require their presence, as circumstances and conditions warrant. Employees categorized as essential shall be notified in accordance with the Memorandum of Understanding. Non-exempt employees working during an emergency closing shall be paid for administrative leave offered to other College employees occupying permanent positions. In addition, essential non-exempt employees will receive straight time for hours actually worked at the College during the emergency situation.

There shall be no additional compensation for exempt employees who are required to work during an emergency closing; however, supervisors are encouraged to permit essential employees to work a flexible schedule during such periods.

If an essential employee fails to report to duty or remain on duty during an emergency situation, disciplinary action may be taken, depending on the circumstances.

TARDINESS AND ABSENTEEISM

The College reserves the right to terminate employment for repeated lateness, absence, or insufficient leave balances. Terminations for this reason must be approved by the senior administrator, through the Office of Human Resources.

An employee who is continually absent because of illness, or who is suspected of abusing sick leave, may be referred for a physical examination by a licensed physician/medical provider of the College's choice or the State Medical Director. The results of the examination, in the form of a written statement from the provider to the College, shall include a prognosis regarding the employee's ability to return to work and will be used to determine whether or not the employee is capable of performing the essential duties of the position.

PERFORMANCE EVALUATIONS

On an annual basis, all St. Mary's College employees' performance will be assessed. Exempt and non-exempt employees' performance will be assessed using the Staff Performance Review form. Details will be provided to all College employees by the Office of Human Resources prior to the evaluation period. Employee performance reviews become a permanent part of the employee's confidential personnel file.

COMPENSATION

The College strives to provide competitive compensation for all employees. The College will continuously monitor and analyze its staff compensation to that of the local market area and other State agencies and, on the basis of available financial resources, make every effort to provide competitive salaries for work of a similar nature.

The initial compensation level for an employee is based on the market median for the position, the candidate's qualifications and the budget for the position. The compensation for all employment offers must be approved by the Office of Human Resources.

An employee transferring from one position to another at the same or lower level may not be given a salary increase. If an employee accepts a lower-level position, a decrease in salary may be appropriate.

Positions may be reclassified to meet the needs of the College. In the case of a position reclassification or a promotion of an employee the *Staff Reclassification and Promotion Process* (see appendix) is utilized.

OVERTIME

All compensable overtime work must be authorized by the employee's immediate supervisor in

advance. Non-exempt employees who work hours in excess of 40 per week will be paid at one and one-half times their regular hourly rates. A minimum of three hours of overtime will be paid to any non-exempt employee called back into work after the normal workday has ended.

ON CALL

On call time will be paid at the employee's regular rate of pay or at the employee's overtime rate if the employee qualifies for overtime. On call pay begins when the employee leaves their residence. Any on call employee who is required to report to work will be paid for at least a minimum of two hours at overtime. An employee will be considered "on call" if they are required to remain on College premises or so close that they are unable to use time effectively for their own purposes.

SHIFT DIFFERENTIAL

Non-exempt employees shall be eligible to receive shift differential for working all or part of a qualifying shift on an occasional or rotating basis. A qualifying shift is defined as one that begins between 2 p.m. and 6:00 a.m.

Employees working in a position specifically established for permanent evening or night work shall have shift differential compensation included in their regular hourly rates. Shift differential shall be paid in addition to any overtime payments due and will be paid at the rate of \$14.00 per shift or one \$1.75 per hour. Shift differential will not be offered to employees on paid leave.

ASBESTOS DIFFERENTIAL

In compliance with Maryland state law, St. Mary's College pays a 50% work differential to non-exempt employees who hold a certification and are designated as an asbestos worker for time spent in performing asbestos-related activities. Asbestos work differential shall be paid in 1/10-hour increments, including time spent by the employee changing into and removing program-specified clothing and equipment.

The asbestos pay differential is authorized for employees who have completed the state asbestos training program and who have had medical examinations and who have signed a consent form. The rate of compensation for eligible employees shall be one and one-half times the regular hourly rate.

ACTING CAPACITY PAY

Any College employee, placed in an acting capacity role that is expected to last more than 30 working days, shall be paid additional compensation and when the acting capacity position has a rate of pay higher than their current rate. The supervisor and the Office of Human Resources will determine if the employee is, in fact, performing such duties, and if so, will formally appoint the employee to the acting position. The rate of compensation for acting capacity will be determined by the senior administrator, based on the percentage of duties that will be performed and based on the current compensation plan. The rate shall not exceed the amount which the employee would be paid if they had been promoted to the higher paying position.

TRAVEL EXPENSES

The College pays all reasonable out-of-pocket expenses of employees who travel on College approved business. Authorization to incur such expenses, however, must be approved in advance by an appropriate officer of the College, and is subject to College procurement/travel guidelines administered by the business office. Personal vehicles used on campus for College business are not entitled to mileage. See the [Travel Guide](#) and the [Procurement Policies](#) for additional information.

MOVING EXPENSES

A reasonable receiptable allowance toward moving expenses may be authorized for reimbursement with the initial appointment of a member of the College's exempt staff (department head level and above), as specified in the letter of appointment from the hiring department. Moving expenses include the actual cost of transportation of household goods, furnishings, and personal effects, as well as actual travel expenses for the employee and family members who live in the employee's household.

Procurement of moving services is subject to requirements of the St. Mary's College of Maryland procurement policy, including the number of quotes (bids) required to be obtained by the individual moving. All written bids must be submitted to the procurement officer for review and approval prior to contracting with a moving company. In addition, single expenses that exceed \$5,000 and submitted for reimbursement require compliance with State of Maryland procurement rules and regulations. Contact the business office for more information prior to paying for services in excess of \$5,000. Moving expenses are charged to the hiring department's operating budget.

When funds are available, and at the discretion of the provost, moving expenses, for tenure track faculty, may be partially or wholly paid by the College in accordance with the College procurement policy.

EMPLOYEE SKILLS DEVELOPMENT PLAN

This plan is intended to create pathways for advancement among our union eligible staff in order to improve the quality of the services staff provide to the College and to encourage and reward those employees who demonstrate initiative and interest in performance improvement with additional compensation. This plan is voluntary and is not required by the College to maintain employment. There will be no negative impact to employees who do not wish to participate in this voluntary plan. Lack of interest or ability to participate in this program will specifically not lead to a negative evaluation within the "professional development" section of the Annual Employee Review.

Prior to utilizing the [Employee Skills Development Plan](#), an employee must submit the Skills Development form prior to course registration and with the understanding that the approval of the plan will occur within 30 days of receipt by the Office of Human Resources.

BENEFITS - PERMANENT POSITIONS

PAID LEAVE

Paid leave is offered to non-faculty employees occupying permanent positions. To be eligible for benefits, an employee must work at least 50% of a permanent position. In most cases, unless specifically identified to the contrary, paid leave benefits will be offered on a pro-rated basis to employees who occupy a permanent position on a part-time basis. The pro-rated amount of benefit is based on the percentage he/she is employed. With certain exceptions as outlined in the following paragraphs, leave must be approved in advance by the supervisor. Supervisors do not have the authority to grant unpaid leave.

All exempt employees are required to submit an Exempt Staff Monthly Leave Report, approved by the supervisor, at the end of each month. Employees who work less than 40 hours per week are required to report leave used on the monthly report. This report is due to the Office of Human Resources by the 5th day of the following month.

All non-exempt employees are required to submit a non-exempt timesheet that reflects all leave used on a biweekly basis. This worksheet must be approved by the supervisor prior to submission. Non-exempt timesheets are due in the Office of Human Resources within five business days of the completion of the pay period being reported.

ANNUAL LEAVE (VACATION)

Annual leave is provided to non-faculty employees occupying permanent positions. The purpose of annual leave is to provide the employee with vacation days or miscellaneous time off.

With the exception of two days per year, annual leave use must be approved in advance by the supervisor. Two annual leave days per year may be taken without securing advance approval but requires notification to the supervisor no later than 15 minutes from the start of an employee's shift. Employees may not use annual leave in excess of accumulation.

College employees are permitted to carry over no more than 25 days (200 hours) of accumulated annual leave from one fiscal year to the next. Annual leave exceeding the 25 day (200 hours) maximum carryover at the end of the fiscal year will be forfeited.

Non-exempt employees accrue annual leave based on the number of years' service at the College.

<u>Years of Service</u>	<u>Days per Year</u>	<u>Hours per Pay</u>
Through 3 years of service	12	3.69
4 through 8 years of service	15	4.62
9 through 20 years of service	20	6.15
Over 20 years of service	22	6.77

Exempt employees accrue 14.67 hours of annual leave per month, or 22 days per fiscal year.

SICK LEAVE

To the extent earned, sick leave is available to College employees occupying permanent positions for use in the event of an illness or temporary disability sufficiently severe to keep the employee from work. In addition, sick leave may be used to care for a member of the employee's immediate family (see below). Except in cases of extreme incapacity, an employee using sick leave must inform their supervisor within 15 minutes of the scheduled start of the workday.

All full-time employees occupying permanent positions earn 1.25 sick leave days per month or 4.62 hours per pay period. Part-time employees occupying permanent positions will earn sick leave on a pro-rated basis depending on their percentage employed. Sick leave may not be earned for hours worked in excess of the employee's normal workweek. In instances of childbirth or serious illness of the employee or a family member, the Family and Medical Leave Act of 1993 provides for a maximum of 12 workweeks of leave in a 12-month period. Specific guidance relating to the use of Family/Medical Leave will be provided by the Office of Human Resources. See the [Family/Medical Leave Policy](#) for additional information.

Although advance approval for the use of sick leave is not required, employees aware of potential sick leave use should notify their supervisors as early as possible. An employee may use sick leave for the following purposes only:

- Disability or illness of the employee.
- Medical appointment for the employee with a licensed healthcare professional.
- Immediate family as used in this section shall include a spouse, biological, adopted, step or foster child, grandchild, mother, father, mother-in-law, father-in-law, brother, sister, grandparent, brother-in-law, sister-in-law, or dependent of the employee who permanently resides in the employee's household for whom the employee has an obligation to provide care. The College may require an employee to provide certification by a medical provider to authenticate the need for the employee to care for the ill family member.
- A medical appointment for a member of the employee's immediate family.

If a College employee is absent from work for five or more consecutive days and uses sick leave, an original sick certificate that authenticates the period of illness must be provided to the Office of Human Resources upon the employee's return to work. A certificate should also be submitted in advance of an expected illness, such as previously scheduled surgery. If an illness of one day or more occurs during a period of annual or personal leave, the College shall grant sick leave provided that a certificate is provided that authenticates the period of illness, is signed by an authorized medical provider, and submitted to the College.

Employees using five or more consecutive sick leave days to care for a family member shall be required to provide documentation authenticating the period of illness for the employee's immediate family member.

The College may request the State Medical Director or a physician of its choice to conduct an investigation into the medical condition of a member of an employee's immediate family if the employee has used sick leave because of illness or because of a medical appointment of the family

member. An investigation of this type may be requested only if there is cause (i.e., the employee's use of sick leave does not appear to be in proportion to the severity of the family member's illness). It is only to ascertain whether the employee's absences in relation to the family member's medical condition are justified.

In order to prevent the abuse of leave, to assure that the employee is obtaining adequate medical attention, is fit for duty, or for any other reason the College determines necessary, the College may require that an employee provide documentation which authenticates a period of illness of the employee of less than five days. This document shall be signed by an authorized medical provider.

To ensure safety, prevent abuse, or to ascertain whether an employee is physically capable of performing their duties, the College may, at its discretion, request the Medical Director or a physician mutually agreed upon by employer and employee of its choice to conduct an investigation, which may include a physical or mental examination of an employee who uses excessive time from employment because of illness. An investigation may also be used to determine if the employee has a disability which prevents proper performance of duties, or to substantiate sick leave that is considered questionable. St. Mary's College of Maryland makes every attempt to offer employees with disabilities reasonable accommodations.

Employees may contribute sick leave held in excess of 30 days to a designated College employee who has a serious injury or illness that requires the employee to be absent and has exhausted all of their own accrued leave. The donation must be arranged through the Office of Human Resources, and medical documentation is required before the transfer of leave can be approved. Additionally, the total amount of leave received cannot exceed that amount actually used. Donations may not be made by an employee who has tendered their resignation or whose employment has been discontinued.

St. Mary's College of Maryland employees are not eligible to use the State of Maryland Leave Bank.

Upon retirement, employees in the State Retirement Agency will be credited with one month of state service for every 22 days of unused sick leave. For more information in reference to this benefit, please contact the Office of Human Resources.

PARENTAL LEAVE

Sixty days of Parental Leave is provided to employees who occupy permanent full-time positions, for the purposes of birth and/or adjustment to the introduction of a child into the employee's home (including adoption or placement prior to adoption), immediately following:

- The birth of the employee's child, or
- The placement of the child under six years of age with the employee for adoption.

Employees should notify their supervisors as far in advance as possible of their desire to use parental leave. The Office of Human Resources must receive the parental leave request forms prior to the birth or placement of the child.

Any employee who has been employed by the College for a period of at least one year in a permanent full-time position and is approved for Parental Leave, will be provided with 60 days of paid leave for the birth or adoption of a child. The birth or adoption of the child must occur after one year of full-time employment in a permanent position. Parental Leave will commence on the first day's absence from work following the birth of the employee's child or the placement of a child with the employee for adoption.

An employee approved for parental leave will be provided 60 days paid leave. At the employee's preference and with the approval of the supervisor, the leave may be used incrementally such as 24 weeks at half time or any combination thereof.

Two College/state employees who otherwise are eligible for parental leave are not eligible during the same Parental Leave period for care of the same child. All leave used must run concurrent with the use of any entitlement under the Family Medical Leave Act and count towards the total 12 weeks of family/medical leave available. Parental leave shall not exceed 60 days.

Upon request for leave in excess of 60 days, eligible employees will be granted such leave to extend the period in accordance with the College's Family Medical Leave policy. Specific guidance relating to the use of family/medical leave will be provided by the Office of Human Resources.

If parental leave is used and the employee voluntarily ends their employment with the College within one year after the last day used for parental leave, the employee must reimburse the College for all parental leave used, including all fringe benefits or other costs paid by the College as a result of the employee's employment with the College. See the [Parental Leave Agreement for Staff](#) or the [Parental Leave Agreement for Faculty](#) for further information.

HOLIDAY LEAVE

Paid holidays are offered to employees who occupy permanent positions. St. Mary's College of Maryland offers fifteen (18) paid holidays during the calendar year.

The holiday schedule will be posted annually by the Office of Human Resources. The College's policy is to earn holidays on the same days the College is closed, with the exception of one floating holiday earned on Martin Luther King's birthday. Once earned, the floating holiday may be used on or after this date with supervisory approval. Prior approval is not required for the remainder of the holidays, provided they are taken in accordance with the College's schedule of observances.

Employees will be paid for all accumulated unused holiday leave at time of separation from employment.

Holidays may not be carried over from one fiscal year to the next. Unused holidays remaining at the end of the fiscal year are forfeited.

PERSONAL LEAVE

Personal leave is provided to exempt and non-exempt College employees occupying permanent positions (excluding 10-month employees) and may be used for any reason at the employee's discretion.

In each fiscal year, eligible employees are entitled to three days of personal leave (pro-rated if part-time permanent employee or new employee). In most cases, personal leave use does not require prior approval but does require that the employee notify their supervisor within 15 minutes after the employee's normal reporting/starting time. Employees employed by departments performing 24-hours, seven-days-a-week services must secure prior approval from their supervisors before using personal leave. Based on staffing issues, a supervisor may deny the use of personal leave. Failure to appropriately notify a supervisor of personal leave use may result in a loss of pay and/or disciplinary action.

Personal leave must be taken in at least two-hour increments, but a smaller amount may be approved by the supervisor for emergency situations, such requests shall not be unreasonably denied. Personal leave may not be carried over from one fiscal year to the next and is forfeited if employees are separated from employment prior to use. However, unused personal leave will be converted at the end of the fiscal year as annual leave if the total hours do not exceed the cap.

ADVANCE SICK LEAVE

Employees who occupy a permanent position may be granted advance sick leave, the purpose of which is to provide leave, in advance of earning, to a College employee with a serious disability, ailment, or illness.

Provided an employee has been employed by the College for at least two consecutive years, advance sick leave may be granted at the rate of 15 days per year of service at the College to a maximum of 60 days in any one year. When advance sick leave is requested because of a compensable on-the-job injury, the two-- year service requirement is waived. Advance sick leave may be used only after all earned leave (sick, holiday, personal, annual) has been exhausted.

Advance sick leave must be approved by the appropriate senior administrator and may be denied for good and sufficient reasons, including excessive prior use of sick leave. Prior to being granted advance sick leave, the employee must contact the Office of Human Resources to complete paperwork and provide medical documentation from an authorized medical provider authenticating the disability, illness, or ailment, confirming that the employee is unable to perform the responsibilities of their position, and stating an anticipated date that the employee will return to work.

An employee's ability to return to work (able to fulfill all essential responsibilities of the position) will be used as a criterion in the issuing of advance sick leave. Advance sick leave must be paid back by the employee, either with other accumulated leave, in cash payment, or at the rate of at least one half of the monthly accrual, until the debt is satisfied.

FAMILY/MEDICAL LEAVE

In accordance with the [Family and Medical Leave Act](#) of 1993 (FMLA), eligible employees are entitled to a total of 12 work weeks of unpaid leave during any rolling 12-month period for one or more of the following:

- birth of a child of the employee and in order to care for such child;
- placement of a child with the employee for adoption or foster care;
- to care for the spouse, child or parent of the employee if such spouse, child or parent has a serious condition;
- a serious health condition that makes the employee unable to perform the essential functions of their position.

Upon approval, the employee using family/medical leave will exhaust all forms of paid leave to which he/she is entitled under the circumstances, including but not limited to personal, sick, annual, and parental leave, before being given any unpaid leave under the Family and Medical Leave Act of 1993. All leave used will count towards the total 12 weeks of family/medical leave available. Additional leave beyond the 12 weeks may be granted depending upon the circumstances and needs of the employee with appropriate documentation.

If the employee using family/medical leave is enrolled in one of the College's group health plans, this health coverage will continue (at the same level and under the same conditions) for the duration of the period of leave, not to exceed 12 work weeks. Additionally, all benefits normally provided to the employee will continue to be provided during any period of paid leave. However, if all paid leave is exhausted and the employee is on unpaid leave, certain benefits paid through payroll deduction, will cease and arrangements will need to be made for the payment of health benefit premiums. Specific guidance relating to the use of family/medical leave will be provided by the Office of Human Resources.

Intermittent leave or reduced work schedule may not be taken unless prior approval is obtained from an employee's supervisor and the Office of Human Resources. If intermittent leave or a reduced work schedule is warranted, a schedule must be submitted to the Office of Human Resources prior to approval.

Upon mutual agreement between the department head and the employee a longer period of unpaid leave may be granted. Documentation from the employee's medical provider must be submitted to the Office of Human Resources for an extended leave beyond the 12 weeks mandated under the FMLA.

The College may extend the period of FMLA leave beyond twelve weeks, as provided below:

<u>Length of Service with the College at Start of FMLA</u>	<u>Additional FMLA Leave</u>
At least 3 years	4 Weeks
More than 3 years, but less than 9 years	8 Weeks
9 years or more years, but less than 20 years	12 Weeks
20 years or more	16 Weeks

For any extended leave period, all FMLA requirements continue to apply.

