



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

**VICE PRESIDENT'S REPORT  
OCTOBER 13, 2023**

FY24 Financial Results to Date

Actual revenues are 26.3% of the budgeted level to date. All major revenue categories are as projected, with tuition, fees, and auxiliary enterprise revenues at 51.9% of budgeted total. Actual operating budget expenditures for FY24 are approximately 16.7% of the forecasted budget. All programs of expenditures fall within expectations for current-to-prior year comparison. Note that debt service payments are approximately 83% of budget, due to the inclusion of both principal for the year and interest for six months in the September payment. Scholarship and waiver expenses are within projected expectations at 51% of budgeted amount.

FY23 Operating Budget Closing and Status of Financial Statement Audit

FY23 preliminary and un-audited results are final at this time. On a cash basis, current fund unrestricted actual revenues of \$77.544M were less than budgeted by \$759K. Expenditures and transfers totaled \$80.571M, which was \$130K less than the \$80.702M that was budgeted. Overall, expenses exceeded revenue by \$3.027M, but \$3.30M from the 2020 revenue bond supported approved operating expenditures, producing a net positive year-end position of \$272K. Rollovers to FY24 total \$2.061M.

Review and adjustments for year-end are complete as of September 25, 2023. The entrance interview with audit firm Clifton Larsen Allen, LLP took place in June 2022. The audited statements will be presented to the Finance, Investment, and Audit Committee and to the Board of Trustees for review and approval in December 2023.

Strategic Investments from Bond Proceeds

The cost of issuing the bond was \$716K, leaving an available starting balance of \$19.283M. At the close of FY22, the College drew down \$3,184,107 from Wells Fargo Bank for approved bond supported expenses. This action left a balance of \$16.1M. At the close of FY23, the College drew down \$3,309,272 from Wells Fargo Bank for approved bond supported expenses. This action left a balance of \$12.8M. The FY24 anticipated College expenses to be supported by the bond currently total \$4.37M, leaving an expected remaining balance of \$8.42M at the start of FY25.

Periodic Audit by the Office of Legislative Audits

The Office of Legislative Audits (OLA) has initiated its regular fiscal compliance audit of the College for the period August 26, 2019 through July 15, 2023. The OLA will focus on the major

financial-related areas of operations based on assessments of materiality and risk. Discussion notes representing confidential preliminary findings of the audit will be available in November, followed by a formal meeting held between College and OLA staff to discuss any findings. Subsequently, the OLA will issue a confidential draft audit report containing any significant matters found during the audit for the purpose of obtaining the College's formal response to the audit recommendations. The final audit report, with management's response, will then be issued as specified by state law, and made available to the public.

#### Joint Investment Activities

The Foundation's Joint Investment and Advisory Committee met on September 28, 2023 to review the Foundation's endowment portfolio with its investment manager J.P. Morgan. As of August 31, 2023, the total market value of the Foundation's endowment was \$37.172M. The 2023-24 fiscal year-to-date return as of August 31, 2023 is +0.7% versus +0.4% for the policy index, on a net-of-fees basis.

The College holds investments totaling \$4.62M consisting of endowment and quasi-endowment. \$3.6M are funds functioning as quasi-endowment and \$1.0M represents the Blackistone Endowment. Invested endowment funds have a market value of \$4.35M as of August 31, 2023. Funds are currently invested in a mix of fixed income instruments and equities. The annualized rate of return is +0.2%. The remaining \$271K of College endowment is currently held in a cash investment pool by the Maryland State Treasurer.

#### Revision of the FY24 Current Fund Operating Budget

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 high-quality, public, post-secondary education. The revision incorporates carry-forward authorization for \$2,061,504 encumbered, but not expended, as of June 30, 2023.

#### Reconciliation of the FY24 Plant Fund Budget

Five major projects with a value greater than \$200K continue, with a FY24 balance remaining of \$2.4M. Projects with value greater than \$200K require explicit Board of Trustees approval. FY23 plant fund activity is reconciled to the end of the fiscal year, and new projects approved in May 2023 have been added.

#### FY23 Performance Accountability Report

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

**BOARD OF TRUSTEES**  
**FINANCE, INVESTMENT, AND AUDIT COMMITTEE**  
  
**OPEN SESSION**  
**REPORT SUMMARY**

**Date of Meeting:** October 13, 2023

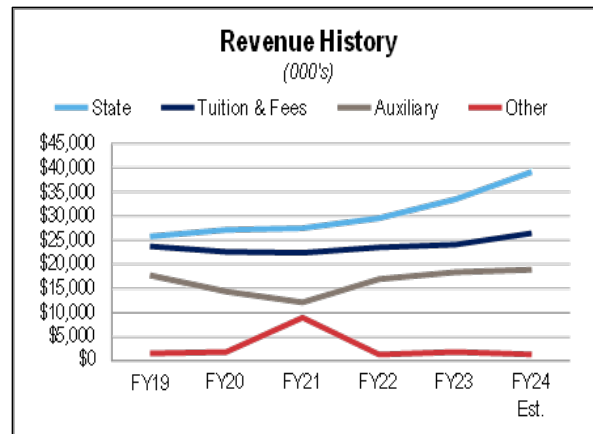
**Date of Next Meeting:** To Be Determined

**Committee Chair:** John Wobensmith '93

**Committee Members:** Nick Abrams '99, Anirban Basu, John Bell '95, Lex Birney, Board Chair  
Susan Lawrence Dyer, Sven Holmes, President Tuajuanda Jordan, Faculty Finance Delegate  
Charles Holden, Melanie Rosalez '92, Ray Wernecke

**Staff Member:** Paul Pusecker

**Dashboard Metrics**



**FY24 Financial Results to Date**

Actual revenues are 26.3% of the budgeted level to date. All major revenue categories are as projected, with tuition, fees, and auxiliary enterprise revenues at 51.9% of budgeted total. Actual operating budget expenditures for FY24 are approximately 16.7% of the forecasted budget. All programs of expenditures fall within expectations for current-to-prior year comparison. Note that debt service payments are approximately 83% of budget, due to the inclusion of both principal for the year and interest for six months in the September payment. Scholarship and waiver expenses are within projected expectations at 51% of budgeted amount.

**FY23 Operating Budget Closing and Status of Financial Statement Audit**

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Overall, expenses exceeded revenue by \$3.027M, but \$3.30M from the 2020 revenue bond supported approved operating expenditures, producing a net positive year-end position of \$272K. Rollovers to FY24 total \$2.061M. *Please note that these figures are un-audited.*

Review and adjustments for year-end are complete as of September 25, 2023. The entrance interview with audit firm Clifton Larsen Allen, LLP (CLA) took place in June 2022. Audit work continues and we remain on schedule. The audited statements will be presented to the Finance, Investment, and Audit Committee and to the Board of Trustees for review and approval in December 2023.

#### Strategic Investments from Bond Proceeds

The cost of issuing the bond was \$716K, leaving an available starting balance of \$19.283M. At the close of FY22, the College drew down \$3,184,107 from Wells Fargo Bank for approved bond supported expenses. This action left a balance of \$16.1M. At the close of FY23, the College drew down \$3,309,272 from Wells Fargo Bank for approved bond supported expenses. This action left a balance of \$12.8M. The FY24 anticipated College expenses to be supported by the bond currently total \$4.37M, leaving an expected remaining balance of \$8.42M at the start of FY25. Additional expenses for FY24 will be highlighted at the February and May 2024 meetings.

#### **Information Items**

##### Periodic Audit by the Office of Legislative Audits

The Office of Legislative Audits (OLA) has initiated its regular fiscal compliance audit of the College for the period August 26, 2019 through July 15, 2023. The OLA will focus on the major financial-related areas of operations based on assessments of materiality and risk. Areas subject to audit could change based on the College's unique operations. Audit procedures will include inquiries of appropriate personnel, inspections of documents and records, and observations of the College's operations. The OLA will also test transactions and perform other auditing procedures that they consider necessary to achieve their objectives.

Discussion notes representing confidential preliminary findings of the audit will be available in November, followed by a formal meeting held between College and OLA staff to discuss any findings. Subsequently, the OLA will issue a confidential draft audit report containing any significant matters found during the audit for the purpose of obtaining the College's formal response to the audit recommendations. The final audit report, with management's response, will then be issued as specified by state law, and made available to the public.

##### Joint Investment Activities

The Foundation's Joint Investment and Advisory Committee met on September 28, 2023 to review the Foundation's endowment portfolio with its investment manager J.P. Morgan. The Committee also received a report on the College's endowment/quasi endowment. As of August 31, 2023, the total market value of the Foundation's endowment was \$37.172M. The 2023-24 fiscal year-to-date return as of August 31, 2023 is +0.7% versus +0.4% for the policy index, on a net-of-fees basis.



The College holds investments totaling \$4.62M consisting of endowment and quasi-endowment. \$3.6M are funds functioning as quasi-endowment and \$1.0M represents the Blackistone Endowment. Invested endowment funds have a market value of \$4.35M as of August 31, 2023. Funds are currently invested in a mix of fixed income instruments and equities. The annualized rate of return is +0.2%. The remaining \$271K of College endowment is currently held in a cash investment pool by the Maryland State Treasurer.

## **Action Items**

### **II.A. Revision of the FY24 Current Fund (Operating) Budget**

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY24 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education. The revision incorporates carry-forward authorization for \$2,061,504 encumbered, but not expended, as of June 30, 2023.

### **II.B. Reconciliation of the FY24 Plant Fund Budget**

The schedules provided in the materials reflect the final approved FY23 plant budget with the addition of new projects that were approved by the Board of Trustees in May 2023. Five major projects with a value greater than \$200K continue, with a FY24 balance remaining of \$2.4M. Projects with value greater than \$200K require explicit Board of Trustees approval. FY23 plant fund activity is reconciled to the end of the fiscal year, and new projects approved in May 2023 have been added.

### **II.C. Approval of the FY23 Performance Accountability Report**

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



**BOARD OF TRUSTEES  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
OCTOBER 13, 2023**

**AGENDA**

- I. DISCUSSION ITEMS**
  - A.** FY24 Financial Results to Date
  - B.** FY23 Operating Budget Closing and Status of the Annual Financial Statement Audit
  - C.** Strategic Investments from Bond Proceeds
- II. ACTION ITEMS**
  - A.** Revision of the FY24 Current Fund Operating Budget
  - B.** Reconciliation of the FY24 Plant Fund Capital Budget
  - C.** Approval of the 2023 Performance Accountability Report
- III. INFORMATION ITEMS**
  - A.** Periodic Audit by the Office of Legislative Audits
  - B.** Reportable Procurement Items
  - C.** Joint Investment Activities
  - D.** Dashboards
  - E.** Minutes (Meeting of May 12, 2023)

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



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

**OPEN SESSION  
MINUTES**

**Date of Meeting:** May 12, 2023

**Status of Minutes:** Approved June 30, 2023

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

**Committee Members Absent:** Anirban Basu

**Staff Member:** Paul Pusecker

**Others Present:** Nicolas Abrams '99, Carlos Alcazar, Jamie Athey, Betsy Barreto, Alice Bonner '03, Mary Broadwater, Peter Bruns, Donny Bryan '73, Paula Collins, Carolyn Curry, Peg Duchesne '77, Judy Fillius '79, Katie Gantz, Elizabeth Graves '95, Mary Grube, David Hautanen, Gail Harmon, Kristina Howansky, Jerri Howland, Shannon Jarboe, Lawrence Leak '76, Jesse Price '92, Brayan Ruiz-Lopez '24, Dereck Rovaris, Aaron Tomarchio '96, David Taylor, Danielle Troyan '92, Chris True, Anna Yates

**Executive Summary**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the meeting to order at 1:01 p.m. Committee attendance was taken. Attendees participated both in-person and via videoconference.

**Discussion Items**

**Strategic Investments from Bond Proceeds:** Since the February 2023 meeting, one additional anticipated FY23 expense was added for the installation of a 10,000 lb. low profile boat lift at the James P. Muldoon River Center, in support of the marine science program, leaving a balance of \$12,619,675. Committee Chair John Wobensmith '93 requested a review of aggregate bond spending for each Board approved category. This information will be provided at the October 2023 meeting.

**FY24 Legislative Session Financial Impact:** The legislature approved the governor's recommended FY24 operating budget for the College in the amount of \$40.901M, a nearly 20% increase from the FY23 state support of \$34.193M. An additional \$2.341M was provided as a formula recalculation, and \$0.1M for the Mt. Aventine archaeological study, which will be performed by Professor Julie King. Vice President Paul Pusecker noted that there has been a significant increase, \$8.3M, in state support since the 2017 funding formula restructuring legislation.

The governor's five-year Capital Improvement Plan provides the College with \$4.69M in FY24. This funding will be used for two critical projects: \$2.10M to upgrade the North Campus nodal loop and \$2.59M to begin the Montgomery Hall renovation design process.

### **Information Items**

**FY23 Financial Results to Date:** Comprehensive revenue collections are 88% of the budgeted level and collected tuition is at 98% of budget. Auxiliary enterprise revenue is at 97% of budget and state appropriations to the College's general fund grant are on track with third quarter expectations at 78% of budget. Expenditures through the 3rd quarter are 75% of the budgeted amount and operating expenses are running at 82% of budget. Payroll expenditures and benefits are at 69% of the budgeted amount. Overall, both revenue and expense categories are tracking to budgeted expectations.

**Joint Investment Activities:** As of March 31, 2023, the total market value of the Foundation's endowment was \$36.8M. Of the endowment managed by JP Morgan, the fiscal year-to-date increase in market value of \$921K includes \$1.23M in contributions, \$618K in income, \$472K increase in investment value, and distributions of \$1.4M. On a fiscal YTD basis, the portfolio has returned +2.8% on a net-of-fees basis.

The College holds investments totaling \$4.5M consisting of both endowment and quasi-endowment. \$3.5M are funds functioning as endowment and \$1.0M represents the Blackistone Endowment as of March 31, 2023. Funds are currently invested in a mix of fixed income instruments and equities. The annualized rate of return is +2.92%.

### **Action Items**

**II.A. Approval of the Authority and Responsibility Matrix:** The Authority and Responsibility Matrix provides 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 Committee was asked to consider a revision to the Matrix that would designate the authority to approve Staff Senate Bylaw revisions 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 the president to approve any bylaw changes. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee John Bell '95 and seconded by Trustee Sven Holmes. The motion passed unanimously.

**II.B. Approval of the Staff Salary Plan:** The proposed Staff Salary Plan included the cost-of-living allowances (COLA), totaling 8%, that employees received since it was last approved in October 2021. Requested adjustments are being made to the minimum and maximum wages for all positions within the Staff Salary Plan based on the COLA increases. Further, the Committee approved the Staff Salary Plan's minimum and maximum salaries to be increased by the percentage of any future state approved cost-of-living allowances without the need for Board of Trustees approval. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee John Bell '95 and seconded by Trustee Ray Wernecke. The motion passed unanimously.