MISCELLANEOUS PAID LEAVE

The College provides paid administrative leave or release time to all employees occupying permanent positions who are absent from work due to extreme weather conditions (in accordance with the College's emergency closing policy), jury duty, legal actions requiring the employee's participation (provided the employee is not a plaintiff to the legal action), certain military obligations, approved out-service training, organization, and professional conferences/seminars. Part-time permanent employees will be granted paid leave only for those days on which they are scheduled to work. With the exception of emergency release time, the use of miscellaneous paid leave or release time must be substantiated with supporting documentation.

The following are brief descriptions of miscellaneous leave types available:

- Emergency release time will be granted on an as-needed basis to safeguard non-essential employees against harmful or unsafe conditions. Emergency release time does not apply if an employee is on approved paid leave when the emergency release time is authorized.
- Employees may be granted paid administrative leave who are:
 - Called to jury duty for the period of time that they are needed by the court.
 - Summoned to appear in a court action, before a grand jury, before an Administrative hearing board, or to give deposition, provided the employee is neither a paid witness nor a party to the action, if the appearance is required during the employee's regularly scheduled business hours. The length of time depends on the specific action.
 - Meeting certain military obligations. The amount available is 20 days annually.
 - On pre-scheduled leave during certain situations where administrative leave is granted.
- At the discretion of the supervisor and the approval of the appropriate senior administrator, employees may be granted release time to attend:
 - Out-service training programs, that are directly related to or enhances the performance of the employee's current responsibilities.
 - Employee organization meetings/events of which they are members. Requests for such leave must be made in writing to the supervisor.
 - Professional conferences/seminars that are requested in advance and approved by the employee's immediate supervisor.
- Paid leave granted to employees for events that involve union activities will be addressed through agreements set between St. Mary's College of Maryland and the respective bargaining units.

ORGAN DONATION LEAVE

In any 12-month period, an employee may use up to three days of [Organ Donation Leave](#) to serve as a bone marrow donor and 10 days of organ donation leave to serve as an organ donor. Organ donation leave may be used only for the actual donation procedure, the preparation for the actual donation procedure and recovery from the actual donation procedure. It may be used in increments in one hour or more. An employee, or if incapacitated, his or her authorized representative, may request organ donation leave by submitting a request in writing, and appending the relevant

medical documentation. The College shall render its decision on the request for organ donation leave within five business days of the Office of Human Resources receiving the request. Organ donation leave shall be denied only if the employee fails to provide the medical documentation that is required to establish his or her status as a donor. This may be an FMLA qualifying event.

EMPLOYEE TO EMPLOYEE LEAVE DONATION

Employees shall have the right to [donate leave](#) from one employee to another. Employees may contribute up to 80 hours of sick leave to a designated College employee who has a qualified FMLA event that requires the employee to be absent and has exhausted all of his/her own accrued leave. The donation must be arranged through the Office of Human Resources, and medical documentation is required before the transfer of leave can be approved. Solicitation of leave shall not occur until approved by Human Resources. Additionally, the total amount of leave received cannot exceed that amount actually used. Employees who donate leave must retain a minimum of 180 hours of sick leave. Employee to employee donations may not be made by an employee whose employment has been terminated or is scheduled to end within the next 30 calendar days.

LEAVE FOR EMPLOYMENT-RELATED INJURY OR ILLNESS

Accident leave is leave for which the employee receives two-thirds of their regular pay. An employee who is injured while performing their duties and responsibilities while at work and is unable to return to work as a result of the work accident may be eligible to receive up to 10 days of accident leave.

When an on-the-job injury occurs, whether or not the employee requires medical treatment, the supervisor must file, with the Office of Human Resources, a [First Report of Injury](#) form within one working day after being notified of the accident. Employees must immediately report all injuries to their supervisor. The Office of Human Resources will then file the Employer's First Report of Injury with the Injured Workers' Insurance Fund.

In order for an employee to obtain workers' compensation benefits, the injury or illness must be deemed compensable by the Injured Workers' Insurance Fund/Workers' Compensation Commission. If the injury or illness is deemed non-compensable, the employee must use their own sick leave. Appropriate documentation from an authorized medical provider, certifying the need for release from work, is required for all time missed as a result of the injury/illness. Additionally, the employee may not return to work until an authorized medical provider certifies, in writing, that the employee is able to return to work and perform all essential job duties. St. Mary's College does not recognize "light duty work." An employee returning to work with a note from the attending physician that makes physical restriction recommendations will be given reasonable accommodations.

If the Injured Workers' Insurance Fund/Workers' Compensation Commission deems an employee's injury/illness compensable for time missed, the employee must choose to use accident leave, their own accrued leave or file for temporary total disability. If an employee chooses temporary total disability payments, the benefit is calculated at 60% of normal pay. While on

temporary total disability benefits, the injured employee becomes responsible for directly paying all deductions normally taken from their bi-weekly check. A written notification of an employee's choice of whether to use accrued leave or temporary total disability is due to the human resources office upon notification of compensability. An injured employee cannot collect temporary total disability benefits simultaneously with accrued leave.

ACCIDENT LEAVE

Employees occupying permanent positions who experience a compensable injury during the performance of their duties are eligible for accident leave.

All eligible employees may be granted up to two weeks (10 working days) of accident leave for any documented injury sustained while in the actual performance of job duties and deemed compensable by the Injured Workers' Insurance Fund/Workers' Compensation. The eligibility to use the two weeks (10 working days) may not extend beyond one year from the date of the injury, does not have to be used consecutively, and is contingent on the employee being under the care of an authorized medical provider. Any employee on accident leave may not return to work until an authorized medical provider certifies, in writing, that the employee is able to return to work and perform all essential job duties.

If accident leave is granted, and the period of absence from work extends beyond two weeks, the employee may elect to file for temporary total disability benefits from Workers' Compensation or may choose to use accrued sick leave. If the injury did not occur in the actual performance of the employee's duties, but is deemed compensable, no accident leave will be extended, and the employee may either begin to use accrued sick leave or apply for temporary total disability benefits. If the accident is deemed non-compensable, no accident leave will be granted, and the employee will use their own accrued leave.

Workers' compensation temporary total disability benefits will not be paid while an employee is on accident leave.

BEREAVEMENT LEAVE

[Bereavement leave](#) is sick leave that is granted to any employee occupying a permanent position, in the event of a death in their immediate family. The amount of sick leave available is as follows:

A maximum of five working days may be charged to sick leave in the event of the death of one of the following members of an employee's immediate family (if travel requiring an overnight stay is involved, a maximum of seven days may be charged to sick leave).

The following are considered immediate family:

- Spouse
- Brother/sister of employee or spouse
- Child (biological, adopted, step or foster)
- Parent of the employee or spouse, or another, taking the place of a parent
- Relative living as a member of the employee's household

A maximum of one day may be charged to sick leave in the event of the death of one of the following relatives of the employee or their spouse:

- Grandparent, Grandchild
- Aunt, Uncle
- Nephew, Niece
- Brother-in-law, Sister-in-law
- Son-in-law, Daughter-in-law

UNPAID LEAVE

All employees occupying permanent positions at the College may be granted unpaid leave for family, medical, military, or personal reasons. Unpaid leave may not be used without first exhausting all accumulated paid leave. Scheduled unpaid leave must be requested in writing to the Office of Human Resources. The granting of unpaid leave must be approved by the appropriate senior administrator through the Office of Human Resources. Prior leave use will be used as one of the criteria for approving unpaid leave. Normally, unpaid leave will be for a period not to exceed three months. Exceptions to the normal limit can be made if, in the College's judgment, circumstances warrant an extension. During the period of unpaid leave, no benefits will be accrued or subsidized. Additionally, reinstatement rights must be negotiated with the senior administrator at the time of the request for a leave of absence.

If unpaid leave is requested in conjunction with the Family and Medical Leave Act of 1993, certain other conditions apply. Specific guidance relating to the use of family/medical leave will be provided by the Office of Human Resources. See the [Family/Medical Leave](#) for further information.

MEDICAL INSURANCE

As state employees, College employees occupying permanent positions are eligible to select one of several health care plans, dental, prescription drug coverage, and health/dependent care spending accounts to cover the needs of themselves and their families.

Eligible employees who wish to enroll in a medical insurance plan must do so within the first 60 days of employment. For new active employees enrolling the first-time insurance will begin the first of the month after the date of hire, or if hired on the first of the month, the hire date. If a new employee fails to enroll within the first 60 days of employment, they will be required to wait until the next scheduled open enrollment period, held once a year, usually during the fall.

As a general rule, eligible dependents include the employee's spouse and dependent children.

On an annual basis, the Office of Human Resources will provide employees with information that describes the benefits, costs, exclusions, limitations, and policies of each plan offered to eligible employees.

When an employee is separated from College employment, whether voluntarily or involuntarily, health benefits coverage continues in effect through the time period covered by the date of the

employee's last deduction regardless of the termination date. Under the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) enacted by the federal government, employees and their dependents must be offered health coverage under COBRA when they lose health insurance coverage because of a qualifying event, such as termination, resignation, lay-off, divorce or legal separation, dependent ineligibility due to age, marriage, loss of student status, or spousal ineligibility due to death of employee. The Office of Human Resources will notify employees or dependents of their right to COBRA when informed of a qualifying event.

RETIREMENT

All non-exempt employees occupying permanent positions, whether full-time or part-time, must participate in the Maryland State Retirement and Pension System. Enrollment must take place **on the first day of employment**.

All exempt employees occupying permanent positions, whether full-time or part-time, must participate in either the Maryland State Retirement/Pension System or an optional retirement plan. Enrollment must take place **on the first day of employment**. Complete details on retirement will be provided by Office of Human Resources during new-employee orientation.

Employees who retire directly from the College in good standing with at least 30 years of state service and at least 20 of those years with St. Mary's College of Maryland, or who have been granted emeritus status by the Board, may be issued a College identification card designating them as a College retiree and allowing them the use of some College facilities. The list of facilities that College retirees are provided access to may be amended from time to time. Any College retiree requesting an identification card must be approved by the Board of Trustees prior to receipt.

DISABILITY INSURANCE

Employees who participate in the Maryland State Retirement and Pension System (MSRPS) receive disability insurance at no cost. Accidental disability retirement (disability as a result of an on-the-job accident) is available immediately.

TUITION BENEFITS - EDUCATIONAL OPPORTUNITIES

Full-time employees and possibly dependents are eligible for certain educational benefits. Please review the tuition benefits policies listed in the Appendix or located on the Human Resources website.

BENEFITS-CONTRACTUAL POSITIONS

SAFE AND SICK LEAVE

Employees occupying contractual positions are eligible for earned sick and safe leave which begins to accrue on the date an employee begins employment. An employee accrues earned sick and safe leave at a rate of at least one hour for every 30 hours worked. An employee is not entitled to earn

more than 40 hours of earned sick and safe leave in a year or accrue more than 64 hours of earned sick and safe leave at any time.

LEAVE USAGE

An employee is allowed to use earned sick and safe leave under the following conditions:

- To care for or treat the employee's mental or physical illness, injury, or condition;
- To obtain preventative medical care for the employee or the employee's family member;
- To care for a family member with a mental or physical illness, injury, or condition;
- For maternity or paternity leave; or
- The absence from work is necessary due to domestic violence, sexual assault, or stalking committed against the employee or the employee's family member and the leave is being used: (1) to obtain medical or mental health attention; (2) to obtain services from a victim services organization; (3) for legal services or proceedings; or (4) because the employee has temporarily relocated as a result of the domestic violence, sexual assault, or stalking.

A family member includes a spouse, child, parent, grandparent, grandchild, or sibling.

Employees are permitted to use earned sick and safe leave in increments in certain amounts established by their employer. Employees are required to give notice of the need to use earned sick and safe leave when it is foreseeable. An employer may deny leave in certain circumstances.

HEALTH BENEFITS

All employees have the option to enroll in Health Benefits. Employment status determines whether or not a premium subsidy is provided. Contractual employees or temporary employees occupying a contingent position, may be eligible for subsidized Health Benefits. A contractual employee is defined as an employee who is hired for a specified period of time and is not occupying a permanent state-line position. Benefit premium subsidy eligibility is based on contract language and actual hours worked.

- Contractual and temporary employees with a contract for 30+ hours per week or 75% of course load (ex. teaching three, three-credit courses equal 30 hours per week) for non-tenure track faculty **AND** for more than 90 days are considered full-time and are eligible for the 75% premium subsidy for medical and drug coverage, immediately upon hire with coverage effective the first of the month following date of hire.
- Contractual and temporary employees with contracts for less than 30 hours per week and/or less than 90 days are not immediately eligible for subsidized benefits and are instead assessed during the "administrative period" to determine if they worked enough hours during the measurement period (12 -month period spanning 10/15 and 10/14) to be eligible for subsidized benefits in the following plan year.
- An employee approved for the subsidy remains eligible for the subsidy for the duration of the calendar year, as long as they remain employed and provided their hours do not drop to zero for greater than 30 days.

- The State of Maryland provides eligibility, through email to enroll in Health Benefits. Employees have 60 days from their date of hire to enroll in health benefits.

PAYROLL INFORMATION

PAYROLL

In order to be placed on payroll, a newly hired employee must complete certain forms and questionnaires, including but not limited to an Employee Withholding Allowance Certificate (W-4) form for federal and state income tax, and an Employment Eligibility Verification (I-9) form to prove identity and eligibility to work in the United States. Additionally, the new employee must provide the Office of Human Resources with their social security number, as well as read and acknowledge receipt of the College's substance abuse, drug testing, prohibited behavior, software code of ethics, computer usage, and sexual misconduct policies.

PAYDAYS, PAYCHECKS

Paydays occur every two weeks, on Wednesday. As of January 1, 2001, the State of Maryland has made direct deposit of net pay a condition of employment.

TIME SHEETS, LEAVE REPORTS

All time sheets and leave reports are due to the human resources office by their respective due dates. Time sheets and leave reports must be completed personally by the employee. Supervisors are required to review and sign all time sheets and leave reports. Signature stamps, in lieu of the supervisor's original signature, are not acceptable. Any corrections or alterations of a time sheet or leave report must be completed, initialed, and dated by the employee.

PROFESSIONAL WORKPLACE STANDARDS

All College policies and benefits may be subject to change at any time. College employees will be notified of College policy changes, and such changes will be posted on the Office of Human Resources Web site. All new employees are required to sign an acknowledgement of notice of prohibited behavior upon hire. Please reference the employee handbook appendix or consult the Office of Human Resources for other employment related policies that require employee signature acknowledgement. Copies of College policies are kept on file in the College Library.

NOTICE OF EMPLOYER-PROHIBITED BEHAVIOR

“UNDER MARYLAND LAW, AN EMPLOYER MAY NOT REQUIRE OR DEMAND, AS A CONDITION OF EMPLOYMENT, PROSPECTIVE EMPLOYMENT, OR CONTINUED EMPLOYMENT, THAT AN INDIVIDUAL SUBMIT TO OR TAKE A LIE DETECTOR OR

SIMILAR TEST. ANY EMPLOYER WHO VIOLATES THIS PROVISION IS GUILTY OF A MISDEMEANOR AND SUBJECT TO A FINE NOT TO EXCEED \$100.”

VIOLENCE ON COLLEGE PREMISES

St. Mary’s College of Maryland has a zero-tolerance policy with regard to violence at the workplace. Any employee found to exhibit violent behavior will be disciplined including, but not limited to, termination.

DOMESTIC VIOLENCE AND THE WORKPLACE

Domestic violence is not a private family matter. It follows victims to their places of employment and deprives victims and their co-workers of a safe and productive workplace. College employees have a basic right to be safe and free from intimidation, threats, and injury, both at home and in the workplace.

Domestic violence is abusive behavior whereby a person intends to establish and maintain power and control over a person with whom he or she has, or has had, a considerable personal relationship. Power and control are exerted through physical, sexual, psychological and or economic manners.

Many victims of domestic violence are embarrassed or afraid to report their abuse; however, it is very important to seek help. Any College employee who feels they or someone they know is the victim of domestic violence should contact the Office of Human Resources immediately. See the [State of Maryland’s Executive Order regarding Domestic Violence](#) for further information.

BULLYING IN THE WORKPLACE

It is the intent of St. Mary’s College of Maryland to educate all employees about bullying in the workplace and to ensure that bullying is not tolerated. Where it is found to have occurred, it will be dealt with in an appropriate manner, which may include the imposition of disciplinary action, up to and including termination of employment. See [Bullying in the Workplace Policy](#) for further information.

REPORTING OF SUSPECTED CHILD ABUSE AND NEGLECT

The purpose of this policy is to provide guidance to staff, faculty, and students of the St. Mary’s College of Maryland community regarding the mandatory requirements in Maryland law that govern the reporting of suspected cases of child abuse and child neglect; and to affirm the commitment of St. Mary’s College to the protection of the safety and welfare of children who come into contact with the St. Mary’s College community. See the [Policy on Reporting of Suspected Child Abuse and Neglect](#) for further information.

REASONABLE ACCOMMODATION FOR DISABILITIES DUE TO PREGNANCY

If you incur a disability as a result of or contributed to by pregnancy you have the right to request a reasonable accommodation. See [Reasonable Accommodation – Pregnant and Working Policy](#) for further information.

SEXUAL MISCONDUCT

St. Mary's College of Maryland prohibits sexual harassment and misconduct in the College's workplace and educational programs. Sexual harassment or misconduct is expressly prohibited by anyone, including College employees, students and visitors. The College is committed to cultivating and maintaining a workplace and educational environment that reflects respect for the dignity of each member of its community and is free of sexual harassment or misconduct. See the [Policy Against Sexual Harassment](#) for further information.

SUBSTANCE ABUSE, DRUG TESTING

The College is committed to the development and maintenance of a drug-free environment and, in accordance with the Drug-Free Workplace Act of 1988, will not tolerate the unlawful possession or use of controlled substances on its premises. The unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited in and on property owned or controlled by the College.

The use of alcohol on College premises, except as specifically authorized by College administration, is also prohibited. This prohibition includes, but is not limited to, driving vehicles while under the influence of alcohol or any other consumption of alcohol on College property.

Compliance with the provisions of this policy shall be a condition of employment. Disciplinary action up to and including termination of employment and/or satisfactory participation in a drug/alcohol rehabilitation program may be required of any employee who is found to be in violation of this policy.

In compliance with the Drug-Free Workplace Act of 1988, an employee must notify the Head of Human Resources within five calendar days of a conviction of any criminal drug statute violation that has occurred in or on the workplace premises.

Additionally, in compliance with the College's drug-testing policy, all College employees may be subject to drug testing for reasonable cause. Further, applicants hired into "sensitive" positions will be subject to drug testing. The College's drug-testing policy is available for review in the Office of Human Resources. The College's efforts to establish and maintain a drug-free workplace include dissemination of drug awareness information, as well as implementation and strict enforcement of this policy. The Office of Human Resources can provide appropriate referrals for assistance. See the [Policy and Procedure for the Testing of Employees for the Illegal Use of Drugs](#) for more information.

TITLE IX

St. Mary's College complies with Title IX of the Education Amendments of 1972, which prohibits discrimination (including sexual harassment, sexual misconduct and sexual violence) based on sex in the College's educational programs and activities. Title IX also prohibits retaliation for asserting such claims of discrimination. Title IX policy and complaint procedures can be located on the [Title IX website](#) or the [Office of Human Resources website](#).