**II.C. Approval of Revisions to the Employee Handbook:** The Committee was asked to approve several revisions to the College's Employee Handbook, specifically, updates regarding the American Federation of State, County, and Municipal Employees Union Council (AFSCME), employee benefits, including a state mandated change to the enrollment period for the various retirement plans, Title IX coordinator contact information, and the removal of the COVID-19 Family and Medical Sick Leave Policy. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee Ray Wernecke and seconded by Trustee John Bell '95. The motion passed unanimously.

**II.D. Approval of the FY24 Current Fund Operating Budget:** Maryland law entrusts the development and approval of the College's operating budget to the Board of Trustees. The proposed FY24 current fund budget would enable the College to continue its mission of providing a high quality, public, post-secondary education. Vice President Paul Pusecker reviewed the FY24 budget projections and provided a detailed explanation of the revenues and expenses, including a comparison to the FY23 budget, and provided information about the projected FY24 categories of bond spending. President Jordan acknowledged, and expressed appreciation for, the support the College receives from the Foundation. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee Sven Holmes and seconded by Trustee John Bell '95. The motion passed unanimously.

**II.E. Approval of the FY23 Plant Fund Capital Budget:** The Technology, Buildings, and Grounds Committee is charged with the responsibility to establish priorities for capital projects. The proposed plant fund capital budget was endorsed by the Technology, Buildings, and Grounds Committee and totals \$2.316M. The primary source of funding is 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 science lab renovation. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee Ray Wernecke and seconded by Trustee Sven Holmes. The motion passed unanimously.

**II.F. Approval of the FY25-FY29 State Capital Budget Proposal:** The proposed FY25-FY29 state funded capital budget request, endorsed by the Technology, Buildings, and Grounds Committee, includes funding for various infrastructure projects to assist in reducing deferred maintenance, the design and renovation of Montgomery Hall, and the design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee Ray Wernecke and seconded by Trustee Sven Holmes. The motion passed unanimously.

The meeting adjourned at 1:47 p.m.

**ST. MARY’S COLLEGE OF MARYLAND  
BOARD OF TRUSTEES  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
OCTOBER 14, 2023**

**ACTION ITEM 2324-02  
REVISION OF FY24 CURRENT FUND (OPERATING) UNRESTRICTED BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of revisions to the current fund (operating) budget for fiscal year 2024, as presented.

**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 high-quality, public, post-secondary education.

The revision incorporates carry-forward authorization for \$2,061,504 encumbered, but not expended, as of June 30, 2023.

<i><b>Program of Expenditure</b></i>	<i><b>Type of carry-forward</b></i>	<i><b>Amount</b></i>
Instruction	Faculty Development and Startup Funding	\$70,035
	Encumbered Items *	\$804,413
Institutional Support	Encumbered Items	\$826,808
Academic Support	Encumbered Items	\$54,272
Student Services	Encumbered Items	\$159,756
Research	Encumbered Items	\$5,557
Auxiliary Enterprises	Encumbered Items	\$34,890
Physical Plant	Encumbered Items	\$105,773
	<b>TOTAL</b>	<b>\$2,061,504</b>

\*Details of all encumbered expenses are provided in the supplemental documents.

**ST. MARY’S COLLEGE OF MARYLAND  
BOARD OF TRUSTEES  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
OCTOBER 13, 2023**

**ACTION ITEM 2324-03  
RECONCILIATION OF THE FY24 PLANT FUND BUDGET**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary’s College of Maryland, of the following revisions to the plant fund budget for FY24, as provided.

**RATIONALE**

The attached schedules are provided for informational purposes and include the final approved FY23 plant budget, with the addition of new projects that were approved by the Board of Trustees in May 2023.

Five major projects with a value greater than \$200K continue, with a FY24 balance remaining of \$1.9M. Projects with value greater than \$200K require explicit Board of Trustees approval. FY23 plant fund activity is reconciled to the end of the fiscal year, and new projects approved in May 2023 have been added. The FY24 active project budget totals \$3.717M.

It is noted that the plant fund currently carries \$1.98M in expenses and \$304K in encumbrances associated with the Calvert Hall remediation and repairs due to the contractor related fire. We are in the process of collecting and submitting all paid purchase orders, requisitions, and invoices to the state treasurer’s office for reimbursement.

**ST. MARY’S COLLEGE OF MARYLAND  
BOARD OF TRUSTEES  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
OCTOBER 14, 2023**

**ACTION ITEM 2324-04  
APPROVAL OF THE 2023 PERFORMANCE ACCOUNTABILITY REPORT**  
*(See supplemental document for additional information.)*

**RECOMMENDATION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees of the 2023 Performance Accountability Report for submission to the Maryland Higher Education Commission. This recommendation is contingent upon the endorsement of the Campus Life and the Academic Affairs Committees.

**RATIONALE**

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





**BOARD OF TRUSTEES  
TRUSTEE GOVERNANCE COMMITTEE  
OCTOBER 13, 2023**

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** Friday, October 13, 2023

**Date of Next Meeting:** February 2, 2024

**Committee Chair:** Paula Collins

**Committee Members:** Arthur "Lex" Birney; Donny Bryan '73; Gail Harmon; Danielle Troyan '92; Ray Wernecke; John Wobensmith '93; Board Chair Susan Dyer; President Tuajuanda Jordan.

**Staff Member:** David Taylor

**Executive Summary:**

Discussion items to include request for nominations for Ark and Dove Award for 2024; status of efforts to identify trustee candidate pool for vacancies in 2025; discussion of considering use of a Board survey periodically to assist in evaluating Board performance.

**Action Items:**

None

**Information Items:**

May 12, 2023 Open Session Minutes



**BOARD OF TRUSTEES  
TRUSTEE GOVERNANCE COMMITTEE  
OCTOBER 13, 2023**

**OPEN SESSION  
AGENDA**

- I. MEETING CALLED TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Ark and Dove Award – Recommendations
  - B. Upcoming Trustee Vacancies – Status of Candidate Search
  - C. Board Survey – Assessment as a Best Practice
- III. INFORMATION ITEMS**
  - A. Minutes from May 12, 2023
- IV. MOTION TO CONCLUDE**



**BOARD OF TRUSTEES  
TRUSTEE GOVERNANCE COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting:** May 12, 2023

**Status of Minutes:** Approved

**Committee Chair:** Paula Collins

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

**Committee Members Absent:** None.

**Staff Member:** David Taylor

**Trustees Present:** Nicolas Abrams '99; Anirban Basu via Zoom; John Bell '95; Alice Bonner '03; Peter Bruns; Peg Duchesne '77; Judy Fillius '79; Elizabeth Graves '95; Sven Holmes; Larry Leak '76; Jesse Price '92 via Zoom; Melanie Rosalez '92; Brayan Ruiz Lopez '24; Aaron Tomarchio '96; Ray Wernecke.

**Others Present:** Mary Broadwater; Betsy Barreto.

**Executive Summary:** Committee Chair Paula Collins called the open session meeting to order at 9 a.m. A quorum was noted.

She congratulated Student Trustee Bryan Ruiz Lopez for winning the Trustees' Award at the April 14 Awards Convocation and thanked him for his Board service over the past year.

She announced that the meeting would go into closed session in compliance with Title 10, Subtitle 3 of the Maryland General Provisions Code Ann. §3-305 (b) to review and discuss items permitted in closed session. Specifically, the Committee discussed the appointment, assignment, and performance evaluation of Board officers, which is not subject to public disclosure under Maryland General Provisions Code § 3-305 (b)(1(i)).

The Committee also discussed an individual's nomination to an honorary appointment, so the meeting was closed to protect the privacy of that individual with respect to a matter not related to public business, which is not subject to public disclosure under Maryland General Provisions Code § 3-305 (2).

Chair Collins announced that following the closed session, the open meeting would not come back into session. Upon a motion by Trustee Gail Harmon and a second by Trustee Danielle Troyan, by unanimous vote the meeting went into closed session.

**Discussion Items:** None.

**Action Items:** None.

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

#### OPEN SESSION REPORT SUMMARY

**Date of Meeting:** October 13, 2023

**Date of Next Meeting:** February 2, 2024

**Committee Chair:** Peter Bruns

**Committee Members:** Paula Collins, Board Chair Susan Dyer, Judy Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan, Kim Kelley, Melanie Rosalez '93, Danielle Troyan

**Executive Staff:** Katie Gantz

**Faculty Liaison:** Todd Eberly

**Staff Liaison:** John Spinicchia

**Dashboard Metrics:** N/A

#### **Executive Summary:**

##### **Discussion Items**

Faculty Senate Report

Dean of Faculty Report

##### **Information Items**

Program Snapshots and Annual Program Analysis Process 2023

Meeting Minutes of May 12, 2023; July 31, 2023

##### **Action Items:**

**III. Endorsement of the 2023 Performance Accountability Report**



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
OCTOBER 13, 2023**

**OPEN SESSION  
AGENDA**

- I. DISCUSSION ITEMS**
  - A. Faculty Senate Report
  - B. Dean of Faculty Report
- II. ACTION ITEM**
  - A. Endorsement of the 2023 Performance Accountability Report
- III. INFORMATION ITEM**
  - A. Program Snapshots and Annual Program Analysis Process 2023
  - B. Meeting Minutes of May 12, 2023
  - C. Meeting Minutes of July 31, 2023

*The Committee does expect to close a portion of this meeting.*

October 13, 2023

## **Report to the Academic Affairs Committee of the Board of Trustees Todd Eberly, Faculty Senate President**

This is my first report to the Academic Affairs Committee and I am pleased to note that Fall 2023 saw the largest incoming class of first year students in a decade and we welcomed the most diverse incoming class in the history of the college. This is especially gratifying given the faculty's work with admissions which includes outreach to prospective students and active participation in Admissions events. That partnership is clearly working well and faculty are eager to maintain it. That being said, a recent survey shows that faculty concerns with the current state of shared governance remain clear. In the Fall of 2022, the Faculty Senate launched *The Faculty Pulse*, a survey used to get a better, more timely sense of the variety of faculty perspectives on important topics. In total, 88 faculty completed the September 2023 survey. There was a mix of tenured (senior) faculty, tenure-track (junior) faculty, visiting faculty, and adjunct faculty who provided feedback. I present data below on several issues raised in the short survey.

### **Shared Governance**

The original September 2022 Pulse survey revealed very clear concerns among the faculty about the state of shared governance at St. Mary's College. The survey found that two-thirds of all faculty were dissatisfied or very dissatisfied with the current state of shared governance at SMCM. That share rose to three-quarters when limited to tenured or tenure track faculty. In addition, nearly one third of faculty were neutral in their opinion, while less than one in ten faculty were satisfied or very satisfied. The new September 2023 survey revealed some improvement in this area but revealed as well that much work remains. The survey found that 57% of all faculty are dissatisfied or very dissatisfied with the current state of shared governance. Among tenured and tenure track faculty exclusively that rises to 65% being dissatisfied or very dissatisfied. Only one in six of all faculty are satisfied with shared governance and that falls to one in ten among tenured and tenure track faculty. The rest are neutral. This seems unsustainable.

Concerns about shared governance were substantiated via a separate Pulse question that asked whether faculty would be interested in forming a Union should that become an option in Maryland. Community College faculty already enjoy this right and legislation was introduced in the 2023 legislative session of the Maryland General Assembly to extend that right to all public college and university faculty. Similar legislation will be introduced in 2024 and Governor Wes Moore made support for organized labor a key part of his campaign for governor. In the November 2022 Pulse survey 61% of the faculty were interested or very interested in Unionizing. Just over one-quarter were neutral and approximately one in ten expressed no interest. In the September 2023 Pulse survey 65% were interested in forming a Union, while one-quarter were neutral and approximately one in ten expressed no interest.

In examining the open-ended responses regarding shared governance and unionizing, it is clear

that faculty remain nearly as concerned about shared governance now as they did when the question was first asked last year. One faculty member commented that “Genuine and honest communication...from College Leadership reflecting true collaboration would be refreshing and may be critical to our persistence as a college.” Several respondents noted that the only reason they were interested in forming a Union was that it seemed the only way to bring about a return to true shared governance. One such faculty respondent wrote, “I’m less interested in a union than in the faculty having a real voice, which we do not have and have not had for years... Perhaps a union is the only way to get that point across... things will only be less contentious when the President and Board partner with the faculty, instead of treating us as adversaries...” Another respondent shared “I believe that our only option at the moment is to pursue unionization in order to have a seat at the decision table—even though I believe that it’s not as good of a solution as having mutual respect, open dialogue, and a system of true shared governance in place where faculty and the Administration make important decisions about the college together.”

### **Shared Governance Review**

I also want to update you on our planned shared governance review. Former Faculty Senate President Libby Williams has met with Vice President for Academic Affairs (VPAA) Katie Gantz and David Taylor (Executive Associate to the President) several times. Faculty have expressed significant concerns about shared governance for several years. After presenting data from a Faculty Pulse report, then Faculty Senate President Libby Williams asked for a united approach to addressing ways to “refocus our commitment to shared governance, rebuild trust, and focus on positive action” (Report to the Academic Affairs Committee of the Board, Oct. 5, 2022). At the open session of the Board's October 2022 meeting, Williams requested a joint approach among the faculty, administration, and Board of Trustees to bring experts to campus for a forum on shared governance.

After a productive conversation at the Board meeting, President Jordan supported the idea, further suggesting that the multiple experts include those from the Association of Governing Boards of Universities and Colleges (AGB) as well as from the American Association of University Professors (AAUP) or the American Council on Education (ACE). VPAA Katie Gantz later suggested to the Faculty Senate that we might use an approach similar to an external department review, a suggestion the Senate enthusiastically supported. Libby Williams then began working with VPAA Gantz and Executive Associate to the President & Board of Trustees Liaison David Taylor to identify potential experts on shared governance at the various organizations. The committee has identified a short list of potential reviewers and is in the process of assessing practical details (timeline, availability, and cost). The goal is to have two reviewers come to campus in late fall or early spring to meet with various constituents, review materials, and provide a report on ways we can improve our understanding of and approach to shared governance. This report will be a welcome addition to the materials that the Governance, Leadership, and Administration workgroup of the Middle States Reaffirmation of Accreditation team is putting together for SMC's self study (due in May 2024).

### **Other Issues**

The September 2023 Pulse survey asked faculty about their level of satisfaction with the Availability of Resources and the Faculty to Student Ratio in the Classroom. We found that 55% of faculty are satisfied or very satisfied with Resource Availability. Another 22% are dissatisfied or very dissatisfied, and 23% are neutral or have no opinion. With regard to Classroom Faculty to Student Ratio 70% of the faculty are satisfied or very satisfied and only 15% are dissatisfied



or very dissatisfied. The remaining 15% are neutral or offered no opinion.