For information or for filing complaints regarding Title IX compliance and complaint procedures, contact the College's Title IX Office:

Michelle Carter

Assistant Vice President of Equity & Inclusion

Title IX Coordinator

St. Mary's College of Maryland

mmcarter@smcm.edu

240-895-4105

WHISTLEBLOWER – REPORTING FISCAL IRREGULARITIES, ILLEGAL ACTIVITY, AND VIOLATIONS OF POLICY

St. Mary's College encourages its employees, students, and the public to report serious issues of suspected or known fiscal irregularities, illegal activity, and violations of policy by SMCM and by its administrative and academic officers, faculty, employees, fellows, students and volunteers (collectively, "SMCM Personnel"). A SMCM hotline has been established to provide a means for such reports to be made which can be accessed by telephone or the internet. Reports, or whistleblowers, may remain anonymous, may request that their identity not be disclosed to those who are the subjects or reports, or may identify themselves. See the [Whistleblower Policy on Reporting Fiscal Irregularities, Illegal Activity, and Violations of this Policy](#) for further information.

The SMCM HOTLINE is 855-481-6236 or you may visit the [website](#).

PETS AND OTHER ANIMALS

Due to health and safety concerns, pets and other animals are not permitted in any College administration building, classroom, dining, or athletic facility. This policy applies to all students and all (administrative, faculty, and staff) employees of the College. However, students are allowed to house non-meat-eating fish and non-venomous reptiles in closed aquariums within their personal rooms in the College's residence halls.

Employees should exercise common and professional courtesy in bringing pets to campus to visit. "Visiting pets" are not allowed inside College buildings. Owners are responsible for the clean-up of any mess left on the College campus by these pets. Students and employees should make their visitors aware of the policy to prevent misunderstandings for visitors who may wish to bring their pets to campus.

Service animals as defined by the Americans with Disabilities Act (ADA) are permitted on campus. Persons bringing service animals onto the College campus should contact the College's ADA Coordinator for assistance and further guidance. The ADA Coordinator for staff employees can be reached at 240-895-4309, located in the Office of Human Resources.

DRESS CODE

Employees are encouraged to be mindful in the manner of dress and decorum while serving the

campus community. Departmental guidelines regarding appropriate dress and decorum should be established and employees are expected to adhere to such guidelines.

EMAIL USE

Electronic mail is a tool provided by the College that serves as a primary means of communication. The purpose of this policy is to detail the College's usage guidelines for the email system. This policy will help the College reduce risk of an email-related security incident, foster good campus communications both internal and external to the College, and provide for consistent and professional application of the College's email principles. College users are responsible to use their email account in an efficient, ethical, and lawful manner. See the [Email Policy](#) for further information.

DISCIPLINE AND GRIEVANCE

DISCIPLINARY PROCEDURES (Non-Union Employees)

It is the policy of St. Mary's College of Maryland to apply corrective discipline in a progressive manner, increasingly severe penalties each time the employee is disciplined. With the exception of serious offenses, employees are rarely terminated for a first offense. The primary objective is to counsel employees at an early stage in the disciplinary process, concentrating on helping the employee figure out ways to prevent a problem from recurring.

Depending on the particular circumstances, supervisors are encouraged to follow a disciplinary sequence that includes (in order) counseling/oral reprimand, written reprimand/warning, suspension, and discharge/termination.

Decisions to accelerate the disciplinary process will be based on the severity of the case and must be approved by the appropriate senior administrator, through the Office of Human Resources.

GRIEVANCES

First and foremost, employees are encouraged to discuss with their supervisors on an informal basis any concerns or dissatisfactions they have regarding co-workers or management. When a complaint cannot be resolved informally, the College provides for a formal grievance procedure, which must be initiated by the employee within 10 working days from the date of the alleged incident or knowledge of alleged incident. Sexual harassment or misconduct grievances will follow the complaint procedures set forth in the [Sexual Misconduct Complaint Procedures](#). Any employee filing and following the sexual harassment or misconduct grievance procedure is limited to that grievance (complaint) procedure. No employee shall be discriminated against because he/she elects to use the formal grievance procedure. The formal grievance procedure consists of the following steps:

1. The employee presents the grievance, in writing, to the department head, who will hold the Step 1 Hearing within 10 working days of the end of the business day in which he/she

received such written notice. The department head will make a decision within 10 working days of the conclusion of the Step 1 Hearing. If the grievance is resolved, the procedure ends. (If the grievance is with the department head, the employee will present the grievance in writing to the department head's supervisor or designee, who will then hear the grievance.) If the grievance is not resolved, the employee has the right to request a Step 2 Hearing.

2. The Step 2 Hearing will be held by the Head of Human Resources or their designee, within 10 working days of receipt of request for Step 2 Hearing, and a decision will be made within 10 working days of the Step 2 Hearing. If the grievance is resolved, the procedure ends. If the grievance is not resolved, the employee may request a Step 3 Hearing.
3. The Step 3 Hearing will be held by a Grievance Advisory Board (consisting of the Vice President for Business and Finance or their designee, a non-exempt representative, and an exempt representative, both appointed by the Vice President for Business and Finance), within 10 working days unless there is good cause to extend this time period. A decision will be made by the Board within 10 working days of the Step 3 Hearing.

Throughout the three-step process, an employee is entitled to be represented or accompanied by a representative of his or her choice, including employee organizations. Forms for filing grievances are available online from the Office of Human Resources.

Grievances and complaints concerning appointment or retention of exempt appointees will be subject to the Bylaws of the College and any and all modifications to the Bylaws, approved by the Board of Trustees. The College Bylaws may be accessed by all College employees through the Office of Human Resources, the faculty Web site, or the College Library.

SEPARATION FROM EMPLOYMENT

JOB ABANDONMENT

Any employee who does not report to work and does not notify their supervisor may, after two consecutive days missed, be terminated for job abandonment. This termination must be approved by the Office of Human Resources.

VOLUNTARY SEPARATION

Employees terminating their service with the College are expected to give reasonable notice of at least two weeks (preferably, one month). In cases of retirement, the decision is usually made well in advance of the actual date and, as such, the College expects a longer notice. Employees retiring should contact the Office of Human Resources for an appointment for retirement counseling at least 3 months prior to retirement.

Employees resigning should notify their supervisors in writing of their intention to leave and provide a specific date for the last day they expect to be paid on payroll. Copies of this letter of

resignation should be provided to their senior administrator and to the Office of Human Resources by the employee's supervisor.

INVOLUNTARY SEPARATION

Involuntary separation from the College will occur when the employee does not initiate the termination. The following are examples of involuntary terminations:

1. Lay off for lack of work when the College reduces its work force for financial exigency or other reasons.
2. Release without fault when an employee, through no fault of their own, is unsuited for or incapable of performing work assigned and no appropriate change of assignment is available.
3. A departmental/College reorganization in which the position is abolished or reassigned.

Exempt employees who are terminated *without cause* will receive the following: “Forty-five (45) days’ severance pay plus unused accrued annual and holiday leave. Under no circumstances will severance pay be granted for resignations or to part-time or temporary employees or employees serving in a probationary status.”

If separation from College employment is involuntary, either with or without cause, the employee will be provided appropriate notice. Immediate termination or suspension will occur when there has been a violation of College rules or policies (including but not limited to gross misconduct, falsification of College records, intentional and malicious injury, unsafe behavior, harassment of fellow employees or students, etc.)

Involuntary separation may occur after an employee has been warned of unsatisfactory job performance or violation of College policies, provided that a reasonable amount of time to correct identified problems has been provided.

If separation from employment occurs as a result of lack of work, reorganization, or fiscal emergency, every effort will be made to give the employee as much notice as possible. In such cases, the College will make reasonable efforts to find other suitable employment for the employee being terminated. Seniority will be considered in making decisions on job abolishment only in cases where two employees performing the same duties are in an area slated for reorganization, downsizing, or elimination.

Employees separated from College employment will be entitled to pay for any accumulated annual and holiday leave.

REEMPLOYMENT/REINSTATEMENT

Former employees who leave in good standing and return after a break of less than three years in service from St. Mary’s College of Maryland or state employment are considered reinstated

employees. Former employees who return within three years of separation shall be governed by the [Employee Reinstatement Policy](#).

A former regular exempt or non-exempt employee who returns to St. Mary's College of Maryland service after a break in service of three or more years shall be considered a new employee.

Staff Employee Reclassification and Promotion Process

Overview

St. Mary's College of Maryland (hereinafter "College") has established these procedures for the reclassification and promotion of staff employees. Following these procedures ensures fairness and equity in the reclassification and promotion of employees.

The reclassification and promotion of employees who are covered by a collective bargaining agreement will be conducted in accordance with the terms and conditions of the College's collective bargaining agreement with AFSCME.

The College will follow the provisions set forth below but reserves the right to change them at any time as may be required under the circumstances.

Purpose

The process is designed to provide leadership with a process and specific guidelines for the consideration of recommendations for staff reclassifications and promotions.

A reclassification may occur when the ongoing, substantive job duties (level of skill, supervisory effort, responsibility, and complexity of work) have changed for less than 50% of a position's duties. Basically, the position itself and associated responsibilities have changed. Reclassifications include lateral, upward, and downward job movement.

A promotion may occur when an evaluation of the position determines that new duties and responsibilities constitute more than a 50% change from the existing position description. Promotions include a significantly higher level of responsibility, position title, and rank.

This process ensures fairness, equity, and compliance with Affirmative Action, applicable state and federal laws governing compensation, such as the Equal Pay Act, the Fair Labor Standards Act ("FLSA"), and all other applicable laws and regulations.

Process

1. The vice presidents engage their direct report supervisors and provide them with the *Reclassification and Promotion Recommendation Template* to identify possible recommendations for staff employees within their department. Supervisors will evaluate the current employees' duties and responsibilities relative to their current position description.
2. If the direct supervisors believe that consideration for a possible reclassification or promotion is warranted, then the direct report supervisors populate the *Reclassification and Promotion Recommendation Template* to include summaries of justification and update the affected position descriptions utilizing track changes. Revised position descriptions in track changes mode must be submitted with the Reclassification and Promotion request in order to be considered.

3. Vice Presidents work with their direct reports to refine and finalize recommendations for consideration, and once satisfied that the action is warranted, the Vice Presidents provide final recommendations to the assistant vice president of human resources.
4. The assistant vice president of human resources reviews submissions in consideration of:
 - a. Changes to position title
 - b. Specialized knowledge, skill, and training
 - c. Complexity and decision making, planning, and problem-solving of the position
 - d. Workload and supervisory responsibilities of the position
 - e. External market data analysis
 - f. Internal compensation equity
 - g. Prior promotions, demotions, and work performance of the employee
5. The assistant vice president of human resources will provide the vice president for business/CFO a final list of reclassification and promotion recommendations to include:
 - a. Recommendations listed in order of priority
 - b. Summaries of justification
 - c. Appropriate title recommendations
 - d. Appropriate salary recommendations
 - e. Additional items for consideration
6. The vice president for business/CFO will present the recommendations to the Executive Council.
7. Implementation of Approved Changes.
 - a. The vice president for business/CFO notifies the assistant vice president of human resources of final decisions and provides updated reclassification and promotion recommendations for implementation.
 - b. The assistant vice president of human resources verifies and confirms information within the spreadsheet and sends each Vice President an email confirming approved reclassifications and promotions within their supervision. The associate director of human resources and payroll is copied on each notification email.
 - c. Vice presidents communicate approved changes to direct supervisors, who provide verbal notice of the changes to affected staff employees within five working days.
 - d. The Office of Human Resources will provide updated contracts and revised position descriptions to affected employees within 15 working days of the email notification with a copy to the associate director of human resources and payroll.
 - e. Department leaders provide notice of changes to departments and the campus community as appropriate.

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

ACTION ITEM 2223-32

APPROVAL OF THE FY24 CURRENT FUND OPERATING BUDGET

(See supplemental document for additional information.)

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached FY24 Current Fund Operating Budget.

RATIONALE

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the FY24 current fund budget will allow the College to continue its mission of providing a high quality, public, post-secondary education.

**FY24 Operating Budget
Supporting Documentation Table of Contents**

Exhibit A:	FY24 Current Fund Operating Budget
Exhibit B:	Important Assumptions
Exhibit C:	FY24 Budget Leadsheet This schedule describes revenues by source and all additional expenditure items by type for the Current Fund Unrestricted (CFU) only.
Exhibit D:	FY24 CFU Budgeted Revenue by Source
Exhibit E:	FY24 CFU Budgeted Expenditures by Program
Exhibit F:	FY24 CFU Budgeted Expenditures by Object
Exhibit G:	Five-Year Comparative Expenditures by Program
Exhibit H:	Five-Year Comparative Expenditures by Object
Exhibit I:	Reconciliation of State Appropriation
Exhibit J:	FY24 CFU Budget for Contingency Items (Provides information about the contingency funds included in the current fund unrestricted budget.)
Exhibit K:	FY24 CFU Planned Expenditures Greater than \$100,000 (Required by the Board approved Budget Policy, this schedule displays anticipated operating budget expenditures for goods/services to a single vendor greater than \$100,000 each.)

St. Mary's College Of Maryland
FY24 Operating (Current Fund) Budget
Exhibit A

	FY24 Current Fund Unrestricted (CFU)		FY24 Current Fund Restricted (CFR)	
	Proposed Budget	% Of Total	Proposed Budget	% Of Total
Revenue				
Tuition	22,992,164	26.7%		0.0%
Fees	3,484,609	4.1%		0.0%
State Grant (Appropriation)	39,184,840	45.6%		0.0%
Gifts And Grants	0	0.0%	4,500,000	100.0%
Sales & Services-Educational	812,675	0.9%		0.0%
Endowment/Investment	287,500	0.3%		0.0%
Foundation Unrestricted Support	0	0.0%		0.0%
Sales & Services-Auxiliary	18,947,334	22.0%		0.0%
Other	254,400	0.3%		0.0%
Total Revenue	85,963,522	100.0%	4,500,000	100.0%
Expenditures				
Instruction	24,066,542	28.0%	480,682	10.7%
Research	0	0.0%	166,598	3.7%
Public Service	64,800	0.1%	12,346	0.3%
Academic Support	2,029,424	2.4%	12,333	0.3%
Institutional Support	19,997,524	23.3%	455,164	10.1%
Student Services	11,857,805	13.8%	251,521	5.6%
Plant Operation and Maintenance	6,425,369	7.5%	349,208	7.8%
Scholarships/Grants	9,065,658	10.5%	2,772,148	61.6%
Auxiliary Enterprises	16,733,908	19.5%	0	0.0%
Total Expenditures	90,241,030	105.0%	4,500,000	100.0%
Transfers In (Out)				
Anticipated Bond Offload	3,760,251	4.4%	0	0.0%
Treasury Note Interest Return	422,257	0.5%		
Quasi Endowment	95,000	0.1%	0	0.0%
Total Transfers	4,277,508	5.0%	0	0.0%
Total Expenditures and Transfers	85,963,522	100.0%	4,500,000	100.0%
Budget Year Increase (Decrease in Fund Balance)	0		0	
Total Increase (Decrease) in Fund Balance	0		0	

Note 1: Please refer to attached schedules for more information.

Note 2: For FY24, the CFU expenditure budget contains \$2,267,079 in contingency funds.

May Action Item FY24 Current Fund Total		Prior Year Beginning Budget FY23 Current Fund Total			
Proposed Budget	% Of Total	June 2022 Budget	% Of Total	\$ Change	% Change
22,992,164	25.4%	20,714,380	25.7%	2,277,784	11.00%
3,484,609	3.9%	3,224,563	4.0%	260,046	8.06%
39,184,840	43.3%	32,314,926	40.1%	6,869,914	21.26%
4,500,000	5.0%	4,500,000	5.6%	-	0.00%
812,675	0.9%	812,675	1.0%	-	0.00%
287,500	0.3%	382,500	0.5%	(95,000)	-24.84%
0	0.0%	75,000	0.1%	(75,000)	
18,947,334	20.9%	18,384,519	22.8%	562,815	3.06%
254,400	0.3%	254,400	0.3%	-	0.00%
90,463,522	100.0%	80,662,963	100.0%	9,800,559	12.15%
24,547,224	27.1%	21,836,753	27.1%	2,710,471	12.41%
166,598	0.2%	166,598	0.2%	-	0.00%
77,146	0.1%	436,274	0.5%	(359,128)	-82.32%
2,041,757	2.3%	1,964,998	2.4%	76,759	3.91%
20,452,688	22.6%	15,941,793	19.8%	4,510,895	28.30%
12,109,326	13.4%	10,086,536	12.5%	2,022,790	20.05%
6,774,577	7.5%	5,889,512	7.3%	885,065	15.03%
11,837,806	13.1%	11,462,543	14.2%	375,263	3.27%
16,733,908	18.5%	15,021,999	18.6%	1,711,909	11.40%
94,741,030	104.7%	82,807,006	102.8%	11,934,024	14.41%
3,760,251	4.2%	2,144,043	2.7%		
422,257					
95,000	0.1%	95,000	0.1%		
4,277,508	4.2%	2,239,043	2.7%	2,734,583	
90,463,522	100.6%	80,567,963	100.1%		
0					
0					

FY24 Key Budget Assumptions

Exhibit B

Revenues

The FY24 revenue budget has increased \$9.8M (12.15%) over the FY23 revenue budget primarily due to an increase in state support, tuition, and auxiliary enterprise revenues. The FY24 budget is based on 1,601 full-time students, 171 higher than that budgeted for FY23. Enrollment counts are budgeted at 100% of projected enrollment. Tuition is budgeted at \$2.27M (11%) higher than FY23. Tuition rates are flat over equivalent FY23 levels for both resident and non-resident students.

The state appropriation increases \$6.8M over the FY23 representing the block grant inflator, annualization of previous and current year COLA salary funding, support for increases to healthcare rates, and a formula recalculation.

Auxiliary enterprise revenue increases \$0.56M, as residence hall and dining rates increase 4% and student counts for dining and residence reflect additional occupancy related to higher enrollment counts.

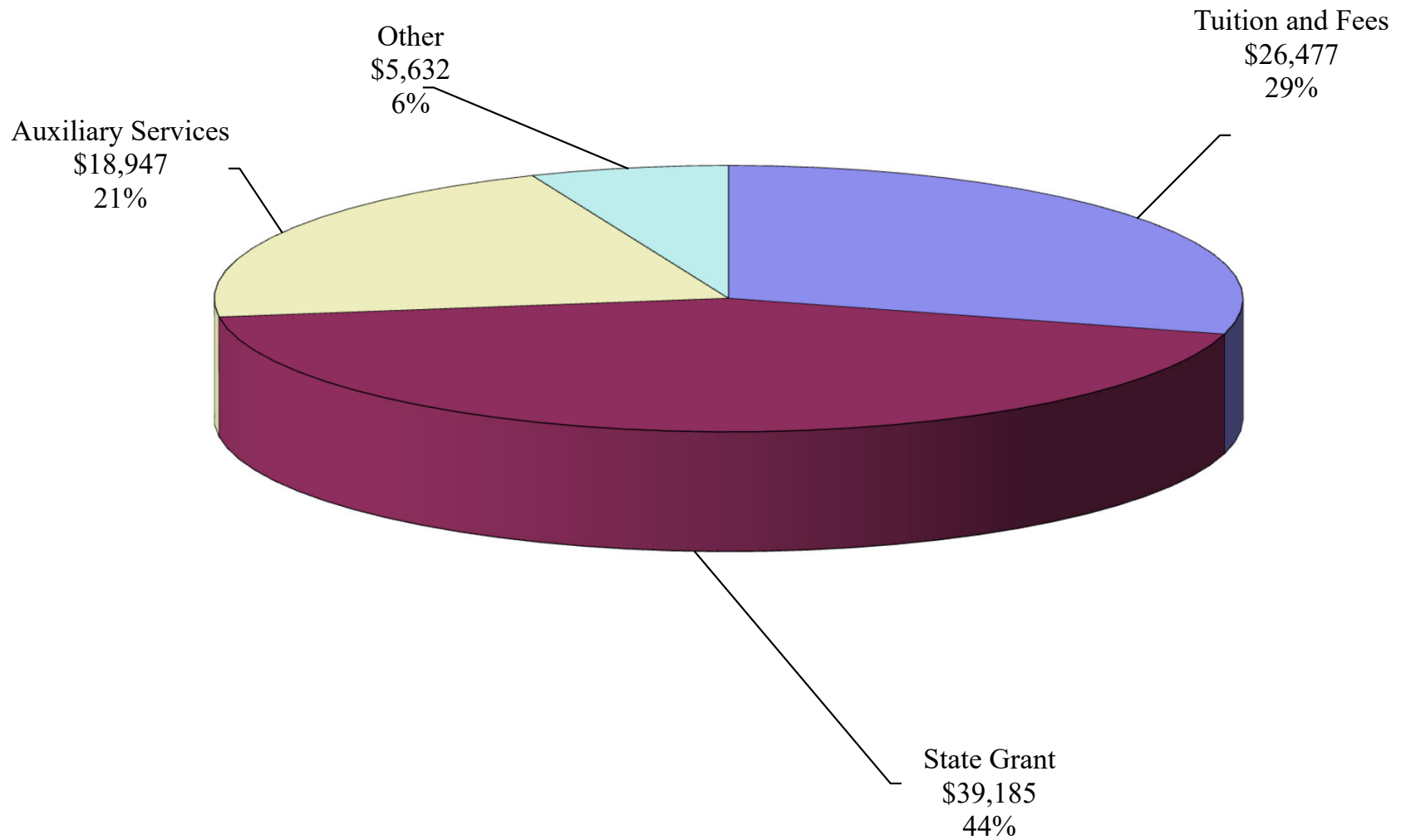
Expenditures

The FY24 current fund unrestricted expenditure budget, detailed in Exhibit A, increases a total of \$11.9M (14.4%) over the FY23 expenditure budget consisting of new required expenditures, a salary pool for faculty and staff wage increases, and 4.5% COLA for all staff, annualizations of prior year salary changes, operational budget changes due to the results of a strategic resource initiatives additions. Transfers in from the anticipated bond offload of \$3.76M and treasury note interest \$0.42M cover 4.9% of expenditures.

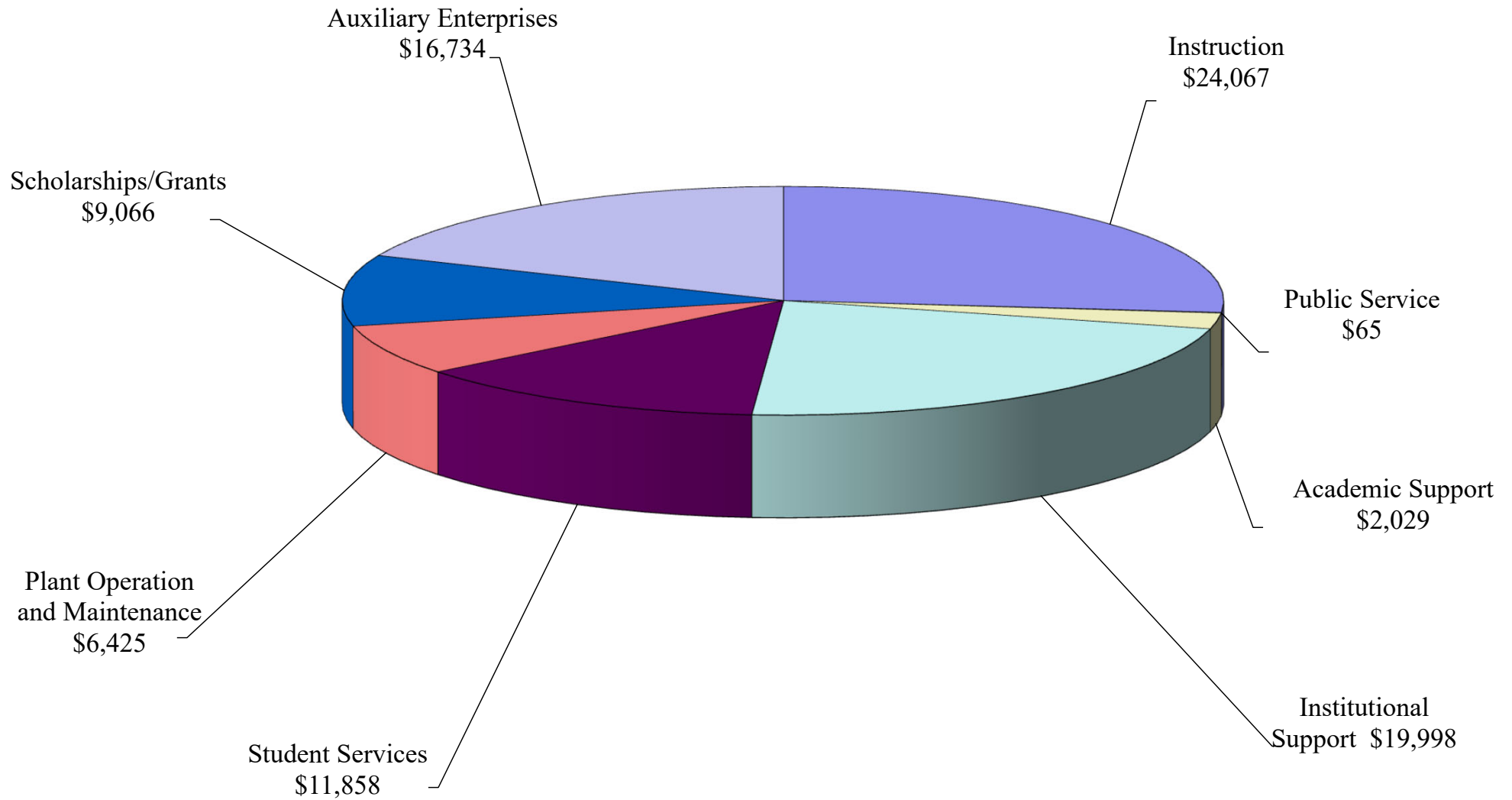
Permanent approved position counts are 420.

SMCM Budget Development FY24		
Exhibit C		
	October FY23 Budget	FY24 Budget
FY24 BUDGET PROJECTIONS - LEADSHEET (DRAFT)		
Tuition	\$20,714,381	\$22,992,164
Fees	\$3,224,562	\$3,484,609
State Appropriations - General Fund	\$29,765,086	\$36,635,000
State Appropriations - HEIF	\$2,549,840	\$2,549,840
Auxiliary Enterprises <i>(includes room, board, bookstore operations)</i>	\$18,384,518	\$18,947,333
Sales & Services - Educational <i>(conference revenues, foreign program fees, non-credit tuition)</i>	\$812,675	\$812,675
Quasi-Endowment / Interest Income <i>(\$95K from Quasi endowment, balance from MD interest)</i>	\$287,500	\$382,500
Other <i>(career center reg fees, faculty housing revenue, misc.)</i>	\$254,400	\$254,400
Transfer from Fund Balance	\$2,239,043	
Total Revenues	\$78,307,005	\$86,058,521
<u>EXPENSE:</u>		
Base Budgets		
Operating <i>(supply/expense, non-personnel)</i>	\$18,484,428	\$19,069,411
Utilities	\$3,741,218	\$4,506,400
Institutional Expense <i>(institutional contingency, plant/auxiliary contingency, insurance)</i>	\$623,831	\$644,372
Debt Services	\$3,811,841	\$3,806,841
Dining Services <i>(Bon Appetit costs)</i>	\$4,655,827	\$4,908,659
Bookstore Operations	\$816,027	\$962,069
Tuition Waivers	\$782,684	\$836,445
Total Scholarships	\$8,078,498	\$8,450,000
Sub Total (non-personnel)	\$40,994,354	\$43,184,197
Personnel - Wages (includes \$275K of Foundation offsets)	\$28,389,327	\$32,215,108
Personnel - Benefits, wage changes, misc. items, savings, etc.	\$11,321,847	\$13,031,770
Sub Total (Personnel)	\$39,711,174	\$45,246,878
Total Expenses	\$80,705,528	\$88,431,075
Additional expense		
ERP Implementation and Program Customization		\$1,000,000
Wi-Fi Upgrades		\$400,000
Security Camera Annual Lease		\$388,413
Additional revenue (cash)		
Anticipated Bond Offload		-\$3,760,251
Treasury Note Interest Return		-\$422,257
Surplus		\$21,541

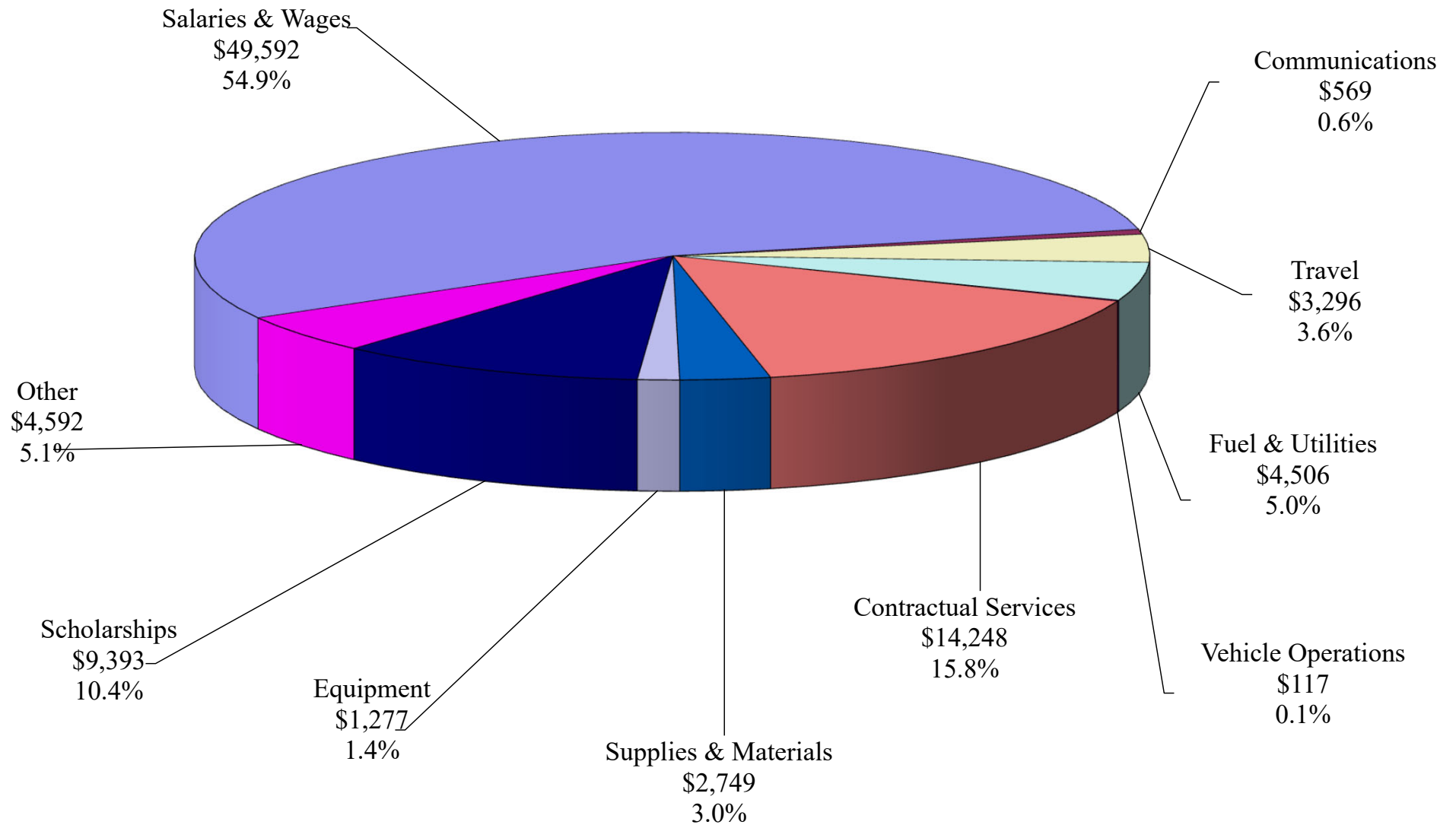
**SMCM FY24 Operating Budget
CFU Revenues by Source
(\$000s)
Exhibit D**



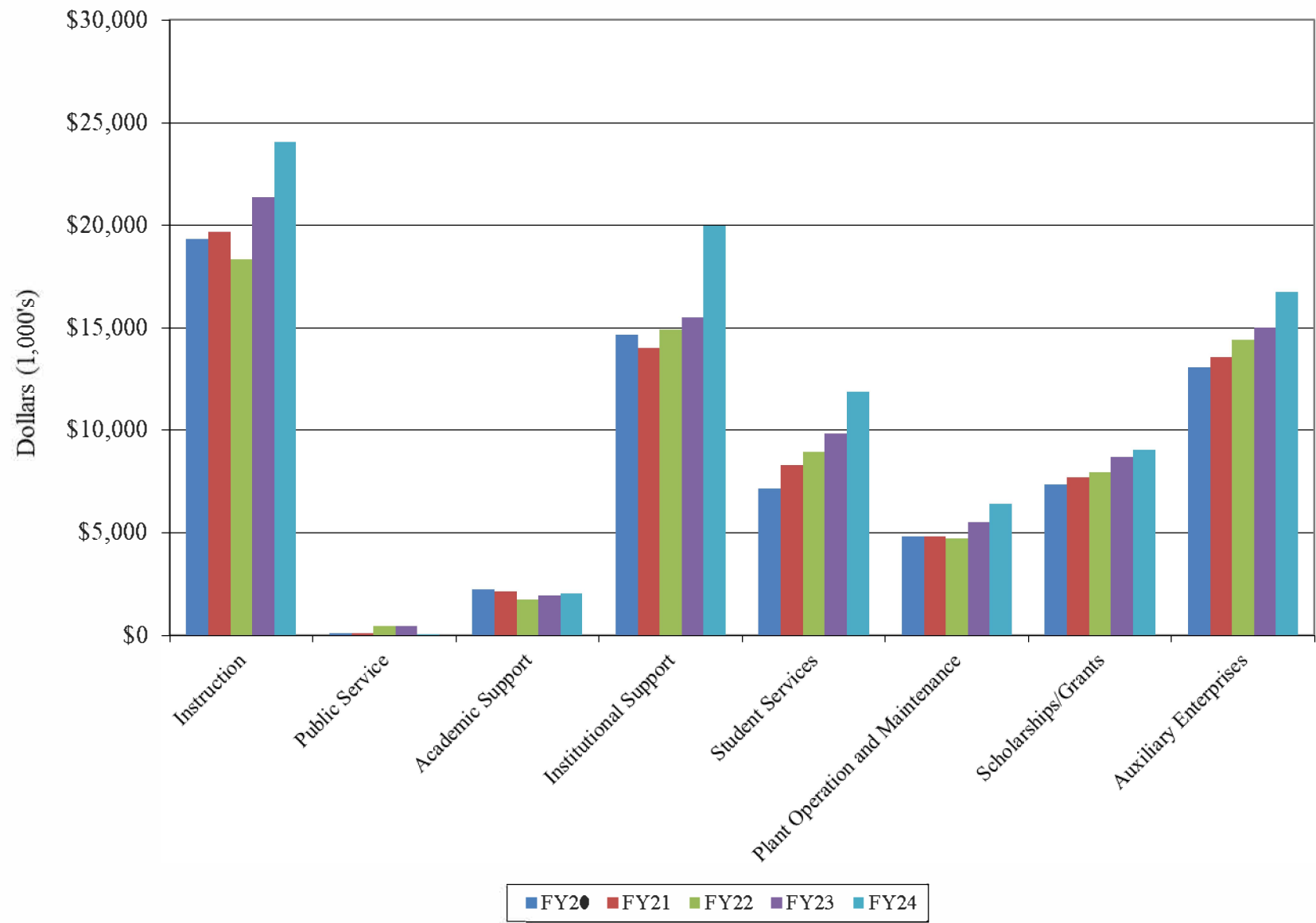
SMCM FY24 Operating Budget
Unrestricted Expenditures by Program
(000's)
Exhibit E



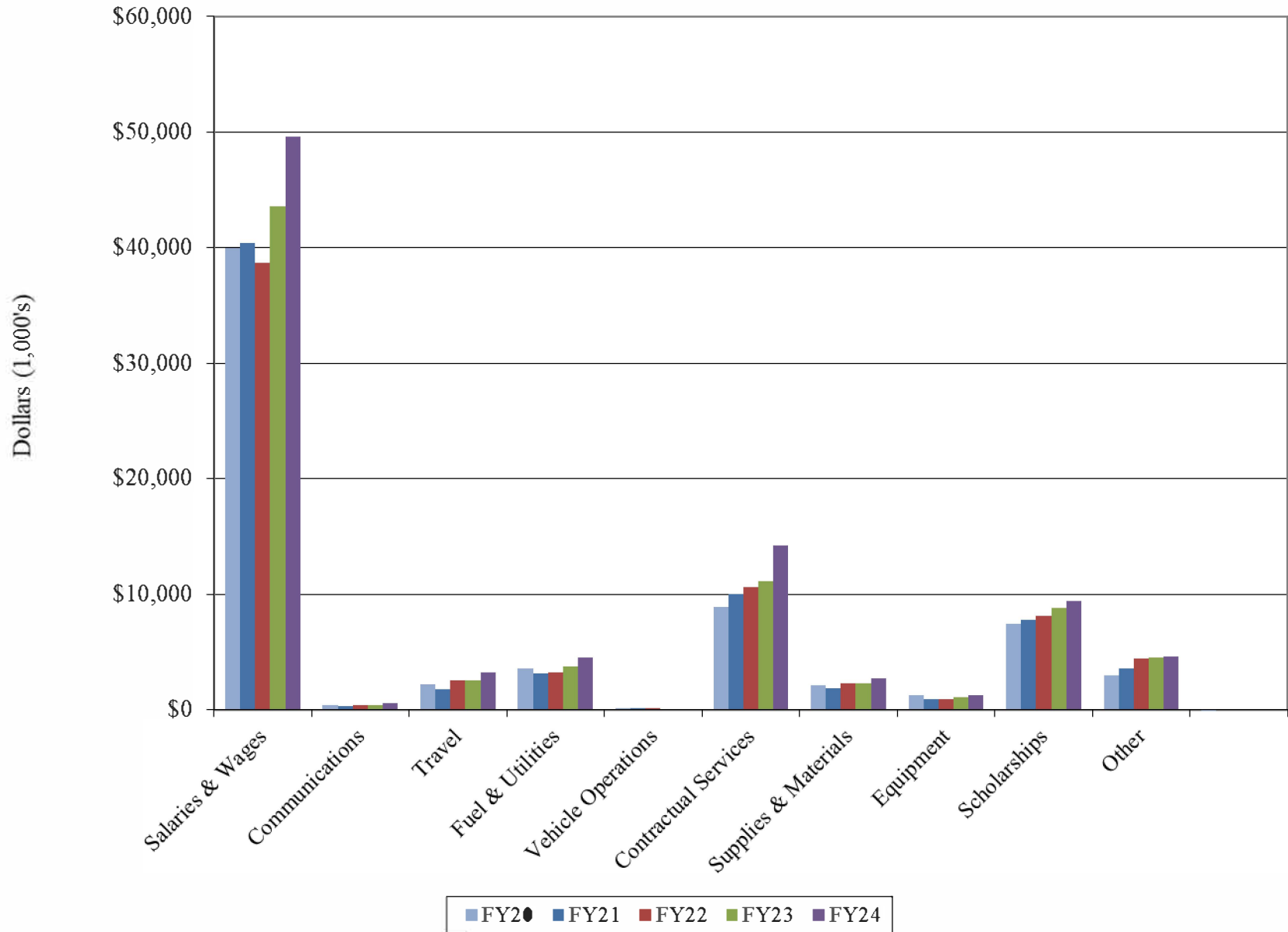
**SMCM FY23
Operating Budget
Unrestricted Expenditures by Object
(\$000s)
Exhibit F**