### **Concluding Comments**

The faculty concerns raised in the report and in several prior reports are significant. It is important to note that faculty are neither obstinate nor contumacious. Rather, the Faculty Pulse survey clearly reveals that our frustration is focused on a specific facet of academic life. The faculty are as committed to the well-being of the institution as ever (again, look to the strong partnership with the Office of Admission as an example), and are eager to be partners in governance. But in recent years we have felt less like partners and more like subordinates. As noted by my predecessor in her October 2022 report to the Board, it has been suggested that the concerns about shared governance may reflect a misunderstanding of how to work together. As one faculty member said at the time, simply asking for “input is not shared governance.” Faculty are vested in the success of the College and want to be involved in meaningful ways, even when there is disagreement.

Faculty are accustomed to a review and revision process that can be lengthy and highly critical. But this process exists to improve our work. It is the process that all of us go through to have our scholarship published and is a key tenet of the scientific method. This means that we are used to presenting opposing arguments and examining them thoroughly before making a decision or taking a vote. This is central to the critical thinking skills embraced by the college’s Core Curriculum. It is possible that this approach to shared governance may not match your own views. If that is the case then action is required to reach a consensus as to the meaning of shared governance across College constituencies and to define how shared governance looks in practice. Shared governance is an important part of making the higher education workplace one that is satisfying, productive, and successful. A well-functioning shared governance between the Board, the administration, and the faculty is critical to the well-being of the institution.

When I was asked to serve as President of the Faculty Senate I gave no speeches and offered but a single commitment - *that faculty matter*. I ask you, on behalf of the faculty, to help us as a College refocus our commitment to shared governance, rebuild trust, and focus on positive action moving forward. Our Shared Governance Review is a key step in this process. As we move forward with this review, we will seek input and participation from the Board and the administration. We very much hope to work together to restore robust shared governance at the college. In the end, we need to know that the Board believes that faculty matter and that we are partners in this process.

Respectfully submitted,



Todd Eberly, Ph.D.  
Faculty Senate President

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE OCTOBER 13, 2023

#### VICE PRESIDENT FOR ACADEMIC AFFAIRS AND DEAN OF FACULTY'S REPORT

**The units that compose Academic Affairs have adopted a core mission that, in turn, support both the Academic Affairs Committee and the institution as a whole: *Academic Affairs works to cultivate a rigorous and equitable academic environment where the St. Mary's College community thrives.***

#### EXECUTIVE SUMMARY

Since the May reporting period, Academic Affairs has continued to put processes into place to both improve the educational experience and to monitor progress at the divisional and institutional levels. Feedback collected from faculty and students over the summer months shows reasonably high levels of satisfaction with the new course schedule matrix. We had theorized that there would be initial discomfort while diverging from our long-held schedule, but that the campus would also immediately experience the overall pedagogical and logistical benefits of the new matrix; the survey data bear this out. Further, as we begin the fall semester, Academic Affairs has presented a well-developed organizational chart for the new academic administrative structure, clarifying the division's work delegation. The new Associate Vice President of Academic Affairs and the three Associate Deans of Faculty formally assumed their positions this summer; also, now promoted from within the staff are three Academic Fiscal Associates, each with special experience in budget and accounting, to work directly with the Associate Deans on all departmental budgets. The Program Snapshot process is underway, per the revisions recommended by the ad hoc committee last spring. Also implemented this fall is the newly-revised external program review, on hiatus since before the pandemic. Updated to emphasize greater planning and a more function-driven approach to the program's self-study, this process will generate another tool to better track program quality and competitiveness.

#### Update on the Course Matrix

Over the spring and summer months, Academic Affairs collaborated with the Office of Institutional Research and Planning to collect feedback on the first year of the new course schedule matrix. Faculty and students were surveyed separately on overall satisfaction, as well as on individual aspects of the matrix as distinct from the previous model. Below, please find a link to five slides included in the September newsletter from Academic Affairs summarizing that data.

[\[Matrix survey slides\]](#)

*Figure 1: Feedback on the First Year of the New Course Schedule Matrix*

Both faculty and students reported reasonably high levels of satisfaction with the new matrix. Two points are of note: first, the reaction to the shift to shorter class periods was sharply divided, appearing simultaneously as the source of the most dissatisfaction and as one of the top strengths of the new matrix (comments suggest that students and faculty both like the shorter class periods for optimizing attention span and focusing, but dislike them because of reduced time for faculty interactions, explanations of material, and deep discussions). Second, there is noticeable parity in reported satisfaction between the newer students and the more recently-hired faculty (likewise, those reporting the highest levels of dissatisfaction were the juniors and seniors and the longest-serving faculty). This supports our thesis that those faculty who have recently taught elsewhere in the more common 50-minute blocks would have no issue with this shift, and that the concerns being voiced in this first year reflected an understandable discomfort experienced by those senior faculty and students who have been immersed in the longer class times. Many of the objectives we hoped to achieve with the new matrix have already come to fruition: satisfaction with later start times, greater convenience for faculty with the midday meeting block, and the implementation of an unstructured common meeting time.

### **Update on the new administrative structure**

As of July 1, 2023, the new academic administrative structure became official with the instatement of the Associate Vice President for Academic Affairs (AVPAA), three Associate Deans of Faculty (ADs), and three new Academic Fiscal Administrators (AFAs) to oversee the budgetary management of each Associate Dean's departmental portfolio. A number of factors have contributed to a strong launch this fall. First, the relocation of our administrative home base back to Calvert Hall has meant new offices for the Associate Deans and their AFAs on the west end of the third floor. This consolidation of the Academic Affairs team under one roof has already led to more streamlined processes for student hiring and expense tracking, for example.

Second: the Associate Deans had an active schedule of campus meetings through the summer to talk in depth with staff from other divisions in an effort to build greater understanding of operations, to identify pressure points, and to collaborate on better processes between offices. The impact of these meetings was exceptional, and yielded a number of new partnerships and transformative solutions that will go into effect this fall. Between June and August, the Associate Deans met with the following offices: Registrar; Planning and Facilities; Student Life; Office of Research and Sponsored Programs; Human Resources; Office of Information Technology; Web Services.

Finally, the Associate Vice President and the Associate Deans have now fully taken on their direct reports and delegated tasks. The AVPAA supervises our directors and oversees a range of division initiatives, and the ADs meet regularly with department chairs, lead new faculty orientation, and represent the office as non-voting delegates in standing subcommittees of the Faculty Senate. Figure 2 is an organizational chart that details these responsibilities. Figure 3 depicts the organizational relationship between the Associate Deans and the Academic Fiscal Administrators.

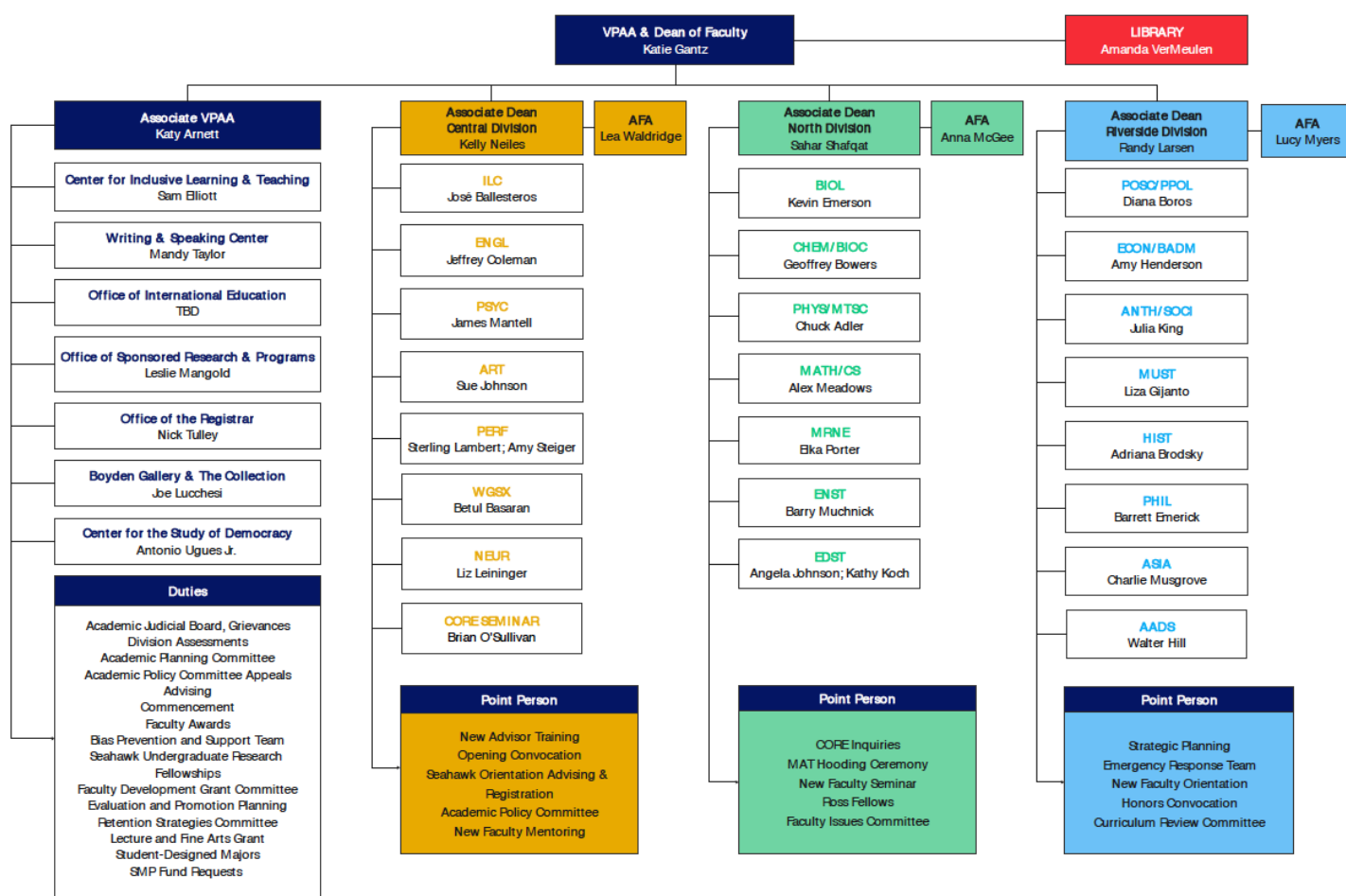


Figure 2: Academic Affairs Organizational Chart

BUILDING NAME	BUILDING & FACILITIES COORDINATOR (BFC)	OFFICE ASSOCIATE(S) (OA)	PROGRAMS
KENT HALL	RANDY LARSEN, AD	Temporary Coverage	POSC, ECON, SOCI, MUST, HIST, ASIA, AADS, ENST, WGSX
	CALVERT 328		
SCHAEFER HALL	SAHAR SHAFQAT, AD	MICHELLE HAMPTON	BIOL, PHYS/MTSC, MATH/CS, MRNE
	CALVERT 325		
GOODPASTER HALL	ANDY KOCH	KATHY LEWIN	PSYC, NEUR,CHEM/BIOC
	GOODPASTER 227		
MONTGOMERY HALL	KELLY NEILES, AD	ASHLEY MCCLINTOCK	ENGL, ART, PERF (Theater)
	CALVERT 328		
ANNE ARUNDEL HALL	BILL ROBERTS	SHEILA MADISON	ILC, ANTH, CSD
	ANNE ARUNDEL W220		
DPAC/ LEARNING COMMONS	--	ERICA CRISOSTOMO	EDST, PERF (Music)
MARGARET BRENT	---	---	PHIL

ADMINISTRATIVE TASK	ADMINISTRATIVE SUPPORT
Academic Judicial Board, Grievances	Natalia Barretto
Assessment within Divisions	
Awards/Honors	
Faculty Development Grant Committee	
Faculty Awards	
Literature and Fine Arts Grant	
Seahawk Undergraduate Research Fellowships	
Faculty Association	
Student Designed Majors	
Evaluation and Promotion Planning	
Opening Convocation	
Awards/Honors	
Advising	Natalia Barretto Lea Waldrige
Commencement	Mai Saville
LEAD Inquiries	Anna McGee
New Faculty Seminars	Lucy Myers
New Faculty Orientation	
SOAR Advising	Lea Waldrige
New Faculty Mentoring	

Figure 3: Academic Affairs Organizational Relationship

### **Revised and Reimplemented External Program Review Process**

As part of our normal operations, all programs have historically undergone regular external reviews, as scheduled by Academic Affairs on a rotation of approximately every 7 years. In 2018, the former provost paused the 2019-2020 cycle for two key reasons: first, the traditional format (an extensive self-study in response to a series of standardized prompts followed by a two-day visit by a faculty review team from peer/peer aspirant institutions) had grown unwieldy and ineffective. Second, the imminent rollout of the new LEAD curriculum meant that reflection on the existing Core Curriculum was no longer meaningful. However, the extended interruption of the pandemic has meant that our external program review process has been waylaid for some time.

Last spring, Academic Affairs reviewed a number of updated approaches to the external program review process, and devised a model that is more specialized, encouraging the program to identify the most pressing issues and concerns as the focus of the self-study. In addition, the model is more intentional in its pacing, including an earlier start to the process in the semester before the self-study year for the purposes of a program retreat, discussions with the Associate Dean to vet a proposed set of self-study questions, and to generate a pool of effective potential external reviewers. The following fall, the program engages in collecting supporting evidence to help draft the self-study, circulating the document to the team by the end of the semester. Finally, in early spring, the external review team makes the campus visit, drafts their report, and then the program and the Associate Dean meet with the Vice President for Academic Affairs to discuss the recommendations and an action plan.

The Biology Department has begun the first external review under this new model, and we look forward to tracking its progress. We are confident that this updated approach provides yet another tool to monitor the quality of our curriculum in a national context.

### **Implementation of updated Annual Program Analysis process**

Assistant Vice President of Institutional Research and Planning Anne Marie Brady continued to convene the ad hoc Program Snapshots committee (with representation from Academic Affairs, the faculty, and the Board of Trustees) through the spring, and finalized both a more targeted set of data metrics (including program cost, yield, and student achievement outcomes) and a more proactive Annual Program Analysis process that begins with a review by the program chairs as the basis of a yearly discussion with Academic Affairs. The Associate Deans are perfectly situated to provide feedback on the program's self-monitoring narratives, and to evaluate whether programs are operating in ways that are aligned with institutional priorities and broader liberal arts goals. This procedure promotes sustained engagement on three fronts: first, chairs are incentivized to take an active interest in maintaining program health rather than undergoing a passive evaluation. Second, Associate Deans will have an ongoing relationship with their programs to watch enrollments, staffing, and trends; they will be well positioned to engage in this process with their program chairs to recommend (or require) any modifications needed to improve program health. Third, the VPAA will be prepared with an intervention if the program either does not improve or does not invest in the necessary changes.