SMCM Five-Year Operating Budgets
Program of Expenditure
Exhibit G



SMCM Comparative Operating Budget Expenditure by Object Exhibit H



FY24 Operating Budget
Reconciliation of State Appropriation (General Fund Grant)
Exhibit I

**2024 Legislative Session
Results**

Beginning Base for FY24	\$29,274,245
Prior Salary Enhancements	\$1,451,555
Beginning Base for FY24	\$30,725,800
<u>FY24 Adjustments</u>	<hr/>
Base Inflator Amount	\$617,650
Adjustment to Governor's Allowance	\$5,291,550
Total Adjustments	<hr/> \$5,909,200
Allowance	<hr/> \$36,635,000
HEIF Portion	<hr/> \$2,549,840
FY22 General Fund Grant Total	<hr/> <hr/> \$39,184,840

FY24 CFU Contingency Items Exhibit J

Item	Amount
Institutional Contingency Balance	\$300,000
Institutional Contingency Amount	<u>\$300,000</u>
<u>Study Abroad</u>	
International Signature Programs	<u>\$1,267,079</u>
Study Tours	<u>\$700,000</u>
<i>(Both international programs and tours are offset by anticipated revenues.)</i>	
Total Contingency Items	<u><u>\$2,267,079</u></u>

FY24 CFU Planned Expenditures Greater than \$100,000
Each to a Single Vendor
Exhibit K

Description	Vendor	Estimated Amount
<u>IT & Library Related</u>		
Administrative Software Campus Management	TBD	\$523,675
University of Maryland Acad. Telecom. Sys. - Internet	Maryland Broadband	\$291,000
Life Cycle Replacements	Dell	\$400,000
Administrative Systems	Jenzabar	\$130,000
Library Mgt. System	USM & Affiliated Institutions (USMAI)	\$140,000
Library Databases	Lyrasis	\$200,000
Library Serials	Ebsco	\$175,000
		<hr/> \$1,859,675 <hr/>
<u>Maintenance and Utilities</u>		
Housekeeping Services	Shine Brite	\$220,000
Sewage Services	METCOM	\$345,000
Electricity	SMECO	\$1,800,000
Postage	US Postal Service	\$400,000
Heating Oil	Burch Oil	\$1,593,000
Trash Disposal	Waste Management	\$150,000
		<hr/> \$4,508,000 <hr/>

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

ACTION ITEM 2223-33

APPROVAL OF THE FY24 PLANT FUND CAPITAL BUDGET

(See supplemental document for additional information.)

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, of the proposed FY24 Plant Fund Capital Budget in the amount of \$2.316M. The primary source of funding comes from the student facility fee in the amount of \$1.575M. Additional funding of \$541K from bond proceeds and \$200K from private gifts will be provided in FY24 to offset the cost of the Schaefer Hall marine

RATIONALE

The Technology, Buildings, and Grounds Committee is charged with the responsibility to establish priorities for capital projects. These priorities were forwarded to the Finance, Investment, and Audit Committee for consideration. A cost breakdown by priority categories and a listing of FY24 plant budget projects is provided in the materials.

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**ST. MARY'S COLLEGE OF MARYLAND
FY24 PLANT PROJECT SUMMARY
PRIORITY A PROJECTS LIST**

	Estimated Cost
Major Capital Projects	
Schaefer Hall Marine Science Lab Renovation	\$741,000
Miscellaneous Capital Projects < \$200,000	\$267,000
<i>Subtotal</i>	\$1,008,000
Maintenance and Repair	
Miscellaneous Maintenance and Repair Projects < \$200,000	\$571,000
<i>Subtotal</i>	\$571,000
Program Support	
Miscellaneous Projects < \$200,000	\$182,000
<i>Subtotal</i>	\$182,000
Residence Hall Renewal Program	
Crescents New Furniture Phase 1	\$200,000
Miscellaneous Residence Hall Projects < \$200,000	\$355,000
<i>Subtotal</i>	\$555,000
	\$2,316,000

FY24 Priority A Projects List

PROJECT	ESTIMATED COST
<u>CAPITAL PROJECTS</u>	
Schaefer Hall Marine Science Lab Renovation	\$741,000
Montgomery Hall - Backfill Plan Phase 2	\$20,000
Traditional Halls - Lobby Refresh Phase 1	\$60,000
Public Safety - Steel Shed	\$12,000
Campus Master Plan	\$75,000
Montgomery Hall - Visioning and Programming Phase	\$100,000
TOTAL COST OF CAPITAL PROJECTS	\$1,008,000
<u>MAINTENANCE & REPAIR</u>	
Miscellaneous Maintenance and Repair Projects - Unknown	\$32,000
Plant Contingency	\$50,000
Campus-Wide - Roof repairs	\$47,000
Campus-Wide - Building Automation	\$20,000
Campus-Wide - ADA Automatic Doors	\$12,000
Campus-Wide - Parking Lot Repairs/Maintenance	\$10,000
Residence Hall - Fire Alarm Upgrade Phase 4	\$80,000
Traditional Residence Halls - Life Safety Sprinklers Phase 1	\$125,000
Lewis Quad - HVAC and Mechanical Upgrade Phase 3 of 3 (8 units)	\$120,000
Baltimore Hall - HVAC Replacement	\$45,000
Goodpaster Hall - Pergola Replacement	\$10,000
Lucille Clifton House - Basement Waterproofing	\$20,000
TOTAL COST OF MAINTENANCE AND REPAIR PROJECTS	\$571,000
PROJECT	ESTIMATED COST
<u>PROGRAM SUPPORT</u>	
Miscellaneous Enhancements - Unknown	\$12,000
Miscellaneous Site Improvement Projects - Unknown	\$10,000
Artist House - Building Repairs	\$15,000
Campus Center - Furniture Update - First Floor Hallway	\$10,000
Wellness Center - Flooring Replacement	\$25,000
O'Brien ARC - Hawks Nest Field Renovation - Phase 2	\$70,000
Cobb House - Window Replacement	\$30,000
Admission - Golf Cart Protective Shed	\$5,000
Schaefer Hall - Roof Gutter Modification/Addition	\$5,000
TOTAL COST OF PROGRAM SUPPORT PROJECTS	\$182,000

<u>RESIDENCE HALL RENEWAL PROGRAM</u>	
Miscellaneous Residence Hall Repairs	\$30,000
PG Hall - First Floor Restroom Upgrade	\$100,000
Dorchester Hall - Third Floor Bathroom Upgrade	\$50,000
Crescents - New Furniture Phase 2	\$200,000
Dorchester Hall - Interior Refresh	\$175,000
TOTAL COST OF RESIDENCE HALL PROJECTS	\$555,000
TOTAL COST OF PRIORITY A PROJECTS	\$2,316,000

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

ACTION ITEM 2223-34

APPROVAL OF THE FY25-FY29 STATE CAPITAL BUDGET PROPOSAL

(See supplemental document for additional information.)

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, of the attached FY25-FY29 State Capital Budget Proposal.

The proposed FY25-FY29 state-funded capital budget request includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall.

RATIONALE

The attached chart summarizes our FY25-FY29 state capital budget request and provides a comparison to the governor's five-year Capital Improvement Plan (CIP). Details follow below:

Campus Infrastructure Improvements

This budget continues to fund infrastructure improvements annually in multiple phases. The previous FY24 allocation of \$2.1M will fund improvements to the North Campus nodal loop.

Additional highlighted projects proposed for FY25-FY29 include Kent Hall HVAC replacement, Schaefer Hall fume hood replacement and automation controls upgrades, Goodpastor Hall automation controls upgrades, masonry restoration and slate roof replacement for the historic campus area, Hilda C. Landers Library/OIT generator and transfer switch replacement, and other projects. The total request for infrastructure projects in FY25-FY29 is \$10.0M.

Montgomery Hall Renovation

Montgomery Hall was constructed in 1979 and currently supports programs in English and the fine and performing arts. Except for the Bruce Davis Theater renovation in 2010, Montgomery Hall has only received minor renovations and cosmetic improvements.

This renovation project remains core to our strategic planning efforts to provide adequate facilities for our academic programs as identified in the College's 2012-2027 Master Plan. With the completion of the Learning Commons and the Nancy R. and Norton T. Dodge Performing Arts Center complex this past summer, the College's music department relocated from Montgomery Hall, freeing space for other disciplines in the building. An extensive renovation of the entire 40-year-old building is anticipated to improve energy efficiency, update code compliance, and address programmatic space deficiencies.

The governor's CIP provided \$2.59M in FY24 to begin the design process and we are requesting the final design funding of \$1.65M for FY25. Further, we are requesting \$14.34M in initial construction support in FY26, and the remaining \$23.77M in construction and equipment funding in FY27 and FY28 to finish the renovation. Total project costs are forecasted at \$42.35M.

Calvert Hall Interior Renovation

The College requested \$2.08M in FY28 for design funding to begin planning the interior renovations of Calvert Hall, the primary administrative building for the College constructed in 1932. Recent Department of Budget and Management funded infrastructure projects have addressed significant building envelope deficiencies (HVAC and electrical system upgrades, masonry repair and slate roof replacement, and window replacement); we now focus on the life safety improvements and interior upgrades for this ninety-year-old building needed to meet ADA code compliance, installation of an elevator and fire suppression system, upgraded restrooms, and other internal improvements. Renovation construction costs are estimated at approximately \$20.51M, and the renovation funding will be split equally over two fiscal years (FY29 and FY30). Total project costs are \$22.59M.

SMCM - Capital Budget Plan FY24-FY30

Design

Construction in \$M

Next Request

FY24

FY25

FY26

FY27

FY28

FY29

FY30

Infrastructure	State (FY23 CIP)	2.1	2.0	2.0	2.0	2.0	2.0	2.0
Montgomery Hall	State	2.5	1.6	14.3	17.1	6.6		
Calvert Hall	State						2.1	10.5
								10.0
SMCM	State	4.6	3.6	16.3	19.1	10.7	12.5	12.0
	College	0	0	0	0	0	0	0
GOVERNOR'S CIP FY24	INFRASTRUCTURE	2.1	2.0	2.0	2.0	2.0	2.0	
	MONTGOMERY HALL	2.5	1.6	14.3	17.1	6.6		
	CALVERT HALL					2.1	10.5	
	TOTAL	4.6	3.6	16.3	19.1	10.7	12.5	

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
CAMPUS LIFE COMMITTEE
MEETING OF MAY 12, 2023**

**ACTION ITEM 2223-35
APPROVAL OF THE 2023 CULTURAL DIVERSITY REPORT**

RECOMMENDED ACTION

The Campus Life Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the College's 2023 Cultural Diversity Report for submission to the Maryland Higher Education Commission.

RATIONALE

In accordance with §11-406 of the Education Article, the governing body of each Maryland public college and university is required to develop and implement a plan for a program of cultural diversity. These plans must be submitted to each institution's board by July 1. Further, the statute requires that each institution submit, by September 1 of each year, a report to the Maryland Higher Education Commission (MHEC) summarizing institutional progress toward the implementation of its plan for cultural diversity. According to statute, the Commission must monitor each institution's progress toward achieving the goals outlined in its plan and ensure compliance with the State's goals for higher education. Additionally, the Commission is required to report its findings to the Senate Education, Health, and Environmental Affairs Committee; the Senate Budget and Taxation Committee; the House Appropriations Committee; and the House Committee on Ways and Means by December 1 of each year.



**BOARD OF TRUSTEES
PRESIDENT'S REPORT
OPEN SESSION**

MAY 12, 2023

Prologue

In May 2016, I reported on, among other things, activity associated with (1) the reaffirmation of accreditation by the Middle States Commission on Higher Education efforts, and (2) strategic planning. Seven years later, I will, again, report on these two important activities but the context will be quite different because, as an institution, we are in a much stronger position. A few examples of our strength follow.

Committee Highlights

In the Admission and Financial Aid Committee you will learn of another very successful year recruiting new students to the College. Our deposits indicate that for the third consecutive year since the pandemic, we have bucked the trend and are showing increases in deposits. Additionally, the fall 2023 cohort is on target to be as diverse and academically accomplished as this year's cohort with the most out-of-state students enrolled in more than eight years.

The Finance, Investment, and Audit Committee materials highlight a highly successful legislative session in Annapolis as it relates to our operating and capital budgets. The operating budget allocation is almost 20% higher than it was last year. On the Federal side, Congressman Steny Hoyer, with support from Senators Ben Cardin and Chris Van Hollen, was instrumental in the College securing a second congressional earmark, this time supporting laboratory renovations for the nascent marine science program.

The Nancy R. and Norton T. Dodge Performing Arts Center has firmly anchored the College as a cultural, entertainment, and social hub within the region. During the Technology, Buildings, and Grounds Committee meeting you will receive materials attesting to its impact within the community as well as get an update on the myriad of infrastructure projects in progress that help us provide a beautiful and functional place to live, learn, and work. The impact campus facilities and grounds have on the enrollment outcome cannot be understated.

As you will learn during the Academic Affairs Committee meeting, this has been quite a successful year in regard to faculty hiring. In addition to successfully concluding 11/12 tenure-track searches, 36 percent of the new hires are members of the traditionally marginalized and/or underserved communities. This result bodes well for our sustained efforts to mitigate the impact of the demographic shift in the college-going population and complements nicely the conclusion of the two-year initiative to hire Ross Fellows, individuals with demonstrated experience and

expertise in working with these populations. You will also receive information regarding the enrollment in the newest academic programs as well as progress in implementing the new administrative structure.

There is much to celebrate in the area of Institutional Advancement. During the committee meeting it will be revealed that we have raised more than \$4M for the second consecutive year with six weeks remaining in the fiscal year. Alumni engagement is just about at an all-time high and their support as mentors for our current students as well as their assistance in identifying potential new students are making impacts on student engagement, internship placement and enrollment. The work of the integrated marketing team has impacted our new student enrollment efforts tremendously and play a major role in publicizing our stellar campus events.

Campus Life is vibrant. The committee meeting will provide updates that demonstrate the increase in student activities, the engagement and support of the SGA, and the great success of our Athletics program. Significant strides have been made in the area of Wellness and you will be provided an update of the work of the recently restructured Peer Health group and statistics regarding counseling and mental health support. In regard to our IDEAA work, progress on our efforts to make the campus more inclusive and welcoming to diverse populations, including updates on policies reviewed through the equity lens and activities associated with the National Heritage Months, will be provided.

Reaffirmation of Accreditation Update

In May 2016, the accreditation effort was focused on addressing deficiencies identified during the reaffirmation site visit. We are at a different point in the reaffirmation process than then and, I am happy to report, in much better position, a position of pro-activity. As I shared at our February meeting, we have begun the process to reaffirm our accreditation with the Middle States Commission on Higher Education (MSCHE). Over the course of this semester, the Steering Committee developed the self-study design, the conceptual and accountability framework that will guide the campus's work the next two years and submitted it to MSCHE for approval. As part of this process, the Steering Committee identified four priorities for the self-study: Academic and Professional Excellence; Diversity, Equity, and Inclusion; Strong Communities; and Institutional Adaptability. These priorities were revised and refined based on feedback from across the campus community and will serve as touchstones for how SMCM fulfills its mission in alignment with the MSCHE standards. The priorities are also consonant with the pillars of the strategic plan, presenting the campus with a key opportunity to explore how the goals of *The Rising Tide* will further advance the work of our mission.

In preparation for the self-study site visit, our MSCHE Vice President Liaison, Dr. Terence Peavy, is coming to campus on May 9th (after the submission of this report) to meet with a variety of stakeholders, including several members of the Board, me, the self-study leadership team, the full campus, and some members of the Board. Feedback from Dr. Peavy will be especially helpful as we initiate the early analytical work of the actual self-study over the summer.

Strategic Plan

The new three-year plan, *The Rising Tide*, is being presented to the Board of Trustees for approval. This plan, shepherded by the Strategic Plan Steering Committee, was developed via a highly collaborative process with the four workgroups. *The Rising Tide* focuses on the four pillars designed to create, empower, build, and embody our unique position within the higher education landscape and to be a better resource and of service to our communities, both within and beyond the campus. The process to develop the plan relied heavily on input and critique from both internal and external stakeholders. The resultant plan, the third during the Jordan regime, effectively builds off the momentum created by the first two - namely, the foundational plan, *A Time for Rebirth*, and the transitional plan, *Big Audacious Goals*. An implementation team will begin work to develop an implementation plan soon after the document and its associated budget are approved.

Epilogue

May. It is a month of paradoxes. We celebrate the accomplishments of our students and are overcome by sadness as we bid farewell to our graduates. We suffer through our seasonal allergies as we marvel at the wonders of nature's majesty. We are exhausted from the activities of the year and yet invigorated by the potential for the future because of work. St. Mary's College sits at the cusp of greater things to come. We have been reborn. Let us continue forth with big audacious goals as our tide rises to the unimagined.

The Rising Tide

Charting a Strategic Course for St. Mary's College of Maryland 2023 - 2026

I. Preamble

Founded on the site of Maryland's first capital, the College stands as a living legacy to the ideals of freedom and inclusiveness. Our beautiful residential campus on the banks of the St. Mary's River inspires our work, our play, and our commitment to the environment.

II. Mission

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.

III. Vision

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.

IV. Guiding Principles

St. Mary's College of Maryland is deeply committed to the belief that the thoughtful exchange of ideas and viewpoints can only enhance our environment when done in a respectful and civil manner. We also believe that all voices matter and understand that there are different levels of responsibility associated with every voice. To that end, every member who joins our community should embrace and embody the principles that guide our College by pledging to the following statement:

The St. Mary's Way

As a member of St. Mary's College of Maryland, I accept the St. Mary's Way and agree to join in working with others to develop this College as a community:

- *Where people respect the natural environment and the tradition of tolerance which is the heritage of this place*
- *Where people cultivate a life-long quest for disciplined learning and creativity*
- *Where people take individual responsibility for their work and actions*
- *Where people foster relationships based upon mutual respect, honesty, integrity, and trust*
- *Where people are engaged in an ongoing dialogue that values differences and the unique contributions of others' talents, backgrounds, customs, and world views*
- *Where people are committed to examining and shaping the functional, ethical values of our changing world*
- *Where people contribute to a spirit of caring and an ethic of service*

By choosing to join this community, I accept the responsibility of helping to build on its past heritage, of living its ideals and contributing to its future.

V. Core Values

- Advancement of the College mission and vision
- Student-centered ethos
- Intellectual, creative, and scholarly exploration
- Integration of theory and practice
- Innovation and excellence in academic and administrative enterprises
- The power of a diverse community
- Local, national, and global engagement
- Social responsibility and civic mindedness
- Access and affordability
- Civility and respect for self, others, and the environment
- Clear and effective communication
- Environmental stewardship
- Careful stewardship of resources

VI. Introduction to “The Rising Tide”

This Strategic Plan is the third in a trilogy of plans since 2016. The first of these plans, “A Time for Rebirth” in 2016, was essentially foundational and included a number of goals, objectives and metrics designed primarily to update and enhance the St. Mary’s College’s infrastructure, resources, processes, and policies to facilitate our attracting greater numbers of students. The core elements of this plan were achieved. The second plan, “Big Audacious Goals” in 2020, was essentially transitional, including a reset of the College’s academic portfolio and focused on increasing the number of students who applied to the College. What was remarkable about this plan was three-fold: first, it was accomplished in the midst of a pandemic at a time where most institutions either abandoned or paused their strategic planning; second, it was an active partnership involving Board members directly, along with faculty, staff, students, and College leadership; and, lastly, its impact on the College’s enrollment has been significant and positive.

“The Rising Tide” recognizes that the changing higher education landscape requires more dynamic and flexible planning, particularly as this is the time in St. Mary’s College’s history to begin a transformational journey towards realizing and actualizing its place as The National Public Honors College.

Consistent with this new form of planning, “The Rising Tide” is built on four essential pillars:

Pillar A: Create an innovative, distinctive, and competitive academic identity that attracts and retains talented students, faculty, and staff.

Pillar B: Empower all students for success.

Pillar C: Build a sustainable, vibrant, and diverse student body that exemplifies an inclusive institution.

Pillar D: Become a sought-after regional resource and develop opportunities for student educational engagement with communities that are mutually beneficial.

These pillars sit atop a foundation built by the Board, faculty, staff, students, and College leadership whose planning and consultations arrived at consistent themes for moving the College forward to realize its aspirations. No one pillar can stand alone; there are numerous interconnections that will ultimately result in a structure that will embrace a distinctive academic identity; empower student success; expand the enrollment base; engage with its communities; and embrace talent throughout the College.

Driving the campus phase of this planning, participants were encouraged to brainstorm ideas, both large and small. These are captured in Appendix A. The resulting plan formulates goals for each pillar and identifies primary actions and potential metrics for these actions. In addition, preliminary budget ranges are provided. There is much work still to be done in the implementation stage, including establishing necessary baselines, finalizing the metrics, and developing a comprehensive budget and funding sources. The plan was developed in the context of today's changing higher education landscape and the understanding that this dynamism requires a level of flexibility, creativity, and innovation that the previous two plans have prepared us well to initiate.

VII. Goals; Primary Actions; Metrics; Budget Parameters

A. Pillar A: Create an innovative, distinctive, and competitive academic identity that attracts and retains talented students, faculty, and staff.

The College created LEAD (Learning through Experiential and Applied Discovery), which was first implemented in 2019. LEAD includes curricular and co-curricular opportunities for all students, faculty, and staff. The pandemic slowed full implementation, and the program has not yet received national exposure. Both of these aspects are currently being addressed. However, LEAD needs continual assessment and renewal.

1. Goal A.1: Develop and implement innovative new programming that continues to make the curriculum more distinctive and attractive to prospective students, faculty, and staff.

- a. Identify three to five new academic programs (including potentially interdisciplinary programs and certificate programs) that meet the criteria of relevance and attractiveness, both of which are related to long-term sustainability.
 - KPIs
 - Develop 3-5 new programs by fall 2024.
 - Implement at least two new programs by fall 2026.
 - Budget: One-time expense: \$25,000 in FY25; \$160,000 annually beginning FY26.
- b. Fully implement LEAD and promote its visibility and impact nationally.
 - KPIs
 - Enhance LEAD implementation by fall 2024.
 - For the yearly time period of July 1 - June 30, the number of clicks to LEAD-related web pages will increase from 31,608 (baseline) by 30% in FY24 and 10% thereafter.
 - The average time spent on LEAD-related web pages will increase from 32 seconds (baseline average) by 10% in FY24 and 5% thereafter.
 - Surveys of student prospects from across the country and internationally will indicate their awareness of the LEAD initiative.
 - Budget: \$35,000 for marketing FY24; \$10,000 annually.

- c. Showcase the talents of the College community nationally and internationally as well as expose students, faculty, and staff to extraordinary talent beyond the campus community.
 - KPIs
 - Designate two individuals to oversee the national awards process who will identify students and help prepare the award applications by spring 2024.
 - Achieve national award nominations for at least three students and one faculty in AY 2024-2025.
 - Appoint a one-year and a one-semester Distinguished Visiting Scholar/Artist annually beginning in AY 2024-2025.
 - Every year local entrepreneurs, community leaders, and people from the community will be solicited to present a real-world problem to groups of students, faculty, and/or staff who will, in turn, work to solve the challenge within the requested time period.
 - Every semester one distinguished lecture will be presented on campus. Students will be incentivized to attend the lecture and its impact on their world view or understanding of the topic presented will be assessed.
 - Budget: stipends for faculty to assist in the national awards process, \$10,000; Visiting Scholar/Artist \$100,000; Distinguished lecture/performance \$50,000.
- 2. **Goal A.2: Expand the College community's national and global awareness and engagement impact.**
 - a. "Globalization-at-home" experiences that are accessible to all students will be designed and implemented.
 - KPIs
 - Launch pilot trip in spring 2024.
 - Offer two (2) trips in AY 2024-2025 and beyond.
 - Present one distinguished lecture per semester related to international affairs beginning in spring 2024.
 - Budget: \$25,000 in 2024, \$50,000/year in 2025 and 2026.
 - b. Provide students with new international experiences that appeal to a more diverse array of cultural interests and extend to more countries in continents beyond Europe and North America.
 - KPIs
 - Establish a passport initiative to encourage all incoming students to apply for a passport and provide funding support to first-year, Pell-eligible students for passport application fees beginning in AY 2024-2025.
 - Increase grant support 200% by FY27 to provide full and partial scholarships for low-income students to participate in international experiences.
 - Increase student participation in a global experience from 30% in AY 2024-2025 to 40% in AY 2026-2027.
 - Increase staffing level to three in the Office of International Education when demand demonstrates need.
 - Budget: \$160,000 per year to \$360,000 (grant support); \$70,000 (IE staffing).

- c. Increase global partner programs in diverse locations to include opportunities for students, faculty, and staff, with special emphasis on participation by staff.
 - KPI: Expand global partners beyond Europe and North America, by at least two new partners, by AY 2025-2026.
 - Budget: \$10,000 per year, garnered from private funds, for stipends for two staff to participate annually in a study tour experience beginning in FY25.
- 3. Goal A.3: Cultivate a curriculum and campus environment that promote physical, mental, and social wellness.**
- a. St. Mary's College of Maryland will take a holistic approach to wellness as a means to address the mental health needs of our campus community members.
 - KPIs
 - Offer a minimum of one new elective wellness course by AY 2024-2025 and every year thereafter.
 - Include a wellness component in 10% of courses by AY 2024-2025; sustain this 10% as the curriculum evolves.
 - Identify and prepare spaces for well-being initiatives (such as meditation spaces) throughout the campus beginning AY 2024-2025 with potentially one signature spiritual life space dedicated to meditation or religious observance.
 - Budget: \$4,000 (new elective); \$45,000 (space renovations).
 - b. Assess student, faculty, and staff wellness (satisfaction) annually using, where possible, nationally normed instruments and implement responsive strategies.
 - KPIs
 - Conduct a nationally-normed student survey annually beginning in AY 2023 – 2024 and show significant improvement in subsequent years.
 - The College will be identified as one of the “Great Colleges to Work For” by AY 2026-2027.
 - Show significant improvement on The Higher Education Research Institute (HERI) Faculty Survey by AY2025 – 2026 (baseline set in AY 2023 – 2024).
 - Develop a wellness and well-being program (physical, mental, and financial) that adjusts to the needs of St. Mary's College students, faculty, and staff by AY 2024 – 2025.
 - Develop a marketing campaign “Way of Living Well” that promotes wellness and well-being by AY 2024 - 2025.
 - Budget: \$10,000 for surveys; \$5,000 for campus marketing initiatives; \$20,000 for support staff.
- 4. Goal A.4: Integrate leadership and professionalization through professional development for students, faculty, and staff.**
- a. Enhance student opportunities to be engaged in leadership activities within and beyond the formal classroom.
 - KPI: Increase the number of student opportunities for leadership development by 5 – 10% per year with the baseline determined in AY 2023 – 2024.
 - Budget: \$1,000 - \$150,000 per year.

- b. Increase support for staff professional development, career ladder development and achievement recognition.
 - KPI
 - Develop and implement a Professional Training and Development Program by fall 2024.
 - A minimum of 10% of staff will complete an authorized and supported professional development opportunity each academic year, beginning in AY 2024-2025.
 - Budget: \$30,000 one-time expense in FY25.

B. Pillar B: Empower All Students for Success

Our diverse student population requires individualized measures of success. Elements of success may include academic achievement; personal agency and self-reliance; preparation for the future; growing and thriving; and maintaining physical, mental, social, and financial health. Individualized student success requires institutional support that is personalized, flexible, equitable, and inclusive.

1. Goal B.1: Ensure student access to a centralized, equitable and effective holistic support system.

- a. Provide all new students (first year and transfer) with an individualized and integrated support team.
 - KPI: Initiate the individualized and integrated support team for every student by AY 2024-2025.
 - Budget: No cost.
- b. Implement an equitable, student-oriented advising system.
 - KPIs
 - Advising for all undeclared majors will be conducted by full-time professional advisers by fall 2025; major advising will continue to be by faculty.
 - Purchase and implement an interactive computer degree audit system by fall 2024.
 - Increase student retention rates across all departments beginning in AY 2025 – 2026.
 - Budget: two professional advisers \$150,000 annually (beginning FY24); degree audit system \$75,000 purchase (FY24), \$20,000 annually (beginning FY25).
- c. Conduct a feasibility study for the development of a Student Success Center, a one-stop shop for all student support services. While the study is being designed and run, launch a virtual center that connects select student support offices.
 - KPIs
 - Launch virtual Student Success Center spring 2024.
 - Feasibility study designed FY24; completed FY25.
 - Budget: \$50,000 dependent on feasibility study result, likely to include some capital funds but not before FY26 (estimate based on the need for an office assistant).

- d. Create an improved early identification/alert system and form an enhanced early intervention team to address retention issues in real time.
 - KPIs
 - Data and reporting system will be designed in fall 2023, piloting occurs in spring 2024, full implementation in AY 2024-2025.
 - By the fall 2025 cohort, the retention for first- to second-year will be 88% with no significant variation for underrepresented minority students, Pell students, and first-generation students.
 - Budget: \$40,000 (one-time expense FY24).

2. Goal B.2: Foster a sense of belonging for all new students.

- a. The Seahawk Experience orientation program will be expanded to a year-long program with an emphasis on all aspects of “belonging.”
 - KPIs
 - Seahawk Experience will be expanded to a year-long program in fall 2024.
 - Student satisfaction of the year-long Seahawk Experience program will register a score 4.5 or above on a 5.0 scale beginning in spring 2025.
 - First- to second-year retention will increase 2%/year each year beginning in fall 2024.
 - Budget: \$25,000 annually for expanded Seahawk Experience programming.
- b. Create a remote on-boarding program, initiated at the time of admission, that orients the students to college life; prepares them for academic expectations; and introduces them to students, faculty, and staff of similar interests/backgrounds.
 - KPIs
 - Program developed Summer 2023; implemented spring 2024.
 - First- to second year retention will increase 2%/year each year beginning in fall 2024.
 - Budget: \$50,000 for software program and consultancy (implemented FY24, \$10,00 annually, thereafter) integrated into SMCM portal for admitted students.
- c. As a partnership between students and staff, enhance and rebrand the campus life experiences for residential and commuter students.
 - KPIs
 - Community spaces within residence halls and campus buildings will be enhanced and/or renovated beginning in fall 2024.
 - The commuter lounge will be enhanced and rebranded in spring 2024.
 - Commuter student activities will be developed that either better integrate the students into campus activities or facilitate their ability to better interact with each other beginning in fall 2024.
 - Develop and initiate a plan by fall 2025 to improve traditional residence hall facilities.
 - Budget
 - Residence hall and community space enhancements \$75,000 per year beginning FY25.
 - Commuter student engagement \$30,000 beginning FY24.

- Residence Hall improvement \$500,000 (FY26, which is beyond the scope of this strategic plan).
- d. Generate a campus transportation system to provide access to regional communities, organizations, and activities.
 - KPI: Shuttle bus purchased by fall 2024.
 - Budget: Transportation system and requisite personnel \$100,000 (one-time), \$115,000 annually.
- 3. Goal B.3 Provide a “Graduate Return on Investment” grant to empower (and incentivize) new, first-time students to engage in activities that facilitate graduation within four years of matriculation.**
 - a. Guarantee every student an alumni mentor.
 - KPI: Every student will have access to an engaged alumni mentor by fall 2026.
 - Budget: \$7,5000 (\$50/per year for each local mentor to meet with mentee over “coffee.” Assume launch in spring 2024 and 30% of new students (500) will take advantage of the opportunity in the initial year; and 50% each year thereafter, \$12,500 FY25; \$32,500 FY26).
 - b. Require students to participate in two Honors College Promise (HCP) activities during their four-year tenure at the College.
 - KPIs
 - Every participant will have engaged in two HCP activities at the conclusion of their four years at the College.
 - The four-year graduation rate for each new student cohort will increase beginning with the graduating Class of 2027.
 - Budget: approximately \$130,000 FY24; \$600,000 per year beginning in FY25.
 - c. Require all students to meet with their academic adviser a minimum of once a semester with an emphasis on the student’s schedule facilitating graduation within four years.
 - KPI – *Every student* will meet with their academic adviser each semester by fall 2026.
 - Budget: \$60,000 per year beginning in spring 2027 (assumes 500 matriculants, 80% 4-year graduation rate, and 50% of students engaged in all activities) for graduates who participate in all of the prescribed activities. There is no budgetary impact during the period covered by this strategic plan.

C. Pillar C: Increase enrollment by building a sustainable, vibrant, and diverse student body that exemplifies an inclusive institution.

As the National Public Honors College, we would like our student population to represent that of the state of Maryland. For this pillar to be fully successful, it is dependent on the broader goals informed by the strategic goals articulated by Pillars A, B and D and is guided by St. Mary’s College of Maryland’s need to grow.

1. Goal C.1: Employ strategies to have a student body that reflects the diverse and multi-ethnic population of the state of Maryland.

- a. Expand and strengthen relationships with high school counselors and pre-college educators.
 - KPIs
 - Host three “must-go-to” programs (one each semester and one in the summer with a residential component) in AY 2023-2024 and annually thereafter.
 - Increase new student enrollment from 480 to 530 by 2025 with underrepresented minority students increasing by 2% each year; first-generation students maintained at no less than 25% of total entering class and Pell grant-eligible students at no less than 20% of entering class.
 - Budget: \$40,000 annually.
 - b. Add a diversity recruitment specialist, fluent in Spanish, and ensure that select recruitment materials are available in Spanish.
 - KPIs
 - Specialist hired in AY 2023-2024.
 - Increase new student enrollment from 480 to 530 by fall 2025 with underrepresented minority students increasing by 2% each year; first-generation students maintained at no less than 25% of total entering class and Pell grant-eligible students at no less than 20% of entering class.
 - Budget: \$90,000 annually.
 - c. Provide and promote innovative financial support mechanisms for new students that are attractive to first-generation and students of low- to middle-income levels.
 - KPIs
 - Provide travel and/or transitional grants, separate and distinct from the financial aid package, to at least 50% of the eligible new first-generation students and students from low- to middle-income families by AY 2024 – 2025; in subsequent years the grant will be provided to all eligible students.
 - Increase enrollment of targeted groups by 2% / year beginning in AY 2025 – 2026.
 - Budget: \$100,000 - \$150,000 per year.
- 2. Goal C.2: As the National Public Honors College, increase the number of out-of-state students.**
- a. Invest in the geographic diversity of students by targeted out-of-state recruitment.
 - KPIs
 - Increase out-of-state domestic students from 13% to 20% of entering class by AY 2026-2027.
 - Increase yield for out-of-state students from 13% to 17% (current in-state yield) by AY 2026-2027.
 - Budget: \$40,000.
 - b. Identify new target international markets.
 - KPI: Increase International students in the entering class from 1% to 2% by AY 2026-2027.
 - Budget: \$40,000.

D. Pillar D: Become a sought-after regional resource and develop opportunities for student educational engagement with communities that are mutually beneficial.

As the National Public Honors College, St. Mary's College of Maryland desires to be an anchor institution locally and in the region, raising its visibility, presence, and impact. It seeks to be a partner of choice, cultivating long-lasting impactful relationships that contribute to the best and most equitable place to live, work and study. Not only does the College seek to better connect its assets to help address diverse community needs and the quality of life, but it also seeks to add value to its honors college offerings by tapping into community expertise and innovation. The creation of a mutually beneficial intergenerational engagement model allows the College to importantly contribute to the public good and growth of the region. Of greatest import, this community-focused pillar immerses our students in pathways for success, meaning, service and collaboration.

1. Goal D.1: Enrich regional life by assessing and advertising College resources available to the population.

- a. Create an office of Campus Outreach and Community Engagement and a Campus Outreach and Community Engagement Council that jointly conduct a needs assessment and identify opportunities and potential partnerships.
 - KPI: Office created and staffed AY 2023-2024; Council appointed AY 2023-2024. Needs and opportunities assessments completed AY 2023-2024.
 - Budget: staffing \$150,000 (Asst. Director and Office Associate); needs assessment \$5,000.
- b. Develop marketing strategies once the program is established.
 - KPIs
 - Marketing for current opportunities, especially for increasing the regional population presence on campus, created and deployed AY 2023-2024.
 - Marketing for new opportunities created and deployed in AY 2024-2025.
 - Budget: Marketing \$20,000 FY24; \$40,000 annually thereafter.

2. Goal D.2: Expand opportunities for students to be engaged within the region through both curricular and co-curricular offerings that advance the St. Mary's Way.

- a. Create a definition for "community-based learning" courses; incentivize faculty to develop courses (or units of courses) that meet the definition; and establish the community partnerships necessary for those courses.
 - KPI: 2-5% of courses designated community-based learning courses by AY 2025-2026.
 - Budget: \$35,000 for course and/or unit development.
- b. Enroll new students with prior school, community, athletic or work leadership and/or service experience (including military service) and challenge them to participate, document and publicize clubs, teams and classes engaged in these activities.
 - KPIs
 - all service projects that our students take part in across the region and publicize findings by spring 2024.
 - Increase the number of service project opportunities by 10% by fall 2026 and by a minimum of 5% annually thereafter.

- Apply for Carnegie designation as a “Community Engaged” College by the 2026 application cycle.
- Budget: \$60,000 for coordinator/application writer in FY25.
- c. Develop and pilot an intergenerational community model in which individuals from within and beyond the campus are working to enhance the vitality and sustainability of all partners through the identification of solutions to issues within the broader community.
 - KPIs
 - Develop the model in spring through fall of 2024, pilot and assess in AY2024-2025.
 - Implement at least one initiative using the model in fall 2025, and at least two per year thereafter.
 - Budget: Dependent on the initiative.

VIII. Conclusion

Why the title “The Rising Tide”? A rising tide allows the river water to flow further up into the marsh that feeds and protects the inhabitants of a “community.” When this happens, it provides the aquatic animals new environments to explore and makes more nutrients and shelters available. In the same way, this plan will provide new experiences for our students and increase access and availability of the experiences for our students and, at the same time revitalize and invigorate our faculty, staff, and local community.