The revised Program Analysis process is a constructive reframing as a "developmental" annual discussion each fall, meant as a check-in to monitor trends and inform future directions, rather

than as a formal evaluative process. Programs will draw from multiple sources of information about their program (including the Snapshot data, but also exit survey data, post-graduate survey data, assessment data, student feedback, and faculty teaching experiences) to write an analysis - likened to a SWOT analysis - rather than responding to administrative comments on only the snapshot data as in previous iterations of the process. The first set of snapshots and other data were shared with programs this August, and program analyses were returned to Academic Affairs on September 15. In February, the Board will receive Snapshot data on each program and a high-level summary of the fall outcomes.

*Please refer to OnBoard to view the Academic Affairs Open Session Information item IV.A Program Snapshots and Annual Program Analysis Process 2023.*

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

#### OPEN SESSION MINUTES

**Date of Meeting:** May 12, 2023

**Status of Minutes:** Approved June 1, 2023

**Committee Members Present:** Committee Chair Peter Bruns, Paula Collins, Board Chair Susan Dyer, Melanie Rosalez '92, President Tuajuanda Jordan, Larry Leak '76

**Committee Members Present via Zoom:** Glen Ives, Jesse Price '92

**Committee Members Absent:** N/A

**Executive Staff:** Katie Gantz

**Faculty Liaison:** Libby Williams

**Staff Liaison:** John Spinicchia

**Others Present:** Nicholas Abrams, Carlos Alcazar, Betsy Barreto, Anirban Basu, John Bell '95, Alice Bonner, Geoff Bowers, Anne Marie Brady, Mary Broadwater, Jeff Byrd, Carolyn Curry, Peg Duchesne '77, Jennifer Falkowski, Judy Fillius '79, Elizabeth Graves '95, David Hautanen, Sven Holmes, Jerri Howland, Brayan Ruiz-Lopez '24, Kaylah Lovitts, Paul Pusecker, Bill Roberts, Dereck Rovaris, Daniel Savelle, Mai Savelle, Shanen Sherrer, David Taylor, Aaron Tomarchio, Danielle Troyan '92, Ray Wernecke, John Wobensmith '93

#### **Executive Summary**

Academic Affairs Committee Chair Peter Bruns called the meeting to order at 9:13 a.m.

#### Faculty Senate Report

Faculty Senate President Libby Williams opened her last session as faculty senate president with reflections from her time in the role, acknowledgements of gratitude for the faculty, students, Faculty Senate Vice President Geoff Bowers, Administration, and the Board of Trustees. She shared an anecdote on Trustee Larry Leak's first assignment for her and thanked him for his support and his legacy of kindness. Dr. Williams then opened the floor to the Board for discussion. Committee Chair Bruns asked for an update on the faculty bylaws to which Dr. Williams confirmed that they should expect more information once the Committee meets in the fall. Chair Bruns shared with the Board that Vice President Gantz will coordinate with the Trustees to visit classrooms in the future. This is another way for the Board and faculty to be in communication. Vice President Gantz will set up a system before announcing this initiative. Chair Susan Dyer thanked Dr. Williams as well as Dr. Bowers for their service.



### Vice President for Academic Affairs Report

Vice President for Academic Affairs and Dean of Faculty Katie Gantz opened the VPAA report with a focus on tenure and promotion, specifically looking at the components of faculty service. She presented a detailed look at what counts towards service based on the faculty bylaws while also acknowledging the unofficial but valuable areas of service that are less visible such as emotional labor, equipment maintenance, and minute-taking. She identified a number of issues under discussion by Academic Affairs and the Faculty Issues Committee. These points under consideration include whether these other forms of service should be required for promotion; how to avoid the overburdening of associate professors; whether roles with stipends may be recognized as service; and how to effectively and equitably undertake our annual service work with fewer total faculty. VP Gantz then addressed the challenges related to a service workload that remains roughly the same, even as the full-time faculty numbers (and student body) have fluctuated over time. Final steps will include the Faculty Issues Committee working with Academic Affairs on processes to make this more equitable.

Chair Bruns asked Vice President Gantz to clarify the roles of the Academic Fiscal Administrators (AFAs) in Academic Affairs. Vice President Gantz shared that our current system has Fiscal Associates (FAs) assigned to each academic building, but with the addition of Associate Deans (ADs) overseeing departments across academic buildings, a system was needed that allowed Academic Affairs to have a centralized and standardized system for the fiscal management of all the academic programs and support for the ADs. The goal is to pool the FAs' collective expertise and streamline administrative processes across the board.

Chair Bruns inquired about the scale of the partnership with the Defense Acquisition Workforce. Vice President Gantz shared that the MOU is still very new and that she is working with the Business Program to bring in guest lecturers this fall. She doesn't yet have a sense of scale, but they will start collaboration among the scholars with the goal of incorporating Defense Acquisition University (DAU) faculty to occasionally teach courses in Computer Science and/or Business Administration, pending the availability of the DAU instructors.

### **Action Item:**

#### **III.A. Recommendation to approve 2023 Candidates for Graduation.**

Following a motion, vote and second, the proposed action item was unanimously approved by a vote of the Academic Affairs Committee and recommended for approval by the Board of Trustees at its meeting on May 12, 2023.

A motion was made by Chair Bruns and seconded to adjourn the open session. The open session meeting adjourned at 9:38 a.m.

A motion was made to close the meeting pursuant to Md. Code Ann., Gen. Prov., § 3-305(b) and specifically (1) (i) The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; or (ii) Any other personnel matter that affects one or

more specific individuals. The motion was properly seconded and by unanimous vote was approved.

Closed Session Summation:

The closed session of the committee began at 9:38 a.m. A motion was made by Trustee Melanie Rosalez '92; and seconded by Trustee Larry Leak '76 to begin the closed session.

The following persons were in attendance: Betsy Barreto, John Bell '95, Mary Broadwater, Peter Bruns, Paula Collins, Peg Duchesne '77, Board Chair Susan Dyer, Judy Fillius '79, Katie Gantz, Elizabeth Graves '93, Melanie Rosalez '92, Sven Holmes, Glen Ives, President Tuajuanda Jordan, Larry Leak '76, Jesse Price '92, Mai Savelle, David Taylor, Danielle Troyan '92, Ray Wernecke, John Wobensmith '93.

The committee addressed faculty personnel action items, faculty development paid leave, pre-tenure course releases, promotions, change of assignments and faculty retirements. The meeting concluded at 9:56 a.m.



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting:** July 31, 2023

**Status of Minutes:** Approved September 1, 2023

**Committee Members Present:** Committee Chair Peter Bruns; Board Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Elizabeth Graves '95; Melanie Rosalez '92.

**Committee Members Absent:** Paula Collins.

**Staff Member:** Katherine Gantz, Vice President for Academic Affairs and Dean of Faculty.

**Others Present:** David Taylor, Board Liaison.

**Executive Summary**

Committee Chair Peter Bruns convened the meeting of the Academic Affairs Committee via Zoom at 9:31 a.m. on Monday, July 31. A quorum was noted. The chair made a motion that was seconded by Trustee Dyer to go into closed session, pursuant to Md. Gen. Prov. Code Ann. § 3-305 to discuss matters pertaining to: (1)(i) – The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; (ii) – Any other personnel matter that affects one or more specific individuals. By unanimous VOTE, the committee closed the session. Chair Bruns said the committee would not return into open session.

**Closed Session Summary**

The actions taken in the meeting were confined to the review of a personnel item for the appointment of a faculty member with tenure and promotion. The action was unanimously approved by all in attendance (listed above) to go forward.

## **Program Snapshots and Annual Program Analysis**

Division of Academic Affairs  
August 2023

### *Background*

In 2021, the Board of Trustees requested that Academic Affairs establish an annual process of academic program assessment and internal evaluation, following up on reports provided for Task Forces 2 and 3. The first edition of program snapshots was provided to academic programs and to the Board of Trustees in May 2022 and contained a five-year trend analysis of academic data. In January 2023, a second set of program snapshots was released that included financial data, but only two years of data were available at the time. Subsequently, in February 2023, Anne Marie Brady, then the Director of Institutional Research, convened an ad hoc committee consisting of faculty, administrators, and Board of Trustees members to conduct a review of program snapshots and develop a more comprehensive and informative process.

The Program Snapshots Committee met throughout the Spring 2023 semester and developed the following process and timeline for program snapshots and an annual program analysis process. Dates given are for the upcoming year (FY24) and will be adjusted on a sliding basis for each subsequent annual snapshot.

### *Process and Timeline*

All dates below are approximate and subject to change.

#### August 1 – Office of Institutional Research and Planning provides snapshot data to programs

- All data spans the most recent five years (e.g., FY19-FY23 for the FY24 snapshots)
- **Academic data** includes student credit hours (SCH) taught; LEAD curriculum contributions; numbers of faculty, majors, and minors; high-impact practices offered and completed; and course success rates. Equity assessments (based on race/ethnicity) are provided for most measures.
  - o For cross-disciplinary programs, additional academic measures are provided that characterize the faculty and courses from other programs that participate.
- **Financial data** includes measures of program direct costs and revenue, and calculated yield. Measures are given both in absolute dollars and normalized against program SCH.
- College averages and standard deviations are provided for each measure to provide context, but programs are not ranked, scored, or compared against each other.

#### August 1 – September 15 – Programs discuss snapshots and other data at retreats and/or first department meetings and prepare narrative analysis

- Programs should look critically at their snapshots, as well as at any other evidence they have available (such as survey results, assessment data, student feedback, teaching experiences, etc.) to prepare an honest assessment of program health and identify any areas of concern.

- The format of the narrative should be, in general, a SWOT analysis. Programs may use the traditional SWOT headings (Strengths, Weaknesses, Opportunities, Threats), or may use the following questions as prompts to organize the narrative. Not all prompts need to be addressed, but the narrative should not focus on only positive or only negative aspects.
  - o What do the data/evidence tell you about your program? What are the strengths and/or areas of concern?
  - o Are there any areas where the data do not seem to fully reflect your program's strengths and/or areas of concern?
  - o What else is happening in your program that is not shown in the available data?
  - o What are your main program goals for the year?
  - o What changes (if any) does your program anticipate making in response to the data, evidence and other information available to you at this time?
  - o What additional resources (if any) does your program need over the next year to support these changes?

September 15 – Narrative analyses due to Associate Deans and VPAA

September 15 – October 31 – Programs meet with Associate Deans and/or VPAA for discussion and feedback

- Overarching question for discussion: How can snapshot data, the analysis, and other program evidence be used to support FY25 budget requests, hiring plan, line proposals, and scheduling?
- Associate Deans and/or VPAA also provide feedback to programs on their analysis including suggestions for strategic directions, or (if needed) recommendations for corrective actions.

November – January – Programs and Associate Deans use snapshots, analysis, and AD/VPAA feedback to prepare budget requests, hiring plan, line proposals, and course schedules for FY25

February – VPAA provides snapshot data and high-level summary of analysis/feedback process to President and Board of Trustees as informational item

- Summary will include illustrative examples of programs that utilized available data/evidence to understand trends, make decisions and/or request resources.

Finally, while this document focuses on program snapshots, no single data set can fully represent the status of an academic program. As mentioned above, programs are encouraged to use other sources of evidence (such as survey results, assessment data, student feedback, teaching experiences, etc.) to prepare their narrative. Assessment results are distributed in May to programs, and the Office of Institutional Research and Planning will ensure that relevant survey results are distributed along with program snapshots in August.

*Spring 2023 Program Snapshots Committee:*

Anne Marie Brady, Director of Institutional Research, chair

John Bell, SMCM Board of Trustees

Peter Bruns, SMCM Board of Trustees

Jeff Byrd, Interim Associate Provost

Amy Henderson, Associate Professor of Economics

Randy Larsen, Associate Dean of Faculty

Charlie Musgrove, Professor of History

Carrie Patterson, Professor of Art

Jennifer Tickle, Interim Assistant Dean of Faculty



**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
ADMISSION AND FINANCIAL AID  
MEETING OF OCTOBER 13, 2023**

**OPEN SESSION  
AGENDA**

- I. DISCUSSION ITEMS**
  - A. 2023-2024 Enrollment Challenges and Opportunities
- II. ACTION ITEMS**
  - A. None
- III. INFORMATION ITEMS**
  - A. None

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



## BOARD OF TRUSTEES ADMISSION AND FINANCIAL AID

### REPORT SUMMARY (See appendix for supporting materials)

**Date of Meeting:** October 13, 2023

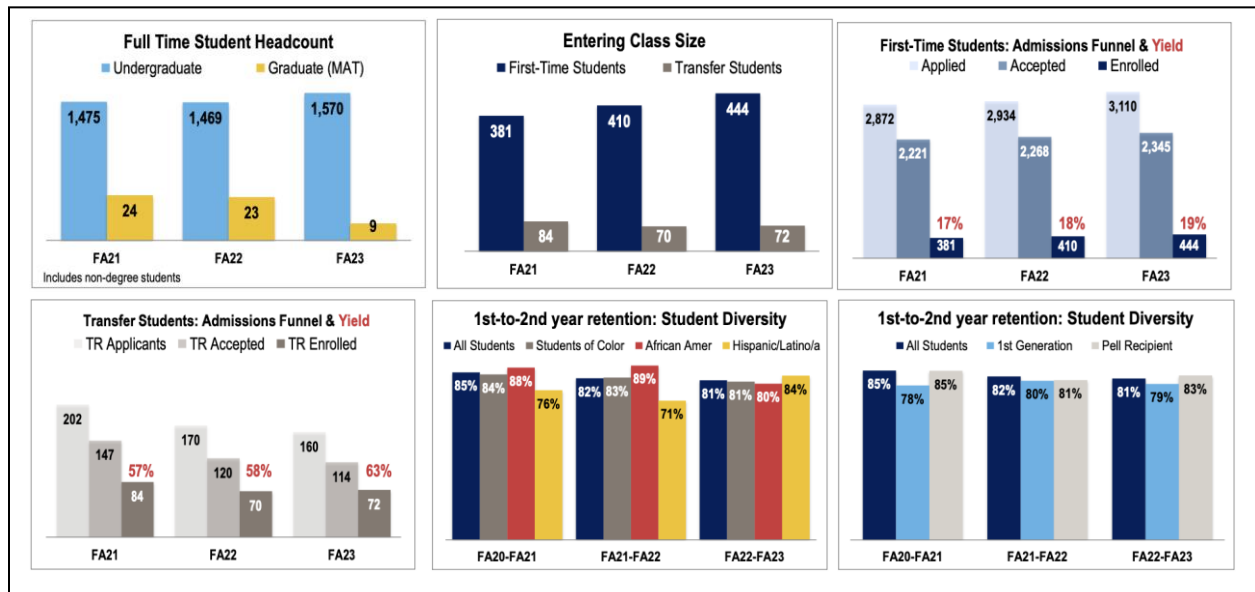
**Date of Next Meeting:** February 2, 2024

**Committee Chair:** Ray Wernecke

**Committee Members:** Carlos Alcazar, Anirban Basu, Board Chair Susan Dyer, Judith Fillius '79, Sven Holmes, President Tuajuanda Jordan, Kim Kelley, Jesse Price '92 and Melanie Rosalez '92.