This plan recognizes that to achieve the College’s aspirations of being clearly and undisputedly The National Public Honors College will involve a journey, one likely with some shoals about which we may need to navigate and, possibly, even some shortcuts. At this stage in its evolution, the journey itself is as, if not more, important than the destination. This plan includes some fundamental yet crucial steps that have to be taken to build on the success of the first two plans, “A Time for Rebirth” and “Big Audacious Goals.” Central to those fundamentals is the recognition that most small colleges need a laser focus on growing, and, therefore, necessarily diversifying enrollment. Scale, in this instance, is on St. Mary’s College’s side as that growth need not be dramatic to achieve long-term sustainability and some fundamental shifts in the composition of future entering classes and doing whatever is necessary to support them and prepare them for life beyond the shores of our river. These adjustments will not just ensure sustainability but will also enrich the educational experience for students and faculty.

As the tide rises, we get ever closer to reaching, too, our enrollment aspiration. The plan highlights that attracting, retaining, and graduating a diverse student population will require new tactics, and every pillar contributes to that primary objective. Pillar A recognizes that many students (and parents) are looking for distinctive academic programming that, in addition to intellectual content, includes experiential learning. Completing the full implementation of the visionary LEAD program and continuing to enhance it and bring it to national visibility address the desire for a distinctive degree. Pillar B recognizes that the College’s highest educational responsibility is to ensure students succeed in reaching their individual goals. A by-product of that success is equitable, increased retention and graduation rates that significantly contribute to strong enrollment and institutional reputation. Pillar C recognizes the need to expand the College’s reach nationally and internationally while increasing its draw within Maryland at the same time. Pillar D recognizes a previously unmet opportunity for St. Mary’s College to increase its impact on the

region while expanding opportunities for students to serve those communities and to learn new skills and knowledge as they serve. Two of the boldest long-term aspirations in the plan, being recognized nationally as one of the “Great Places to Work” and receiving the Carnegie designation as a “Community Engaged” institution, would substantially increase the College’s reputation and would contribute to both faculty and staff recruitment and retention and to the region’s well-being. While no one initiative is transformative in and of itself, integrated, each will result in a more vibrant and interesting institution well on its way to being transformed into national stature. “The Rising Tide” comes with an estimated cost of \$6.16M over the course of the three years but the return on investment is immeasurably high as we grow and enrich our campus community and elevate the lived experiences of all within our reach across the region. As the wind continues to lift our sails in our quest to embody and embrace our brand as The National Public Honors College, St. Mary’s College of Maryland will surely become the college of choice...bar none.

IX. “The Rising Tide” Estimated Budget					
The approximate summary costs for “The Rising Tide” plan are detailed below. These will be refined and reported to the Board early in the implementation phase. While some costs are one-time only, most will be ongoing by year three of the plan and will likely represent approximately 3.5% of the annual operating budget. The potential sources for the funding will be explored with the Board during the May Board meeting.					
Pillar		Goal	FY2024	FY2025	FY2026
			AY2023	AY2024	AY2025
A. Create	One-time	A1.a		\$ 25,000.00	
	Annual				\$ 160,000.00
	One-time	A1.b	\$ 35,000.00		
	Annual			\$ 10,000.00	\$ 10,000.00
	One-time	A1.c			
	Annual		\$ 10,000.00	\$ 160,000.00	\$ 160,000.00
	One-time	A2.a	\$ 25,000.00		
	Annual			\$ 50,000.00	\$ 50,000.00
	One-time	A2.b	\$ 100,000.00	\$ 200,000.00	
	Annual				\$ 430,000.00
	One-time	A2.c	\$ -		
	Annual			\$ 10,000.00	\$ 10,000.00
B. Empower	One-time	A3.a		\$ 49,000.00	
	Annual				\$ 8,000.00
	One-time	A3.b			
	Annual		\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
	One-time	A4.a.	\$ 1,000.00	\$ 10,000.00	\$ 20,000.00
	Annual				
	One-time	A4.b	\$ -	\$ 30,000.00	\$ -
	Annual				
	One-time	B1.b	\$ 75,000.00		
	Annual		\$ 150,000.00	\$ 170,000.00	\$ 170,000.00
	One-time	Bi.c		\$ -	
	Annual				\$ 50,000.00
	One-time	B1.d	\$ 40,000.00	\$ -	\$ -
	Annual				
	One-time	B2.a			
	Annual		\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
	One-time	B2.b.	\$ 50,000.00		
	Annual			\$ 10,000.00	\$ 10,000.00
	One-time	B2.c			

	Annual		\$ 30,000.00	\$ 105,000.00	\$ 105,000.00
	One-time	B2.d.	\$ 100,000.00		
	Annual		\$ 115,000.00	\$ 115,000.00	\$ 115,000.00
	One-time	B3.a			
	Annual		\$ 7,500.00	\$ 12,500.00	\$ 32,500.00
	One-time	B3.b			
	Annual		\$ 130,000.00	\$ 600,000.00	\$ 600,000.00
C. Build	One-time	C1.a			
	Annual		\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
	One-time	C1.b			
	Annual		\$ 90,000.00	\$ 90,000.00	\$ 90,000.00
	One-time	C1.c			
	Annual			\$ 100,000.00	\$ 150,000.00
	One-time	C2.a			
	Annual		\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
	One-time	C2.b			
	Annual			\$ 40,000.00	\$ 40,000.00
D. Become	One-time	D1.a			
	Annual		\$ 150,000.00	\$ 155,000.00	\$ 150,000.00
	One-time	D1.b	\$ 20,000.00		
	Annual			\$ 40,000.00	\$ 40,000.00
	One-time	D2.a		\$ -	
	Annual		\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
	One-time	D2.b			\$ -
	Annual			\$ 60,000.00	\$ 60,000.00
		Sub-total	\$ 1,303,500.00	\$ 2,216,500.00	\$ 2,635,500.00
		Grand Total	\$ 6,155,500.00		

Appendix A - Proposed Tactics not included in the Strategic Plan

Pillar A: Create an innovative, distinctive, and competitive academic identity that attracts and retains talented students, faculty and staff.

- 1. Goal A.1: Develop and implement innovative new programming that continues to make the curriculum more distinctive and attractive to prospective students, faculty, and staff.**
 - a) By the end of fall 2023, new programs will be solicited from the campus.
 - b) By the end of fall of 2024, establish a mechanism to consistently research, review and report on academic programming that supports renewal, innovation and recruitment and strengthens our current academic programs.
 - c) By the end of Summer 2024, those individuals who proposed the programs will be invited and supported financially to further develop the proposals.
 - d) Select and hire a company that can assess the value added of any new proposed programs.
 - e) Proposals will be submitted through the proper governance channels (i.e., initially the Curriculum Review Committee and Academic Planning Committee).

- 2. Goal A.2: Expand College community's national and global awareness, engagement and impact.**
 - a) Review the IE office and determine if we should remain with CIS or convert IE staff positions to SMCM staff positions.
 - b) Promote more inclusive and financially accessible study abroad experiences / foster higher participation of students from historically underrepresented groups in international experiences.
 - c) Standardize the web presence of the Honors College Promise within each department and cross-disciplinary program.
 - d) By end of 2024, 100% of academic and/or cross-disciplinary programs should feature/encourage (e.g., website, recruitment and/or advising materials) at least 2 international experience options (i.e., global partner experiences, study abroad programs and global engagement experiences) related to the program (or just general study abroad opportunity if there is no program-specific is available). See the [current program website Study Abroad review](#).
 - e) Scout and establish international locales with global partners for engaged experiences (e.g., coursework, research, internships, international inquiries, leadership training and community service).
 - f) Create pathways for staff to access and participate in both on-campus and, when possible, off-campus global programming.

- 3. Goal A.3: Cultivate a curriculum and campus environment that promote physical, mental, and social wellness.**

- a) Identify/develop a measure to annually assess student/faculty/staff well-being (i.e., mental health, sense of belonging) on campus and implement/distribute it by spring 2024.
- b) Design and implement a quantitative measure for when faculty/staff/students leave the College to indicate if it was for reasons connected to well-being on campus.
- c) Implement an annual (confidential) work climate survey for faculty and staff in year one.
- d) By the end of fall 2023, analyze the number and type of wellness programs for students, faculty, and staff. Increase programming that promotes well-being for students, faculty, and staff by 10% by spring 2026.
- e) Institute Wellness Days during the academic calendar that will set aside specific days that will focus on and promote wellness.
- f) Increase the pool of courses that use “ungrading” as a method of evaluating the students. Research and support the implementation of student evaluation practices that contribute wellness and well-being.
- g) Create an optional credit-bearing and or certification course (under PHEC code? PHEC to PHEW?) for students, faculty, and staff. Coursework can involve guest speakers, lecturers, and instructors. Projected to meet once a month in small discussion groups to go over various pillars of well-being. Activities would include writing components (e.g., journaling reflections), stress management techniques and physical practices (e.g., yoga, meditation, and sensory walks).
- h) Develop a wellness-based inquiry.
- i) Develop a faculty toolkit to provide integration of wellness into the coursework. The toolkit will support personal development, flexibility, inclusivity, and social connection for the student. It would include knowledge of tools such as mindfulness apps, support services and advocacy groups.
- j) Prioritize and explicitly link anti-racist and inclusive initiatives both inside and outside the classroom. Social justice goes hand-in-hand with physical, mental, and emotional wellness. Implement workshops, offer guest speakers and lectures, and invoke service-learning components as part of coursework.
- k) Offer financial literacy and planning workshops for students and employees to ease stress of financial unknowns.
- l) Promote campus-wide use of free, online mindfulness apps/resources (e.g., Science of Well-Being Coursera) (Course itself is free; things like institutional license to apps like Calm were originally proposed but would cost \$\$).
- m) Collaborate with IDEAA on developing IDE concepts into the current curriculum. The proposed social justice program from the ad hoc committee may come to fruition with this component.
- n) Assess and develop an action plan and timeline for improving physical accommodations across campus and present it to the campus community.

4. Goal A.4: Integrate leadership and professionalization across the campus through professional development for students, faculty, and staff.

- a) By the end of fall 2024, a SMCM leadership institute for faculty, staff and students should be created.
- b) By the beginning of fall 2024, units/departments across campus should create an office/department-dependent core competency document. Core competencies include DEI and leadership. A recognition program will be drafted by the end of spring 2025.
- c) By the end of spring 2025 all offices should conduct a needs assessment of necessary professional development for faculty and staff. Topics for seminars, workshops and certifications are identified by the end of fall 2025.
- d) By the end of spring 2026 a catalog of professional growth opportunities should be available to faculty, staff, and students.
- e) Create seminars, workshops, and certifications for future administrators and staff and student leadership roles. Develop DEI certifications for campus leadership roles. Create student strengths-based leadership programming (e.g., building on DB).
- f) Utilize the Clifton Strengths Inventory to harness, support and develop professional and leadership skills among students, faculty and staff.
- g) Provide opportunities for professional development in either on-campus workshops or online workshops/seminars/certifications/etc.

Pillar B: Empower All Students for Success

1. Goal B.1: Ensure student access to a centralized, equitable and effective holistic support system.

- a) Create a taskforce to evaluate the College's current options for learning management systems with the goal of streamlining the academic experience by moving all coursework to one learning management system in order to provide students with equitable learning support.
- b) Identify and address institutional, financial, and logistical barriers to student success (e.g., institutional policies, reasons for LOA or withdrawal).
- c) Expand mentoring opportunities beyond just faculty and peer to peer; all staff can apply to become mentors and offer different levels of support and encouragement.
- d) Provide more opportunities to build the parent network/team, such as workshops to educate first-generation parents/guardians on what to expect when sending their student to college, how to support them emotionally when they are homesick, etc.
- e) Develop a process for inter-departmental, intentional calendar coordination.

2. Goal B.2: Foster a sense of belonging for all new students.

- a) Create a system to track and address reasons for leaves of absences and withdrawal from the College.
- b) Build the infrastructure to support our international and out of state students.

Pillar C: Increase enrollment by building a sustainable, vibrant, and diverse student body that exemplifies an inclusive institution.

- 1. Goal C.1: Employ strategies to have a student body that reflects the diverse and multi-ethnic population of the state of Maryland.**
 - a. Annually host programs, one on-campus and one off-campus, for both college counselors and community-based counselor organizations (CBO).
 - b. Sponsor travel to campus (paying for group and personal transportation) for recruitment events.
 - c. Collect data that helps identify different aspects of diversity.
- 2. Goal C.2: As the National Public Liberal Arts College, increase the number of out-of-state students.**
 - a) Identify new target markets in the U.S. (3-5) and abroad (Caribbean/Central and South America). Reassess current domestic markets.
 - b) Increase staff recruitment travel to targeted domestic markets.
 - c) As part of the COPLAC Admission Consortium participate in 2 recruitment events per year.
 - d) Engage strategic partner organizations such as MSCA, HECA and IECA.
 - e) Develop a scholarship program like the Baltimore City Scholarship for Pell-Grant eligible students from Allegany, Caroline, Cecil, Dorchester, Garrett, Kent, Somerset, Talbot, Wicomico, and Worcester counties.
 - f) Establish an international student tuition rate similar to the DC tuition rate to offset not being eligible for need-based aid.
 - g) Support travel expenses for admitted out-of-state students to visit campus.

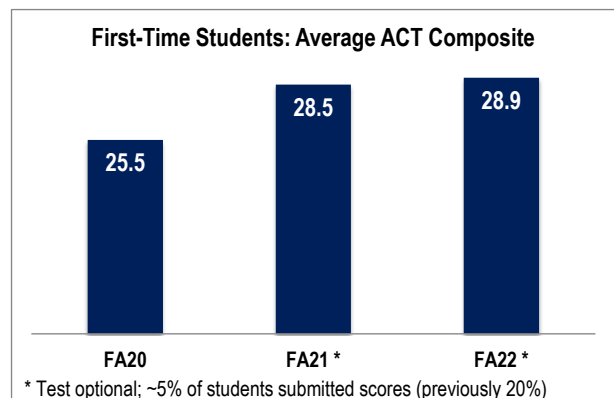
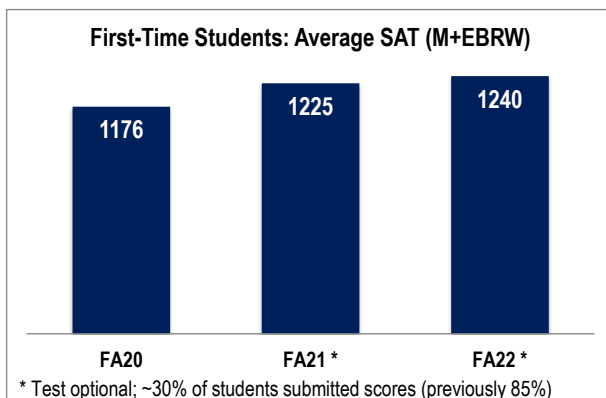
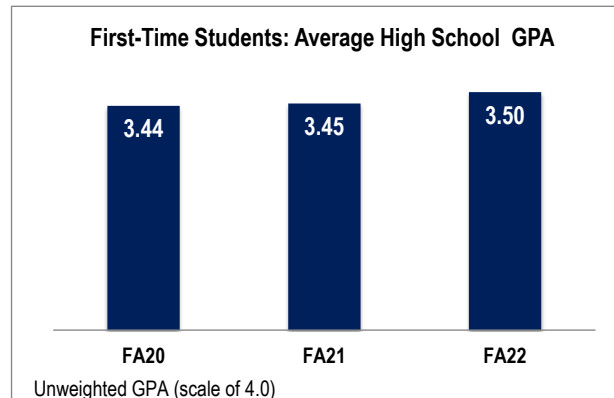
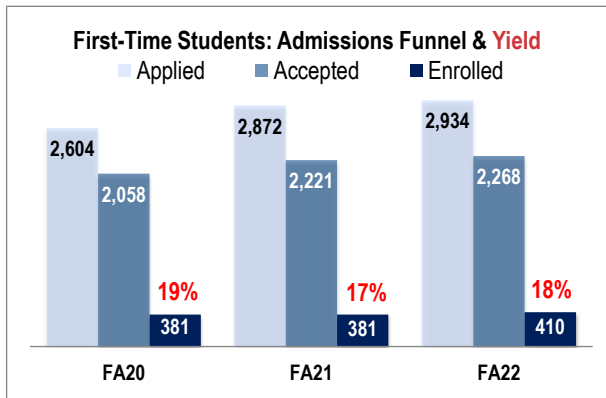
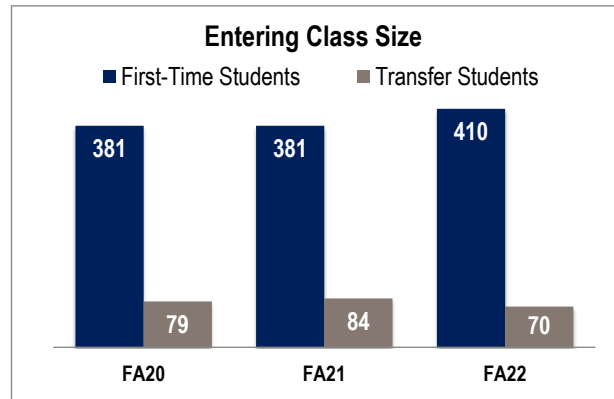
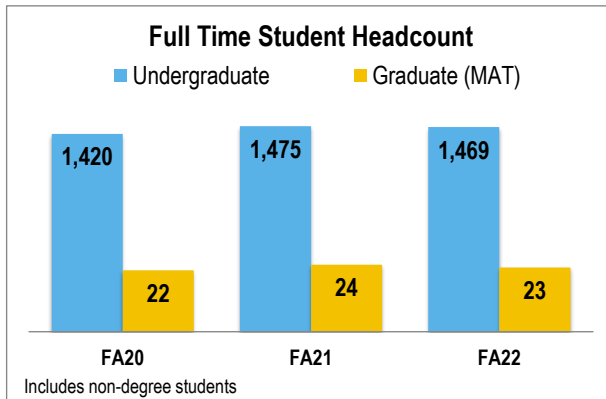
Pillar D: Become a sought-after regional resource and develop opportunities for student educational engagement with communities that are mutually beneficial.

- 1. Goal D.1: Enrich regional life by assessing and advertising College resources available to the population.** All tactics proposed were included in the strategic plan.
- 2. Goal D.2: Expand opportunities for students to be engaged within the region through both curricular and co-curricular offerings that advance the St. Mary's Way.** All tactics proposed were included in the strategic plan.