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

**Dashboard Metrics:** (Enter NA if this does not apply)



### Executive Summary:

Undergraduate enrollment (headcount) for the Fall 2023 semester is the largest since Fall 2016 and includes 1605 undergraduate students (1570 full-time and 35 part-time) and 10 Master of Arts in Teaching (MAT) graduate students. This is an increase of 85 undergraduate students and a decrease of 13 graduate students compared to Fall 2022. Despite level or improved retention among other cohorts, the College's first to second year retention decreased by 1% due to a 9% decrease in the retention of Black students and a 1% decrease in first-generation students. The vice president's report further describes Fall 2023 enrollment results.

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

None

**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID COMMITTEE  
OCTOBER 13, 2023**

**VICE PRESIDENT OF ENROLLMENT MANAGEMENT REPORT**

The Division of Enrollment Management is pleased to submit its October 2023 report to the Board of Trustees. Enrollment Management oversees the recruitment and enrollment of new students, the administration of federal, state, and institutional financial aid resources, and the delivery of student academic support services.

**Enrollment**

Enrollment (headcount) for the Fall 2023 semester includes 1605 undergraduate students, (1570 full-time and 35 part-time), and 10 Master of Arts in Teaching (MAT) graduate students. This is an increase of 85 undergraduate students and a decrease of 13 graduate students compared to Fall 2022. MAT enrollment has been impacted by the challenges facing the teaching profession and changes in licensure requirements for teachers. Including both first-year and new transfer students, there are a total of 516 new students for Fall 2023.

For the Fall 2023 entering class, the number of first-time, first-year (FTFY) applications for admission increased by 6% to 3110. This is the fourth consecutive year of increasing record numbers of applications. The College enrolled 444 new FTFY students which is an increase of 33 (+8%) new students compared to the previous fall. This increase bucks the trend at similar institutions and can be primarily attributed to new student enrollment in the Marine Science program and the new Business Administration and Management program.

The College received 160 transfer applications for Fall 2023 compared to 170 the previous year. Admission was offered to 7 fewer students in part due to a higher percentage of students not completing their applications for admission. The College enrolled 72 new transfer students compared to 70 in Fall 2022. The yield of enrolling students increased by 5%; also, 72% of the enrolling transfer students are coming from a community college and 35% of the entering class has enrolled from the College of Southern Maryland (CSM). This is a 5% increase compared to Fall 2022 and reverses a three year decline in the percent of the entering transfer class enrolling from CSM. An additional three returning and second degree students enrolled through the admission process.

This is the most diverse class in the College's history. Twenty-two percent of the FTFY class and 15% of the transfer class are Pell Grant-eligible; 28% and 22%, respectively, are first generation students; and, 31% and 29% are from historically underrepresented communities. Maryland residents account for 85% of FTFY students and 93% of new transfer students. They account for about two-thirds of the growth of the size of the first-year entering class; the growth in the number of out-of-state residents increased the out-of-state percentage of the class by two percent.

The academic profile of the FTFY class is strong with an average unweighted GPA of 3.5 on a 4.0 scale and a weighted GPA of 3.8. The average SAT decreased to 1212 from 1240 for the Fall 2022 FTFY entering class. This is due to a decrease in the yield of admitted students with scores



ranging from 1351-1450. With one exception, the yield in all other score bands, including 1451 or better, either increased or remained the same. The average GPA of our new transfer students is 3.21.

### **Retention and Graduation Rates**

First- to second-year retention is 81% for Fall 2022 FTFY students to Fall 2023. This is a decrease of 1% compared to the retention of the Fall 2021 FTFY entering class and 4% below the retention of the Fall 2020 entering class. Retention increased for Hispanic/Latino/a American students (+13%) and Pell grant-eligible students (+2%); it was unchanged (82%) for White students and declined for Black (-9%) and first-generation (-1%) students. While the College's retention trend is not positive, the dashboard graphs in the Enrollment Management Executive Summary report show that retention patterns for certain cohorts are inconsistent. The cohorts that had increases in retention for this Fall had decreases in retention the previous Fall and vice versa.

The College's four-year graduation rate for the class of 2019 was 4% below the graduation rate for the entering class of 2018. This is after a 2% increase in 2022. The equity gaps for students of color decreased with African American men having the smallest, 1%, equity gap. Hispanic women/Latinas had the highest four-year graduation rate among students of color at 63% and besting the overall graduation rate by 7%. The equity gaps for first-generation and Pell grant-eligible students increased. The six-year graduation rate is showing a three-year decline from 73% to 68%. Equity gaps for underrepresented students increased with the exception of Hispanic women/Latinas.

These data suggest that the initiatives launched in Fall 2020 to increase retention and persistence have not produced the desired results. While we cannot measure whether current results would have not been as strong without these initiatives, we have convened a task force to develop an integrated retention strategy as an extension of the new institutional strategic plan.

### **Seahawk Onboarding, Advising and Registration (SOAR) and New Student Engagement**

The New Student Experience (NSE) team, including staff from Academic Affairs, Enrollment Management and Student Affairs, developed and hosted the on-campus three-day SOAR program in June. Beginning in mid-May, the NSE team also coordinated a series of virtual 'Hawk Talk' programs, student assessments, targeted communications, social media, and other activities to increase the engagement of our incoming students and prepare them and their families for the transition to campus. The Office of Student Success Services (OS3) successfully coordinated the summer advising process and began managing the advisor assignment process for all students. Art professor Carrie Patterson taught a well-received pilot virtual summer class, Introduction to Visual Thinking, for 18 new FTFY students. The Fall 2023 melt of our new first-year students was 4.5%. This was a decrease of 3.3% from the Fall 2022 summer melt and represents a return to pre-pandemic summer melt rates.

### **Student Success Services**

From the beginning of August into September, the Office of Student Success Services (OS3) led 30 workshops on the Beacon early alert system, study habits and strategies, and coaching with academic departments, residence life student staff, orientation leaders, Chemistry 103 class sections, and athletics. This outreach is proving effective with an 11.36% increase in Beacon

activity at this point in the semester compared to the Fall 2022 semester. In addition, more faculty are using Beacon to record advising notes. This will further enhance communication between faculty and OS3 staff and, thus, the support that OS3 offers students.

### **Financial Aid**

In support of the College's mission of providing access to an exceptional honors education, the College invests significant institutional funds for merit and need-based financial assistance with 84% of undergraduate students receiving institutional merit and/or need-based aid this fall. For the 2023-2024 academic year, we project that \$8.7M of unfunded institutional funds (33% discount rate) and approximately \$754K of St. Mary's College Foundation funds, including \$200K for the Landers Scholars Program, will be used for merit and need-based financial assistance. The unfunded financial aid budget is projected to be 5.8% above the original SRI budget because of a 3% increase in returning student aid demand, 29 additional new FTFY students (including 19 additional out-of-state students) and 17 fewer transfer students who are budgeted at a lower discount. Overall, the unfunded institutional discount has decreased by 0.25% year over year. In addition, \$1.1M in waivers for Tuition Exchange, Resident Assistants, and Tuition Remission have been granted.

Due to the federal Department of Education's FAFSA simplification initiative, the financial aid process beginning with the academic year 2024-2025 will be changing for all students. FAFSA simplification includes a shorter financial aid form and changes in the need determination methodology. The FAFSA form, which has been available on October 1, will not be available until December this year. Rather than providing our admitted Early Decision and Early Action applicants their financial assistance awards right after they receive their offers of admission, the awards will be generated as soon as possible after the FAFSA is available. The Office of Student Financial Assistance will be launching a comprehensive communication plan to inform current and prospective students and their families of these changes.

### **On-Campus Recruitment Programs**

The Office of Admission hosted 420 prospective students for campus tours from May through August. This compares with 442 prospective students visiting during the same period in 2022. The month of August was the busiest with 150 prospective students visiting campus. The Admission Open House on Saturday, September 16, 2023, was the largest September Open House on record with the campus hosting 287 prospective students and 480 guests for a total of 767 in attendance. This compares to 227 prospective students who attended the September 2022 Open House.

Evaluation feedback from our Open House guests was tremendously positive. With 24% responding, the program was rated as "excellent" by 91% of our prospective student attendees. Another 8.7% rated the program as "good" and the program increased the interest of 94% of attendees which is 10% higher than last September's Open House. 20% indicated the College was their first choice with 62% ranking the College among their top choices. Subsequent Open Houses are scheduled for Saturday, October 14, and Saturday, November 11. The Spring Open House is scheduled for Saturday, April 20, 2024.

The College is again working closely with our brand and marketing partners to increase

awareness of the College and our recruitment programs. In addition to the print, email, and digital communications generated by the Office of Admission, our partners have implemented a significant digital, social media, and outdoor advertising campaign for our Fall Open House Programs. Current results, as measured by the number of students expressing interest in the college and attending events, continue to outpace past results.

The alumni referral program for prospective students entitled “Launch-a-Leader”, in partnership with the Office of Alumni Relations, will continue for this application cycle.

### **Summer Events**

In early July, the College hosted the week-long National Hispanic Institute (NHI) American Lorenzo deZavala (LDZ) Legislative Leadership Program for more than 160 Hispanic/Latino/a students from across the United States, Dominican Republic, Mexico, and Panama for the second year. Sponsored in part by the College, the LDZ is both a prospective student SMCM awareness and recruitment event as well as an opportunity for our community to participate in this transformative leadership program. Feedback from the participants, the NHI, and the campus was very positive. The Summer 2024 program already has 100 students registered.

### **Off-Campus Recruitment**

In alignment with the new strategic plan, admission staff are conducting more than 500 recruitment travel events at high schools, community colleges, and community-based organizations primarily in Maryland and then in our targeted out-of-state markets. Recruitment travel includes visits planned in conjunction with the CollegeBound Foundation in Baltimore City, the District of Columbia College Access Program (DC CAP), and the College Track program in Prince George’s County and SE Washington, D.C.. The College recently entered into a partnership agreement with the College Track program as a pipeline and support program for underserved students. Admission staff also participated in a week-long international recruitment tour in Colombia in early September with additional recruitment travel in the Caribbean being planned.

The Office of Student Financial Assistance is continuing to promote the College by participating in virtual and in-person, off-campus financial aid awareness programs.

### **Stakeholder Engagement**

Over the summer two counselor events were hosted. The first was a Counselor Preview Day program for 10 secondary school and independent counselors from Maryland, Virginia, and Washington D.C. on June 8. The second was a bus trip of counselors from the CollegeBound Foundation on July 11. This program has led to the planning of an overnight program for CollegeBound students as part of the November Open House.

The National Association for College Admission Counseling (NACAC) National Conference was hosted in Baltimore from September 21- 23. The College provided sponsorship of the program bag and included a SMCM viewbook for each of the 7,500 participants in the bag. In addition, the Office of Admission sponsored a trip from Baltimore to campus for secondary school counselors the day before the conference started. Counselors from Colorado, Maryland, Massachusetts, Pennsylvania, Puerto Rico, and Virginia attended the program.

On October 6, the College is hosting a Counselor Luncheon in Bethesda, MD for secondary school counselors in the Montgomery County region.



**BOARD OF TRUSTEES  
ADMISSION AND FINANCIAL AID COMMITTEE MEETING**

**OPEN SESSION  
MINUTES**

**Date of Meeting: May 12, 2023**

**Status of Minutes: APPROVED**

**Admission and Financial Aid Committee Members Present:** Board Chair Susan Dyer, President Tuajuanda Jordan, Committee Chair Ray Wernecke, Judith Fillius '79, Melanie Rosalez '92, Sven Holmes, Jessie Price '92 (remote), Carlos Alcazar (remote)

**Staff Member:** David L. Hautanen, Jr.

**Others Present:** Nicolas Abrams '99, John Bell '95, Donny Bryan '73, Alice Bonner '03, Peter Bruns, Paula Collins, Peg Duchesne '77, Elizabeth Graves '95, Gail Harmon, Glen Ives (remote), Larry Leak '76, Brayan Ruiz Lopez '24, Aaron Tomarchio '96, Danielle Troyan '92, John Wobensmith '93, Carolyn Curry, Katie Gantz, Jerri Howland, Paul Pusecker, Dereck Rovaris, Betsy Barreto, Mary Broadwater, David Taylor, Bill Roberts, Gretchen Phillips, Caleb Shankle, Bhargavi Bandi (remote), Anne Marie Brady '93 (remote), Rob Maddox '07 (remote), Ryan Myzak (remote), Kathy Pusecker (remote), Kelsey Alford, Anoi Hindle (remote), Sophie Bernheisel (remote), Shanen Sherrer (remote), Jeff Byrd (remote), Dan Savelle (remote)

**Executive Summary**

Committee Chair Ray Wernecke called the meeting to order at 10:05 a.m. Attendees participated both in-person and via video conference. Chair Wernecke confirmed that a quorum was present.

Vice President for Enrollment Management, David Hautanen, Jr., previously submitted his report for the committee's review. Chair Wernecke asked the committee if there were any questions or comments. The committee did not have any questions or comments at that time.

**Action Item**

Chair Wernecke noted that there was one item of business, an action item to consider the recommendation to revise the College Policy on Student Residency Classification.

Vice President Hautanen then presented the action item to the committee. A question was asked if the policy should include Morgan State University employees as well. President Jordan requested a friendly amendment to the revised policy and Vice President Hautanen amended the action item to include Morgan State University.

A Trustee asked if the community college system should be included in the revision, to which President Jordan noted that it should be discussed in the future, but not today.

Chair Werneke asked for a motion to approve the revised College Policy on Student Residency Classification as presented which included the amendment. The motion was made by Trustee Judy Fillius and seconded by Trustee Sven Holmes. By unanimous vote, the action item was approved.

A short discussion was then held regarding enrollment outreach to the Asian community.

The meeting adjourned at 10:13 a.m.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE  
OCTOBER 13, 2023**

**OPEN SESSION  
AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A. Institutional Advancement Progress on Key Strategies for “The Rising Tide” Strategic Plan
- B. Strategic Support
  - 1. Update from the Alumni Association President Kate Fritz ‘04
  - 2. Update from the SMCM Foundation Bonnie Green ‘74
- C. Taking the LEAD Campaign
  - 1. Progress-to-date
  - 2. The Public Phase
    - a. Volunteer Structure
    - b. Mapping to the Goal
  - 3. How Trustees Can Assist

**III. ACTION ITEMS**

None

**IV. INFORMATIONAL ITEMS**

- A. Report from St. Mary's College Alumni Association President
- B. Report from St. Mary's College Foundation President
- C. Report from Institutional Advancement Vice President
- D. Minutes from May 12, 2023

**V. ADJOURNMENT**



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**SMCM ALUMNI ASSOCIATION REPORT**

**Date of Meeting:** October 13, 2023

**Reporter:** Kate Fritz '04, president, SMCM Alumni Association

I am excited to join the Board of Trustees as I take on the role of president of the Alumni Association and the Alumni Council for the next three years. I look forward to meeting you all and working with you as the Council continues its work to keep our incredible alumni engaged in the College.

The Council held its annual retreat August 16-18 where we focused on the following:

- A presentation by President Tujuanda Jordan on “The Rising Tide,” the College’s new three-year strategic plan.
- A presentation by Vice President Carolyn Curry and Director of Alumni Relations Dave Sushinsky on alumni initiatives that can assist in implementing the new strategic plan.
- A discussion by Council members regarding tactics to assist in implementing The Rising Tide initiatives presented.
- A crab feast at sunset on the waterfront to enjoy each other’s company. We invited and were joined by previous Council members to keep them engaged in the Council’s work.

The Council welcomed six new members representing four decades of alumni and one student member.

Our focus this year is to rebuild our regional chapters across the country, identify ways to grow the Alumni Legacy Scholarship Fund and better engage our former Council members so they will continue to support our recruiting, mentoring and fundraising initiatives.

Our fall meeting will take place on November 4 on campus with the agenda to include a discussion on Institutional Advancement’s Giving Tuesday fundraising efforts, as supported and implemented by the Council.





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

**Date of Meeting:** October 13, 2023

**Date of Next Meeting:** February 2, 2024

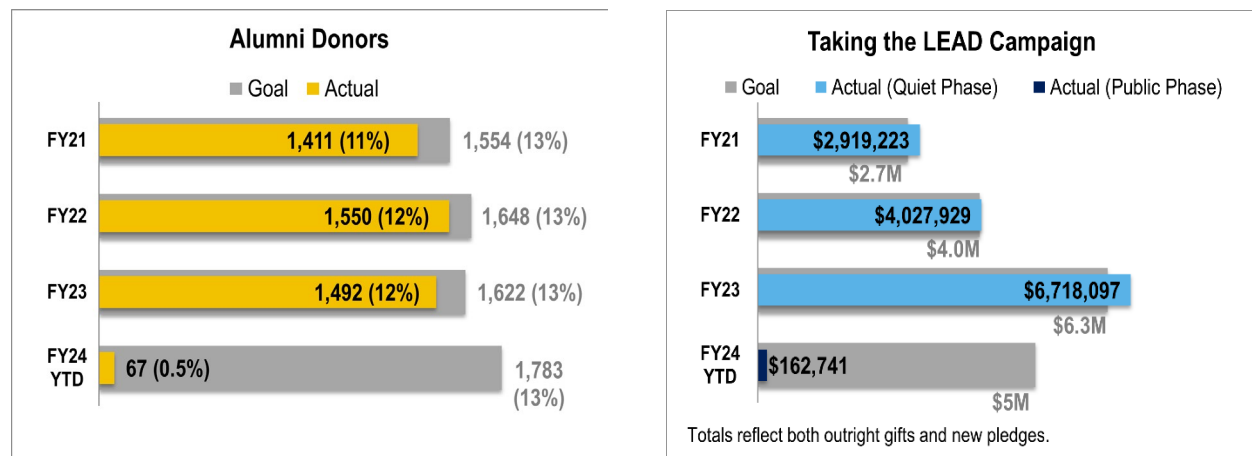
**Committee Chair:** Gail Harmon

**Committee Members:** Trustee Chair Susan Dyer, Peg Duchesne '77, Judy Fillius '79, Kate Fritz '04, Elizabeth Graves '95, Bonnie M. Green '74, Kristen Greenaway, Talib Horne '93, President Tuajuanda Jordan

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

**Dashboard Metrics:**

**Revenue and Fundraising**



**Executive Summary:**

Institutional Advancement (IA) aligns with the Institutional Advancement Committee's (IAC) charge to strengthen the College's brand and reputation, increase philanthropy, and engage alumni and the community.

The two graphs above are among metrics that track progress. IA focuses on building the alumni donor base. While 1,492 alumni donors gave in FY23 (12% of solicitable alumni donors), IA is stretching its goal to 1,783 (13%) in FY24 while in this public campaign phase. The Taking the LEAD campaign is tracked in the second graph which has been in its quiet phase since 2020-21 and is entering its public phase in 2023-24. To date, \$13.6M has been raised toward a \$20M goal. \$6.4M needs to be raised in this public phase over the next two years.

The IAC meeting will focus on specific strategies and progress in IA's role toward helping the College actualize "The Rising Tide" strategic plan. Reports from the Alumni Association and SMCM Foundation presidents serve to highlight each entity's role in supporting the strategic plan.

Rounding out the meeting will be an overview of the Taking the LEAD campaign. Metrics will show the results of the quiet phase, progress-to-date, the LEAD Fund and the public phase goal. Volunteer structures and key strategies will be reviewed and discussed. Specific ways Trustees can assist in the effort will also be presented.

*St. Mary's College of Maryland*  
**FOUNDATION** *Inc.*

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**St. Mary's College of Maryland Foundation, Inc. Report**

**Date of Meeting:** October 13, 2023

**Reporter:** Bonnie Green '74, Foundation President

The Foundation's Joint Investment Advisory Committee (JIAC) and the Foundation Board of Directors met on September 28 for their annual meetings. Among the Foundation Board items:

- Received a report from the JIAC Chair Nicole West that the Foundation's total endowment market value, as managed by J.P. Morgan, was \$36.3M net of fees as of August 31, 2023. Chair West reported that the JIAC had reviewed market trends and risks as related to the portfolio as well as had a discussion on risk/return balance related to cash, fixed income and private credit.
- Began a review in the JIAC of the existing MOU between the Foundation and the College. It was decided to review this document at least every five years. The JIAC and the full Foundation Board will be continuing their review at their November 16 meetings, and JIAC members Trustee Sven Holmes, along with Trustee Nick Abrams, will ensure it will also be reviewed by the Board of Trustees.
- Approved the JIAC members for 2023-24 as Director Nicole West (chair), Director Blu Putnam, Trustee Sven Holmes, Trustee Nick Abrams '99 and SMC President Tuajuanda C. Jordan.
- Approved the Foundation officers for 2023-24 as Dan Schiffman '91, president; Tomi Hiers '97, vice president; Scott Raspa '86, treasurer; and Bonnie Green '74, secretary. Also approved were six candidates to engage as future Board members. The Foundation Board paid tribute to Chris Holt '86, Michael O'Brien '68, and Paul Schultheis '98 who were departing due to term limits.
- Heard a report from Executive Director Carolyn Curry on the public phase of the Taking the LEAD campaign launched September 22 in series of campus events. She reported \$13.6M had been raised to date toward the goal of \$20M, primarily from 100+ major donors. A campaign website is now live and ties to the College's new "The Rising Tide" strategic plan for which campaign donations help to fund. Executive Director Curry also highlighted the launching of an Alumni Decade Challenge spearheaded by a host of volunteer alumni ambassadors.

*St. Mary's College of Maryland*  
**FOUNDATION** *Inc.*

- Heard updates from SMCM President Jordan on the new incoming class, the new strategic plan, the new Campus Safety Model and the campaign launch day, including the dedication of the William E. Seale Rowing Center.

President Green concluded the meeting by reminding Foundation Directors to complete an “action” form, like that completed by the Campaign Steering Committee, outlining specific ways each Board member can assist with the Taking the LEAD effort.



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

**Date of Meeting:** October 13, 2023

**Reporter:** Carolyn Curry, vice president of Institutional Advancement

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

Institutional Advancement aligned itself with its strategic focus as tied to the new "The Rising Tide" strategic plan through the reporting period July 1, 2023 – October 2023 as illustrated in the selected progress points.

**Fundraising for the Taking the LEAD Campaign**

**Giving to date:** By June 30, 2023, \$6.7M was raised toward an annual goal of \$6.3M, the largest amount ever raised in a single year. Combined with the dollars raised since the quiet phase of the campaign began in 2020-21, a total of \$13.6M was raised toward the goal of \$20M. This amount surpassed the 65% benchmark set to move into the public phase. More than 100 major gift donors helped raise the \$13.6M for LEAD and its related initiatives. Almost \$1M was raised via Giving Tuesday donations over the three years.

**Public Phase:** The public phase of the Taking the LEAD Campaign was officially launched on September 22 by President Tuajuanda Jordan in her State of the College address. The delta to reach the \$20M total is \$6.4M over the next two years with the emphasis on giving to the LEAD Fund to help actualize the new strategic plan. The goal for FY24 will be \$5M. The "launch" produced by IA on September 22 included a dedication ceremony to name the William E. Seale Rowing Center, a Keep Up the Momentum campus -wide reception, a VIP donor reception to thank major donors and an evening performance by the Kelly Bell Band (which sold out) in the Dodge Performing Arts Center as a means to convey to the external community the great momentum at the College and the launch of the campaign.

**Cultivation:** Among the means to spread awareness, cultivate and solicit are:

- *Alumni Decade Ambassadors*—In addition to the assistance of President Jordan, the Campaign Steering Committee, Foundation Directors and Trustees, an alumni

ambassador group has been activated. Alumni representing each decade have volunteered to participate in a year-long challenge to see which decade has the highest percentage of campaign donors, the highest amount raised, and the highest percentage of gifts directly to the LEAD Fund.

- *Giving Tuesday*—A Giving Tuesday committee, led by Alumni Relations, is well into the planning and goal setting stages for November 28 with faculty, staff and student assistance this year.
- *Alumni chapter gatherings*—Large scale chapter gatherings throughout the year will bring attention to the campaign and the College’s strategic plan which the campaign helps to actualize. So far this semester, events are planned for Annapolis, North Bethesda and Baltimore.
- *Event leveraging*—Just as IA did all summer by cultivating prospects during the Mulberry Music Festival and the five River Concerts, it will work with volunteers to invite prospects to events and receptions tied to the Dodge Performing Arts Center as well as to hosted events in the homes of volunteers.

**Campaign assets:** A campaign website was launched on September 22 to track progress, thank donors, provide examples of the impact private dollars are making, offer a case for support, and much more. In addition, social media, letters, emails, newsletters and other channels will be used to reach targeted audiences. The integrated marketing team produced a campaign video to underscore the reasons for investing in St. Mary’s College of Maryland. It also created and posted a short and long version of “The Rising Tide” on the College’s strategic plan website.

### **Increasing SMCM’s standing as the College of Choice**

**Enrollment Marketing:** The integrated marketing team supports the Admission funnel goals through strategies such as:

- *Open House marketing campaign*—Works with partner agencies by providing assets to push enrollment to Open Houses. The campaign, starting a week earlier than in FY23, includes billboards (over 5 million impressions since early September), social media channels including Meta, Snapchat, YouTube, and paid search. For the September 16 Open House, all channels saw an increase in click through rates over last year’s campaign contributing to an increase in registered attendees. The integrated marketing team also runs targeted radio, newspaper and digital ads for all Open Houses.
- *Amplifying recruitment messaging*—Created 21 Admission pieces during the reporting period to attract the next class. Also working to attract military/veteran/family prospects in the local community to take advantage of our “Military Friendly” designation. Pageviews just to Admission websites are up 18% from this time last year and the average time on those sites is up 5%. Overall website pageviews are up 12% from the same time last year.

- *Recruitment video*—Created a new video for Admission to show at its events that seeks to capture the unique spirit of SMCM, LEAD and why we are a college of choice. It will debut at the October Open House.
- *Course catalog*—Spent significant time working with the Registrar to implement a new course catalog system. In addition to helping current students better understand and plan for completing their degree programs, the system will importantly give prospective students a better “inside look” at what different majors will offer them in terms of coursework and other academic opportunities.

**Hawktoberfest:** IA leads a cross-campus committee to create, produce and market the October 20-21 Hawktoberfest (Fall Family Weekend). Historically, current families are the primary attendees, followed by students, alumni, prospective families and faculty/staff. The event schedule reflects survey responses and input from last year’s participants. ([smcm.edu/annual-events/hawktoberfest/](http://smcm.edu/annual-events/hawktoberfest/)) Featured for the first time will be a State of the College-type session by President Jordan to keep families apprised of the new strategic plan, the College’s momentum and the campaign underway. Within two weeks of opening registration (by Sept. 13), 942 participants, mostly parents/families, signed up. Last year saw a total of 1,088 parent/family participation with an overall crowd of 1,792. The event seeks to underscore that St. Mary’s College of Maryland is the “right choice.”

**Mentor-a-Seahawk:** Alumni volunteer to mentor CORE-P 102 students under the auspices of the Center for Career and Professional Development. Alumni Relations recruited 249 mentors in FY23 and is aiming to increase that by 5% in FY24.

**Refer-a-Seahawk:** Alumni Relations recruits alumni to refer prospective students to Admission. FY23 saw 27 referrals with a 22% increase slated for FY24. The Mulberry Tree magazine, social media posts, web pushes and newsletters are all currently pushing the effort.

**Charity of choice:** The Taking the LEAD campaign seeks to inspire multiple constituent groups to invest in St. Mary’s College of Maryland as their primary philanthropic choice. Metrics will track the % of donors in key areas.

### **Advancing The National Public Honors College and LEAD brand and reputation**

Among the tactics integrated marketing has thus far employed:

- *Mulberry Tree magazine*—Included major features on the new strategic plan and LEAD with highlights of 10 student LEAD projects in the latest edition, circulation 17,000+.
- *Student successes and Flickr*—Regularly updating success stories and capturing photos and video vignettes for the front SMCM website to visualize the many facets of SMCM and hence its brand.

- *Brand Resource Guide*—Added new assets and providing training on how the campus community can help establish the brand.
- *Branded signage*—Assisted the Physical Plant with a comprehensive set of outdoor campus signage reflecting the brand.
- *LEAD as the focus*—Within the new recruitment and campaign videos, LEAD is prominently featured as the reason for our National Public Honors College prominence.
- *Third party validation*—Lee Capristo, director of writing and content, received the prestigious and top honor—the Award of Excellence—in the 35<sup>th</sup> annual APEX Awards for Publication Excellence. The award recognized her Mulberry Tree feature on Ramtin Arablouei '93 and is her 11<sup>th</sup> such award. With more than 45 top national marketing awards for SMCM, the third-party validation speaks to the quality of the College's messaging.

### **Enhancing SMCM as a sought-after regional resource**

**Summer Attractors:** Assisted in producing and hosting 446 attendees this summer (14% increase over last summer) for conferences, camps and events outside of the Mulberry Music Festival and River Concerts. Assisted in producing and marketing the Mulberry Music Festival and five River Concerts that attracted 480 and 6,000 attendees respectively. In every instance, IA always promoted the College and its assets in the event programs and handouts.