Board of Trustees Dashboard - May 2023

Student Characteristics in Enrollment **

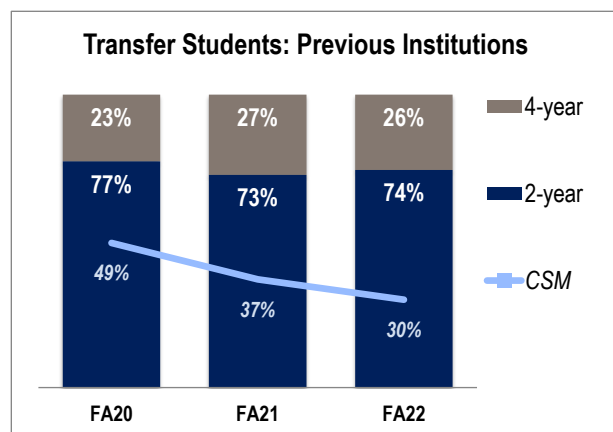
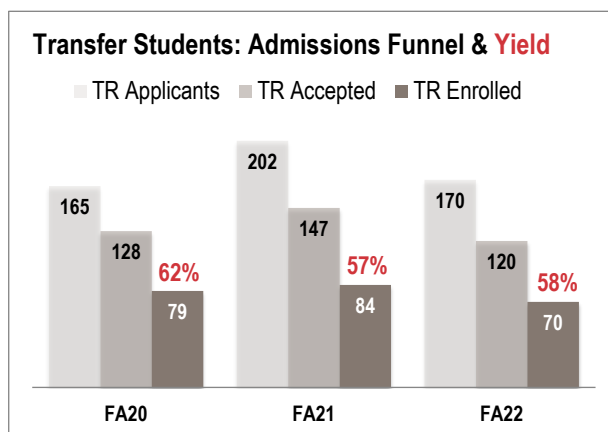
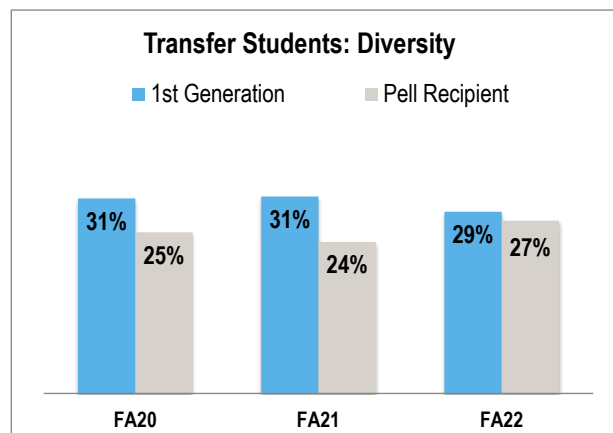
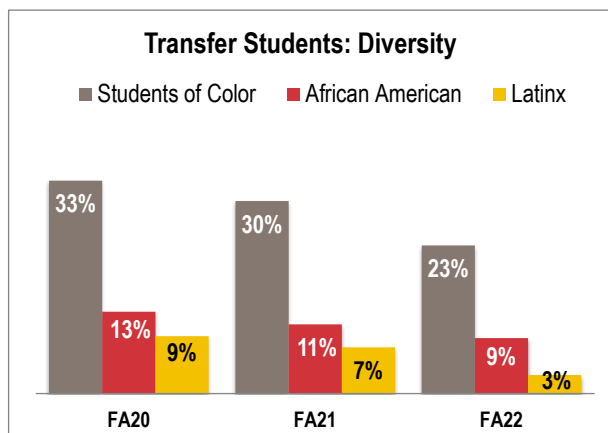
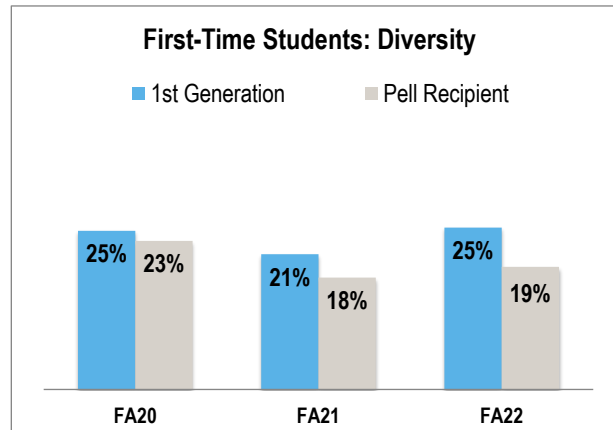
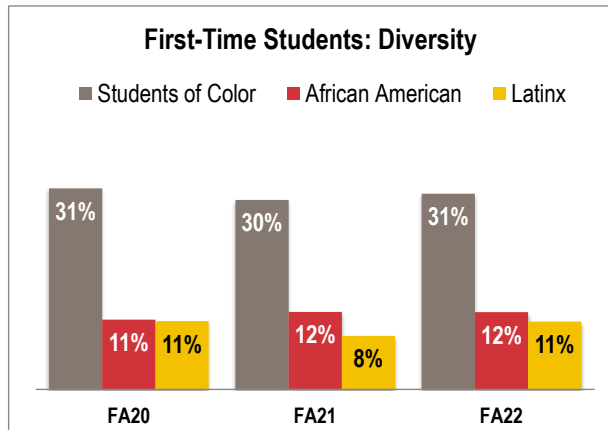
Fall 2022 figures based on final census (freeze) data, 9/26/2022



Board of Trustees Dashboard - May 2023

Student Characteristics in Enrollment **

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

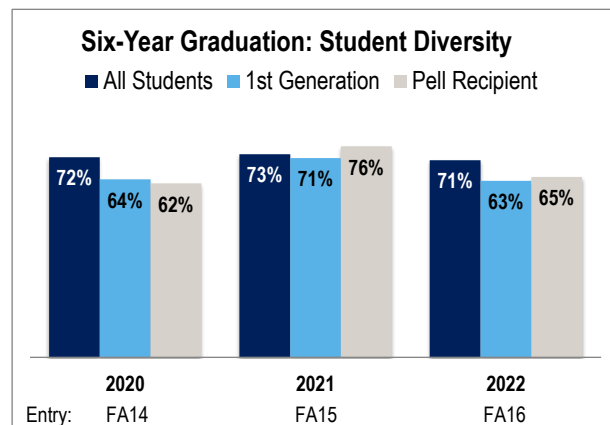
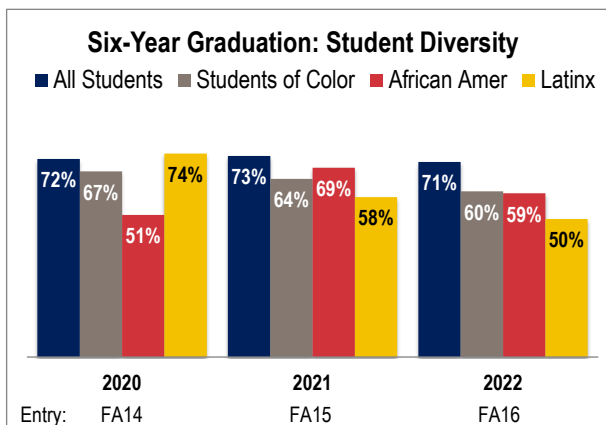
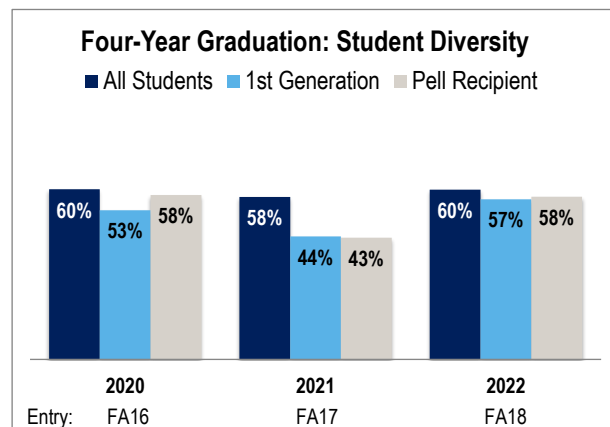
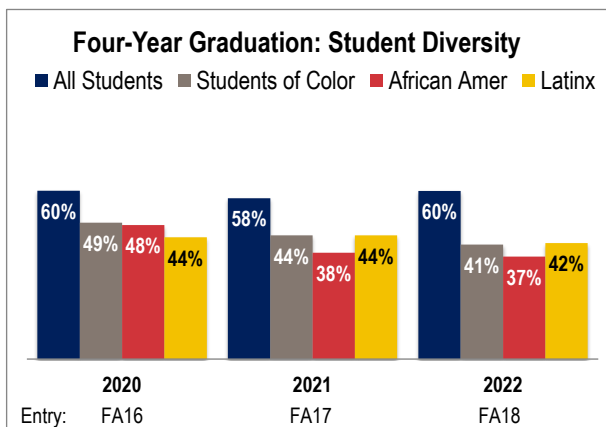
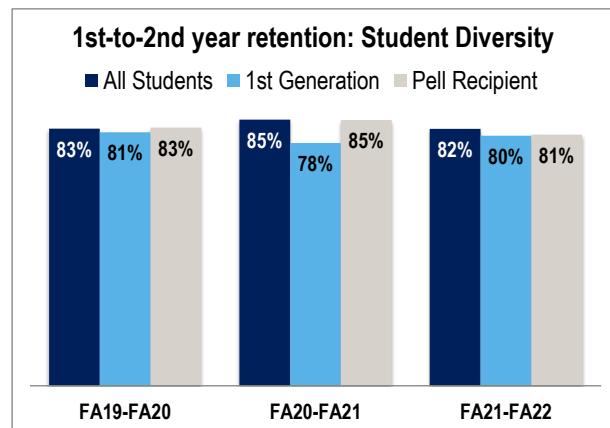
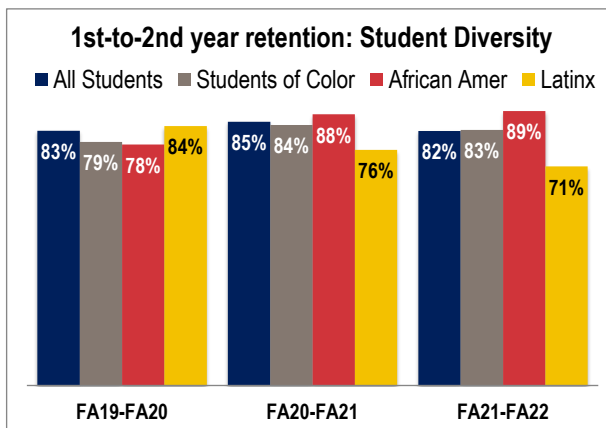


** Goals were temporarily removed for all measures. Revised goals will be established during the strategic planning process.

Board of Trustees Dashboard - May 2023

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

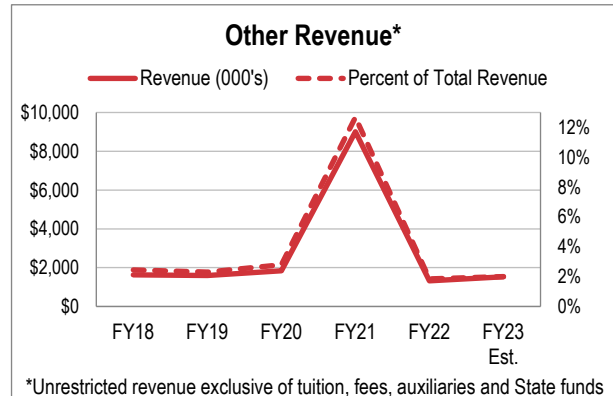
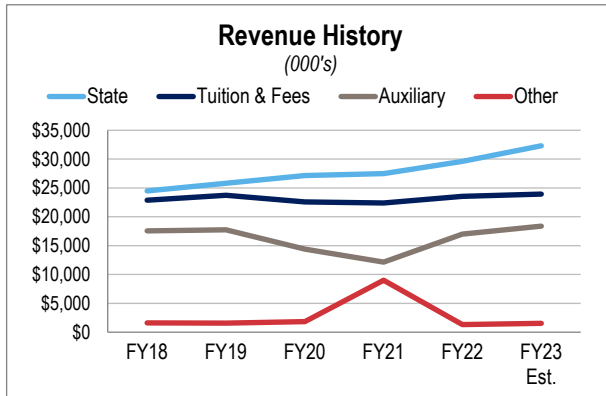
Fall 2022 figures based on final census (freeze) data, 9/26/2022



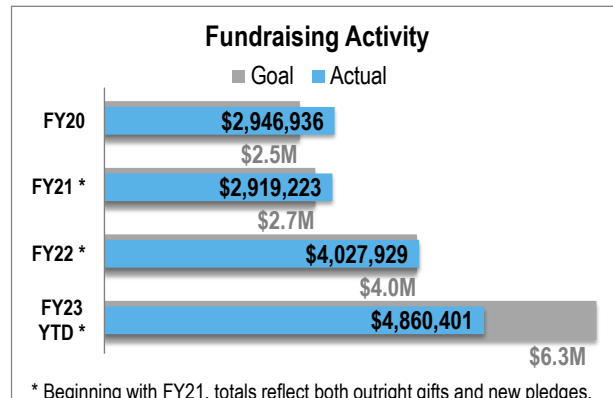
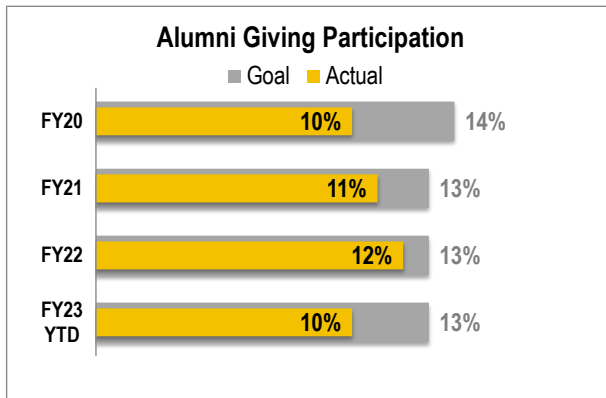
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Board of Trustees Dashboard - May 2023

Revenue and Fundraising



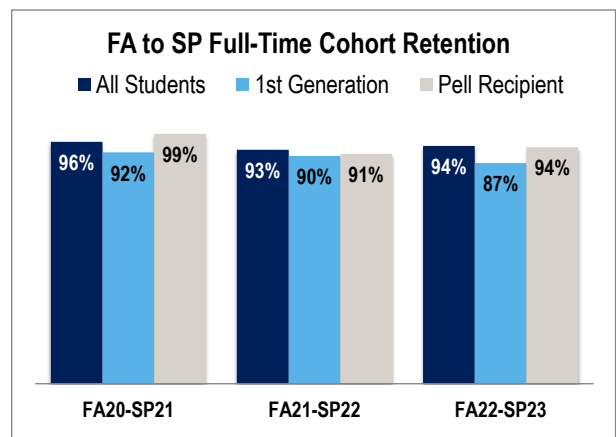
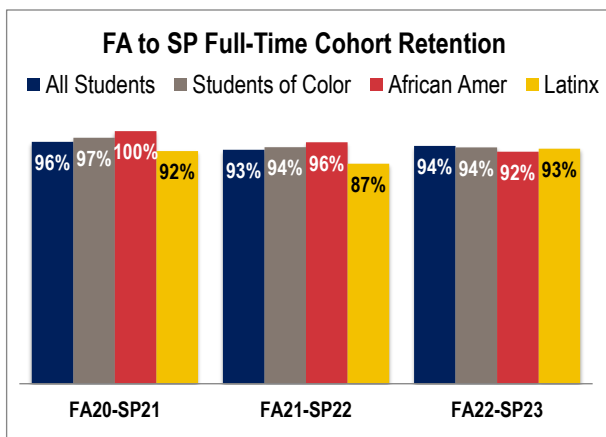
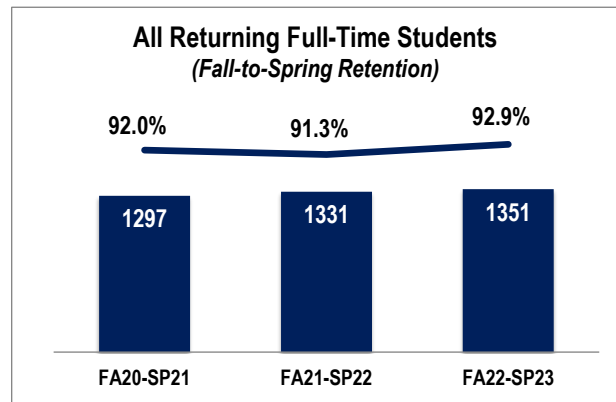
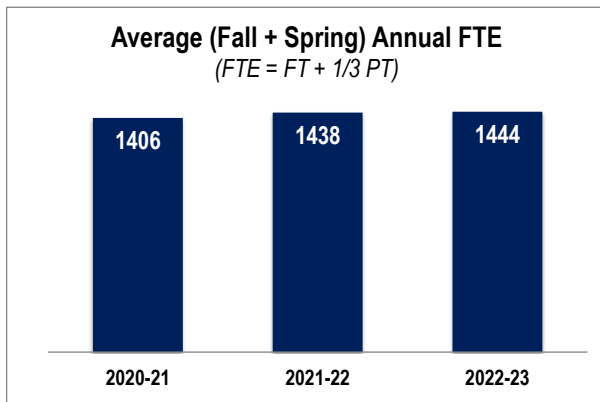
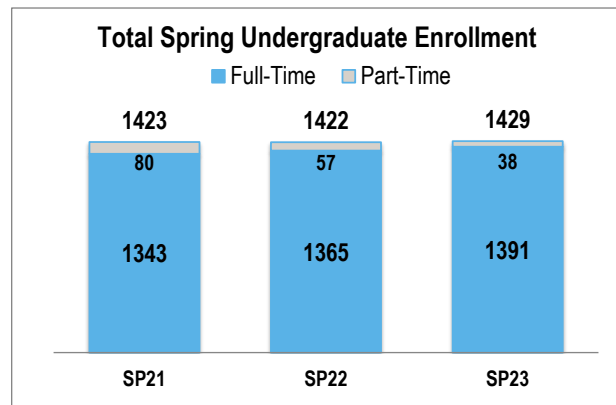
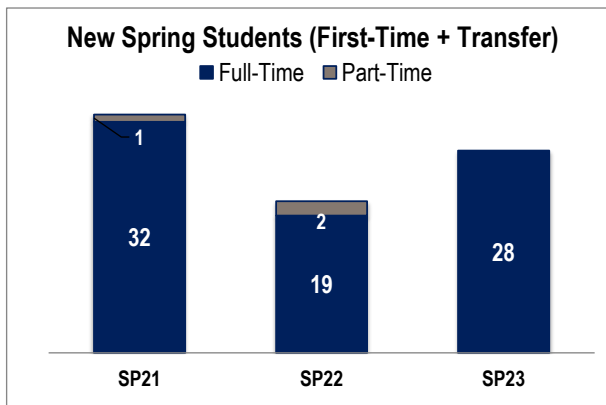
Note regarding FY21 Revenue: The COVID-19 pandemic had major impacts on Auxiliary revenues. A significant portion of the student population chose to study remotely, leading to substantial decreases in on-campus living and dining participation rates. Offsetting revenue increases were recorded in the Other 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 Dashboard - May 2023

Spring Semester Enrollment and Persistence

Spring 2023 figures based on final census (freeze) data, 2/13/2023



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

**ACTION ITEM 2223-36
APPROVAL OF THE STRATEGIC PLAN – 2023-2026**

RECOMMENDED ACTION:

The President and the Strategic Plan Steering Committee recommend approval of the Strategic Plan: “*The Rising Tide – Charting a Strategic Course for St. Mary’s College of Maryland 2023-2026.*”

RATIONALE:

Following the September 2022 approval by the Board of Trustees for the pillars and the timeline for strategic planning, the President and the Strategic Plan Steering Committee embarked on a comprehensive exercise that included faculty, staff, students, alumni, and the broader community to craft a new strategic plan for St. Mary’s College of Maryland. Building on the College’s mission and vision statements (re-affirmed by the Board of Trustees in February 2023) and the four pillars, the document is ready for the Board’s final review and approval so that implementation can begin.

“*The Rising Tide*” recognizes that the changing higher education landscape requires dynamic and flexible planning, particularly as this is the time in the history of St. Mary’s College’s College of Maryland to begin a transformational journey toward realizing and actualizing its place as The National Public Honors College.