**Governor's Cup:** Produced and marketed the 50<sup>th</sup> anniversary of the Governor's Cup Yacht Race in August. The event saw a 34% increase in boats racing, a 225% increase in revenue and a 32% increase in attendees over FY22. As an attractor, the Baltimore Symphony Orchestra played a free concert in the Dodge Performing Arts Center in the afternoon to a sellout crowd. Garnered more than 18 earned media stories.

**Cultural Hub:** In FY23, more than 21,000 attended Dodge Performing Arts Center events since its opening in September 2022. The integrated marketing team continues to use a mix of strategic and measurable advertising to extend the marketing reach and establish SMCM as a cultural hub for the region. This includes web, digital, social, print and radio mediums. For the September 12 Nina Totenberg Constitution Day event, 740 tickets were reserved with an attendance of 560, mostly external. In addition, the team has secured advertisements statewide and regionally in maps, agency yearbooks, agency directories and tourism online and print publications.

**Internal Enhancements:** Created an integrated calendaring system whereby scheduling of major external and internal events by the campus community can be more strategic, can be leveraged better and can avoid conflicts. Also switched to a new event management system to allow the campus community better efficiency, reliability and outcomes when seeking venues and associated production services.





**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**OPEN SESSION  
MINUTES**

**Date of Meeting:** May 12, 2023

**Status of Minutes:** Approved June 15, 2023

**Institutional Advancement Committee Members Present:** Committee Chair Gail Harmon, Alice Bonner '03, Peg Duchesne '77, Board Chair Susan Lawrence Dyer, Judith Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan

**Member Absent:** Glen Ives

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

**Others Present:** Sandra Abell, Nick Abrams '99, Carlos Alcazar, Betsy Barreto, Anirban Basu, John Bell '95, Mary Broadwater, Peter Bruns, Donny Bryan '73, Jeff Byrd, Andrew Cognard-Black, Paula Collins, Katie Gantz, David Hautanen, Melanie Hilley '92, Sven Holmes, Jerri Howland, Brayon Ruiz Lopez '24, Gretchen Phillips, Jesse Price '92, Paul Pusecker, Dereck Rovaris, Daniel Savelle '13, Shanen Sherrer, Chuck Steenburgh, David Taylor, Aaron Tomarchio '96, Danielle Troyan '92, Ray Wernecke, Libby Williams, John Wobensmith '93

**Executive Summary**

Institutional Advancement Committee Chair Gail Harmon called the meeting to order at 10:21 a.m. Participation was both in-person and via videoconference.

**Discussion Items**

Report of the Alumni Association

Alumni Association President Alice Bonner '03 reported that most of the FY23 Alumni Council objectives have been accomplished, including the rebuilding of regional alumni chapters; supporting the College's recruitment, mentoring, and fundraising efforts; and addressing the Alumni Association's infrastructure needs. Alumni have referred 26 prospective students thus far, recruited 239 mentors for the Mentor-a-Seahawk initiative, donated more than \$20,000 for the Giving Tuesday's Alumni Council Challenge, and recruited new leadership for the Annapolis and Baltimore chapters. Incoming Alumni Council President Kate Fritz '04 will represent the Alumni Association on the Board of Trustees as of July 1, 2023.

Report of the SMCM Foundation

Foundation Executive Director Carolyn Curry, filling in for Foundation President Bonnie Green '74, reported on the Foundation Board of Directors and Joint Investment Advisory Committee meetings on Thursday, April 27, 2023. The Foundation's endowment portfolio, as of March 31, 2023, had a market value of \$36M compared to \$34.6M in December 2022. The Board approved a strategic asset allocation to guide J.P. Morgan in its investment strategy for the portfolio.

Executive Director Curry reported to the Foundation that as of April 14, \$4,860,401 had been raised toward the annual goal of \$6.3M. Twenty-seven major gifts (\$10K+) contributed to the total. Directors have been assisting in building the prospect pipeline and cultivating donors to make the \$6.3M annual goal and beyond. Executive Director Curry also noted the Student Investment Group had been re-launched under the guidance of Professor of the College Don Stabile.

President Jordan shared with the Foundation Board an update on the new strategic plan, the Middle States Accreditation timeline, a rationale and timeline for campus Public Safety to incorporate special armed officers, and upticks in enrollment metrics.

#### Institutional Advancement Report

Vice President Carolyn Curry reported total FY23 giving as of May 3, 2023, is \$4.9M, the largest amount ever raised annually to date. Highlights of the quarter are two six figure gifts: one to the Seahawk Undergraduate Research Fellowship (SURF) and one to the Landers Scholars fund. The largest fundraising categories are the LEAD General Fund, the Performing Arts Fund and Scholarships. Alumni giving participation has increased from 9% to 11%. Faculty and staff giving participation is at 36%, up 3% over last year.

Integrated marketing continues to focus on assisting Admission meet enrollment goals, increasing outreach and amplifying the College's brand and reputation. Metrics for web page visits, time on task, social media and digital campaigns and ticket sales continue to show increases over last year. Since September 2022, more than 17,000 participants have attended Dodge Performing Arts Center events, with 60%+ being outside of the campus community. The team again won top national marketing honors, this time for its promotion of the Grand Opening of the Performing Arts Center and Learning Commons (Silver Award), and three gold awards for recruitment materials from the 38th Annual Educational Advertising Awards.

Strategic alumni activities and events—all experiencing participation increases in FY23—continue to engage alumni in helping to promote and leverage College initiatives including community service, brand awareness, mentorships and internships, and recruiting.

Vice President Curry provided an update on naming opportunities, indicating the status and value of opportunities on campus as well as those who now have named spaces in place.

#### Summary of Closed Session Held on May 12, 2023

Time: 10:42 a.m.

Location: Glendening Annex/Virtual

Purpose: To discuss the official naming of a campus building and review names of potential major gift donors

Chair Harmon asked for a motion to close the meeting. Motion to close meeting made by Judy Fillius '79 and seconded by Peg Duchesne '77

Names of members voting aye: Committee Chair Gail Harmon, Alice Bonner '03, Peg Duchesne '77, Board Chair Susan Lawrence Dyer, Judith Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan

Members Opposed: None  
Abstaining: None

Statutory authority to close session: In accordance with Md. Gen. Prov. Code Ann. § 3-305 (b) to discuss the matters set forth on the closing statement, specifically: (13) To comply with a specific, constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter – which in this case is the financial information of a prospective donor that are is not subject to disclosure under the Maryland Public Information Act.

Topic Description: The Committee discussed the possible renaming of a campus building, per the process outlined in the Board of Trustees Naming Opportunities Policy – Gifts or Honorarium. It also reviewed names of prospective major gift donors.

Persons present for discussion: Committee Chair Gail Harmon, Sandra Abell, Nick Abrams '99, Carlos Alcazar, Anirban Basu, John Bell '95, Alice Bonner '03, Mary Broadwater, Peter Bruns, Donny Bryan '73, Paula Collins, Carolyn Curry, Peg Duchesne '77, Board Chair Susan Dyer, Judith Fillius '79, Elizabeth Graves '95, Melanie Hilley '92, Sven Holmes, President Tuajuanda Jordan, Jesse Price '92, David Taylor, Aaron Tomarchio '96, Danielle Troyan '92, Ray Wernecke, John Wobensmith '93

Action Taken: The Committee approved of the building naming and agreed to provide its recommendation to the Technology, Buildings, and Grounds Committee for its consideration and approval.



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** October 13, 2023

**Date of Next Meeting:** February 2, 2024

**Committee Chair:** Nick Abrams '99

**Committee Members:** Carlos Alcazar, John Bell '95, Board Chair Susan Dyer, Peg Duchesne '77, Katharine Fritz '04, President Tuajuanda Jordan, Jesse Price '92, Isabella Woel-Popovich '24

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

**Dashboard Metrics**

None

**Executive Summary**

**Information Items:**

Vice President for Student Affairs

Vice President Howland will provide a brief summary of programming on community relations, student engagement and wellness. Vice President Howland will introduce the new director of public safety, Dr. Felix Martinez, who will provide an update on the implementation of the new hybrid security model.

Student Trustee Report

Unavailable

Vice President for Diversity, Equity, Access, and Accountability

Vice President Rovaris will provide a brief summary of personnel transitions, programming highlights, and campus-wide DEI education/training efforts.

**Discussion Items: N/A**

**Action Item: II.A. Endorsement of the 2023 Performance Accountability Report**

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



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE  
OCTOBER 13, 2023**

**OPEN SESSION  
AGENDA**

- I. DISCUSSION ITEMS**
  - A. Vice President for Student Affairs Report
  - B. Vice President for Inclusive Diversity, Equity, Access and Accountability (IDEAA) Report
- II. ACTION ITEMS**
  - A. Endorsement of the 2023 Performance Accountability Report
- III. INFORMATION ITEMS**
  - A. 2023 Performance Accountability Report
  - B. Approved minutes from May 12, 2023
- IV. MOTION TO CLOSE MEETING**
  - A. Vote to close the meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article

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

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



## **BOARD OF TRUSTEES STUDENT AFFAIRS**

### **VICE PRESIDENT'S REPORT**

The units in Student Affairs align with institutional goals by providing support for community relations, student engagement, safety, and wellness. The following are selected summaries of programs and services in these areas since the May 2023 reporting period.

#### **Community Relations**

The Community Affairs Liaison has continued working with St. Mary's County Museum Division, Historic Sotterely, and Visit St. Mary's (St. Mary's County's Tourism agencies) on several projects to build a better relationship between the College and their programs. The liaison established monthly meetings with St. Mary's County Department of Economic Development and the Community Development Corporation of Lexington Park to examine potential partnership or internship opportunities and/or academic or workforce needs the College could assist with in the community and is working on partnerships and potential opportunities with the following partners:

- Southern Maryland Equity in History Coalition: In partnership with the Coalition, the College is working on a grant for approximately \$40,000 over three years to build a website that would allow a visitor to find information about all the current and future organizations in the region (working on identifying and improving access to local histories of Black, Indigenous, and other people of color). The website will be hosted on the College's server and will eventually provide curricula for teachers, parents, and others to use. Additionally, it will have interactive capabilities to engage visitors and ultimately provide some geolocating ability so people can plan their trips to the different sites from an individual computer or mobile device.
- Historic St. Mary's City: The College is part of a group involved in discussions about the human remains found at Chancellor's Point. To ensure multiple voices were heard, Historic St. Mary's City brought together community members, representatives from historical agencies, NAACP, HSMC Commission, and St. Mary's College to form the Chancellor's Point Steering Committee (CPSC).
- The St. Mary's County government's local workgroup: As part of this workgroup, the College is working with the Chesapeake Bay Passenger Ferry Feasibility Study Consortium (a five-county tourism consortium spearheaded by Visit Annapolis & Anne Arundel County) to determine the feasibility of initiating sustainable passenger ferry

service to connect key Maryland destinations along the Chesapeake Bay. The consortium identified 32 different locations long the Chesapeake Bay with only eight being selected in the first round. St. Mary's College of Maryland/ Historic St. Mary's City is one of the eight being considered.

### **Student Engagement**

The Office of Student Activities, with the help of two student engagement coordinators, created a slate on engaging large scale student events over last year. They hosted two "DeStress Fest" events during final exams which included food, games, caricature artists, and other fun crafts, and also held several outdoor movies, a fall festival, and a cooking class series in partnership with Bon Appetit.

Student Activities, in collaboration with IDEAA, is creating a new campus food and clothing pantry; the old pantry was relocated over the summer to Waring Commons, next to the resident assistant office at the front of the complex. The new pantry will have a new refrigerator, freezer, clothing racks for professional clothes, shoes, and resource information about healthy and sustainable foods. Student Affairs is partnering with the Kate Chandler Farm to provide fresh produce and eggs and is working with students to brand/name the pantry to reflect that it is *for* the students - *by* the students.

The 2023-2024 executive board of the Student Government Association (SGA) met in May to develop their goals for the year, which include increasing involvement in the SGA in both the senate and other programs, continuing to invest SGA rollover funds in student initiatives, and revising their constitution.

At the end of the last academic year the SGA funded three solar panel picnic tables which were installed this summer. These tables provide a place to sit, study, while also charging one's phone and computer.





The Orientation team and the College welcomed over 500 new students to campus on August 24 for a four-day program and held transfer student orientation on August 25. Transfer students were given the option to return to campus on August 24 to participate in additional first year orientation programs such as the 3rd annual Twilight Celebration, President's Book Signing, and Opening Convocation. Thirty-eight student orientation leaders led new students through sessions on staying healthy, sexual well-being, technology, and being advised. New students toured the campus, visited the classrooms they would be in for the first days of classes, and engaged in fun activities like "Late Night at the ARC," a movie night, and a magic show. The full campus community welcomed our new students at a Welcome BBQ with music and a photo booth.

The Center for Career and Professional Development (CCPD) has expanded access to the Signature Honors Internship Program (SHIP). As of August 31, the total number of summer 2023 internships filled was 140, compared to 56 in summer 2022; the total currently filled for fall 2023 is 70, compared to 121 in fall 2022. The decrease is largely due to two factors: (1) we are reporting earlier than last year, and students are still being processed for the 157 internships available and (2) to make our internships more competitive we increased the funding awarded to students which will result in a decrease in number of internships; see the breakdown below:

## Internship Statistics as of August 31, 2023

	Summer 2023	Fall 2023
<b>Total Internships Opportunities Approved/Qualify</b>	<b>193</b>	<b>157</b>
<b>Total Internships Filled (FA23 in hiring stage)</b>	<b>140</b>	<b>70</b>
<b>SHIP Funded Internships Filled - Total</b>	<b>66</b>	<b>47</b>
SHIP - On-Campus Internships Filled	35	32
SHIP - Off-Campus Internships Filled	31	15
<b>Funded By Other Sources Internships Filled - Total</b>	<b>56</b>	<b>19</b>
Federal Work-Study (FWS) eligible interns	0*	13*
TheDream.US eligible interns	2	1
The Patuxent Partnership SoMD 2030 Workforce Dev	5	0
Off-Campus Internships - Supported by CCPD	49	1
<b>Credit Bearing Internships (On/Off Campus - Not Funded)</b>	<b>18</b>	<b>4</b>

*FWS funding cannot be used during breaks*

Upcoming events include Fall Career Week (October 16-20) with Professional Pathways Panels; “Wish I Knew Then: Alumni Advice for Launching Your Career; and Navigating Career Transitions in a Dynamic World. In addition, the annual Career Fair will be held October 25, with 80 tables available for potential employers (and 51 registered to date). This compares with 77 total potential employers last fall.

CCPD also manages Handshake, a career services platform that advertises 294 SMCM student jobs.

### **Safety**

The new hybrid security model was presented to the Board last May. Below is a summary of the progress to date:

New Director of Public Safety: On July 17, 2023, Dr. Felix Martinez began as the Director of Public Safety. Dr. Martinez comes to us with 13 years of law enforcement experience and is an adjunct instructor at Howard University where he teaches criminology and sociology courses.

Body Worn Cameras: In July, the Body Worn Camera program began. The policy and procedures for body worn cameras were drafted, published, and shared with the campus; they were also

signed off and acknowledged by all officers who have been trained on how to properly operate the body camera systems and label each incident accordingly.

Security Cameras: Verkada has completed the installation of the new security camera system throughout campus that covers stairways, hallways, and entryways, which brought an additional 219 cameras to campus with alarm system capabilities. All cameras are angled to not look into classrooms, offices, or restrooms.

Private Security Firm: An RFP was submitted to hire a private security firm to augment the current Public Safety department with armed security officers. Three companies were interested and after a review and reference checks Valentis was selected as the private firm to help push forward implementation of the new hybrid model. The projected start date for Valentis is October 9, 2023. Dr. Martinez is working on a full implementation plan of their officers on our campus, and a meeting is forthcoming to coordinate policy, expectations, and training between Valentis and Public Safety.

Currently, Public Safety is going through a complete revamp of policies and procedures due to the change to the hybrid model, and Lexipol LLC was chosen to help with all policy updates. Lexipol assists law enforcement agencies with policy manuals, training bulletins and consulting services and has helped police agencies throughout the state including Riverdale Park, Prince Georges County, and The Natural Resources Police among many others. Dr. Martinez and Lexipol are updating all current policies and procedures to certify they meet (and in some cases go beyond) the state standard to ensure that all officers are up to date on all changes and procedures moving forward.

Training Coordinator: Dr. Martinez selected Sgt. Jerry Sellers as the department's Training Coordinator to oversee all training records and establish an entirely new training curriculum that will vary by position. Sgt. Sellers has created a general training calendar and, alongside Officer Katie Ringdahl will be hosting a RAD course (Self Defense course for Females) in late September for students. This course will be offered at least one more time this semester.

Special Police Commissions: Assistant Director Chris Coons has completed his Special Police application process and is waiting for final approval to complete the swearing in process; he also completed his wear and carry application process. Sgt. Sellers is already certified, has his wear and carry permit, and is on standby once the special police officer (SPO) position description is completed – currently under review by Human Resources. Dr. Martinez' application for SPO has been submitted and he is waiting for next steps alongside his wear and carry permit.

The hiring process for SPOs will include a medical, psychological, and physical examination. Dr. Martinez has identified potential locations where the psychological and medical examinations will be conducted. The unarmed Public Safety officers will have different colored uniforms (French Blue) to differentiate them from the armed Campus Peace Officers (security firm officers). The transition should be fully implemented by November 1.

## **Wellness**

Health Services utilization trends are high since the opening of residence halls in early August (through September 8) which included 86 medical appointments and 46 walk-in self-care supply requests and triage with providers. Top trending diagnoses were upper respiratory infections, urinary tract infections, sexual transmitted infections, and contraception consults.

Health Services programming and outreach thus far this semester has included NARCAN training with 13 participants; NEXPLANON (birth control implant) training via Merck Pharmaceuticals for SMCN staff; food drive for the on-campus Food Pantry; Wellness Center Open House; St. Mary's County Health Department (SMCHD) specialty clinic at the Wellness Center; and free HIV/HEP C testing. Next up is fall flu vaccinations conducted by Health Services staff (date TBA based on the release of the vaccine from our supplier) and in November a Healthy Skin Month campaign with specialty clinic appointments with a nurse practitioner.

Counseling and Psychological Services (CAPS) continues to offer a variety of services to the campus community including individual and group counseling, therapeutic and educational workshops, consultations to staff and faculty, case management services, the peer health educator and peer counseling programs, and Protocall, a 24/7 Campus Helpline.

This semester, CAPS will provide two therapeutic groups - an art therapy group on enhancing self-esteem, and a counseling group focusing on stress reduction and symptom management for students experiencing symptoms of anxiety and depression.

Information sessions on topics such as anxiety and stress reduction will be provided to the Seahawk Academic Improvement and Learning Strategies (SAILS) class, neurobiology classes and two CORE P classes. CAPS will also again partner with the Office of Accessibility Services to offer the ACT group, a counseling group which provides support to students who identify as having a disability on campus.

Support and referral services continue to be provided by CAPS to include the 24/7 campus help line, Protocall, and Welltrack Connect, a referral system that links students to mental health providers off campus for those who may benefit from a higher level of therapeutic support. In partnership with the American Foundation for Suicide Prevention, students may anonymously seek support from a CAPS counselor through the use of the Interactive Screening Program (ISP) located on the front page of the Wellness Center website.

CAPS remains a key partner in the JED Campus initiative (the Jed Foundation provides colleges expert support, evidence-based best practices, and data-driven guidance to protect student mental health and prevent suicide) which will launch on October 20 with a campus town hall. CAPS provides preventative educational outreach to the campus community to include Mental Health Adult First Aid training and certification. Thirty student leaders consisting of RAs and Peer Health Educators were trained and certified in August. CAPS also offers workshops for interested groups on topics such as suicide prevention.

Connection to our local community remains vital for ensuring that supports are available for students, especially in a rural area such as St. Mary's County which is deemed a Federal Health

Professional Shortage Area for mental health providers. Coordination and involvement in local initiatives such as the St. Mary's County Health Department Behavioral Action Team and the Southern Maryland Behavioral Health Case Consult Group (BHCC) helps CAPS to stay up to date on supports within the community and changes needed to provide effective and accessible care to the campus community.

The Peer Health Educator program will participate in their first outreach program for Campus Safety Day in September. Additional programming include the Wellness Center Welcome Back event on September 20 where the Peer Health Educators promoted Mental Health Wellness Screenings. The Peer Health Educators also will host Drugs and Alcohol Jeopardy and a drug prevention event, and peer health educators programming and peer counseling will continue throughout the semester.

CAPS service totals for the Fall 2023 semester (as of September 11) consisted of 48 appointments compared to 155 for the Fall 2022 semester as (of September 23, 2022) but an increase in service utilization was projected based on scheduled appointments. Peer counseling utilization will increase as the semester continues and appointments averaged five per week in the first two weeks of the semester. Case management is also seeing growth in utilization as assisted by referrals from the campus CARE team (behavioral intervention team) as well as interdepartmental referrals from the Office of Student Success Services.

<b>CAPS Service Totals</b>	<b>Fall 2022 (<i>as of 9/23/22</i>)</b>	<b>Fall 2023 (<i>as of 9/11/23</i>)</b>
Walk-Ins	29	2
Urgent appointments	4	2
Therapy ( <i>individual in-person or virtual appointments</i> )	29	1
Intake ( <i>new or returning assessments</i> )	53	22
Psychiatric assessments	22	8
Medication management/ monitoring appointments	5	0 – (appointments scheduled in the future)
Group sessions	11	0- Groups starting 9/14
Consultations	2	1
Case Management intakes/follow appointments	(service not started at this time)	3
PHE Peer-to-Peer Counseling	(service not started at this time)	9
Mandated Assessments	0	0



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE  
OCTOBER 13, 2023**

**INCLUSIVE DIVERSITY, EQUITY, ACCESS, AND ACCOUNTABILITY (IDEAA)  
VICE PRESIDENT FOR EQUITY AND STRATEGIC INITIATIVES REPORT**

**Transitions, Personnel, and Student Success**

Just before the start of the Fall semester, IDEAA had significant personnel transitions; departures included the positions of Director of Accessibility Services (D. Keiran), Coordinator of Accessibility Services (M. Pietryka), Coordinator of DeSousa Brent Scholars Program (M. Keller), and Coordinator of Multicultural Programming (J. Webster).

An interim appointment of Dr. Christine Collins as Director of Accessibility Services/ADA Coordinator was made to comply with federal and state requirements (mandatory ADA Coordinator) and ensure that the work of Accessibility Services was uninterrupted at the start of the academic year. A more permanent solution or reassignment of Dr. Collins to the Office of Accessibility Services (OAS) will be determined at the end of the fall semester. Her over 15 years of experience in this area makes her well equipped to provide services to the campus community. The College is conducting searches to fill the coordinator positions in OAS, DeSousa-Brent Scholars, and Multicultural Programming. There also are active searches for the Coordinator of Equity Programming and the Deputy Title IX Coordinator.

Being short staffed is no excuse to not meet the needs of our varied student constituencies. Student success is paramount and every member of the now smaller IDEAA staff had to "pitch in" to help ensure success.

**Retention and Graduation Equity Gaps**

We continue to witness equity gaps in graduation rates based upon race/ethnicity by gender. While retention equity gaps largely have been closed for African American students over the last three years and there remains a small difference from year to year for Hispanic students, in general, the gaps have been significantly reduced or erased. There still remain variances in graduation for these same groups by gender. These collective numbers point to the need to further understand recent fluctuations, but more importantly, what is causing these race/ethnicity differences overall and what is happening within these groups based on gender. Specialty programming can address some of this, but a macro level discovery process is needed to understand what is producing these disparate results.

**Assessment, Resources, and Training**

**PERC** - The Policy Equity Review Committee (PERC) completed the evaluation phase of the campuswide review of all College policies. Most policies did not suffer equity issues, but those that did typically involved a lack of inclusive language or fees not clearly justified. What has

been made clear is that more extensive work on campus policies is needed that includes: -a campus policy page on the website; a review by vice presidents in their respective areas of policies with equity issues or other concerns (i.e., out of date, missing links, insufficient information); and the need to continue to monitor current and future policies for equity and other concerns. The webpage is being developed, the PERC report will be shared with the VPs, and the ongoing review and audit will take place.

**MHEC Hunger Grant** - Working with colleagues from Student Affairs, the MHEC Hunger Grant (awarded to the College last year to address food insecurities) has enabled us to move the food pantry from an open location in the Campus Center to a larger, more private space in Waring Commons. This new location has been outfitted with new carpeting, appliances, and furnishings, and new shelving for donated food. A grand re-opening is scheduled for late October.

**Factuality Staff & Faculty Training** - To broaden the campus understanding of marginalization and bias, *Factuality*, an implicit bias training, was conducted for faculty and staff in August. Nearly 100 attendees participated in simulations of the biases experienced by individuals and groups including racial/ethnic, gender, sexual identity, and other identities. This training was well received and will be brought back to assist us in making the campus a more welcoming and embracing community.

### **Multicultural Programming**

The Multicultural Programming Office redeveloped its mission, “to foster an environment where everyone feels respected and heard through creating programming that celebrates and educates the diverse identities of St. Mary’s College of Maryland.” To recognize the breadth of identities served by Multicultural Programming, the Diversity Room’s name was changed to the UNITY Room. The Rainbow and UNITY rooms are being refreshed with repurposed furniture and items that expand the functionality of the spaces. Collaborative programming is the hallmark of Multicultural Programming, and this ~~upcoming~~ year will feature events in partnership with affinity groups, campus departments and external partners. Multicultural Programming set a benchmark that 25% of the student body will participate in Multicultural IDEAA Programming. Upcoming highlights include the establishment of the students with disability SGA recognized student affinity group, a redesign and implementation of training on LGBTQ+ identities and allyship, a student field trip to a Pow Wow, and a week of community service opportunities in honor of Dr. Martin Luther King, Jr.’s legacy.

### **Office of Equity Programming**

**DeSousa-Brent Scholars Program (DB):** DB established two main goals this year. The first was to “right size” the staff. Two new staff members were previously mentioned in this report, and one, the academic advisor, has proven to be highly valuable. This position is already helping with degree audits and graduation timelines. These audits already indicate that more students than previously thought from earlier cohorts will now be on pace for graduation in 2024.

Goal two is improving scholar retention and persistence rates. After the first year, there were



few strong linchpins to keep scholars engaged with the program. A program participation agreement now includes four years of requirements along with tracking measures and consequences for non-compliance. A DB directory is being designed to connect scholars across cohorts who have the same major. Our student engagement approach is now more intentional, and each cohort will receive specific programming. First-year programming focuses on transition issues while senior programming is designed for post-graduation success. Campus community programming invites those outside of DB to participate within DB. For example, students who are not in DB can begin attending DB study groups or can assist with DB led leadership projects in the spring. With faculty approval, non-DB students can earn 5th hour credit for the former and engaged learning credit for the latter.

One final component that supports DB's goals of retention, persistence, and graduation goals are the requirements of our college access partners. For instance, DREAMUS requires a 75% graduation rate in five years and provides some internship funds for their scholars. The College Bound Foundation offers winter and summer tuition to keep students on track to graduate in four-years. The D.C. College Access Program (DCCAP) awards up to \$15k in scholarships to decrease the tuition burden on students and holds site visits each semester to provide further monitoring of student progress.

***Sum primus Scholars Program*** – “I am first” in Latin – is now in its second year of programming. Seven of eight students persisted to the second year and two served as peer student mentors over the summer and are continuing to work with the 2023 cohort of Sum Primus. Further complementing this peer mentoring is a new goal this fall – initiating faculty/staff mentorships, with 23 faculty and staff having been identified as possible mentors. Mentoring will revolve around five areas: academic awareness, social integration, academic mindsets, self-regulation, and adaptability.

***Landers Scholars Program:*** The primary goal this semester is to foster community through service. Each year a Landers Scholar will complete 25 hours of community service in a project solely for Landers Scholars to foster community among their group. The Healing Garden on campus is an opportunity this term. Looking ahead, the goal is to create layers of service: school, city, county, and state. With each layer, Landers Scholars will expand their service types and parameters, which might lead to potential career paths. Mr. Kelsey Bush, Esq., community affairs-liaison, will help create this service endeavor.

### **Office of Accessibility Services (OAS)**

OAS has approved 252 students for learning accommodations this fall, which is 16.7% of our current student population having one or more accommodations, and slightly higher than the national average of 15%. However, the office has an additional 77 students who have not fully completed the process to have their requests approved, which could push our percentage significantly higher.

The College has a number of accessibility challenges that OAS and Facilities Operations and Planning are working to mitigate. Some of the challenges include faulty hand plates to open doors, electrical issues with automatic doors, ramps, signage, and other access issues. A number of previous issues have been resolved and additional ADA concerns are being addressed in

priority order, given the available funding.

OAS is working to update the SMCM website to reflect current information including new policy language and recent staffing changes. This unit has also worked with Multicultural Affairs and SGA to establish a students with disability affinity group this fall to serve as a support organization for its participants and as a consultative group for the needs of faculty, staff, and students with disabilities. This group will ~~also~~ complement the OAS's co-facilitated support group with the Wellness Center titled Advocacy, Communicate, and Transition (ACT) to provide individuals with disabilities a safe space to voice their concerns as well as build communication with individuals with similar interests.

### **The Office of Title IX Compliance and Training**

As part of the Middle States assessment process, the Office of Title IX Compliance and Training re-established its mission, which is to cultivate a safe, healthy, and inclusive learning and working environment that is free from sexual and gender-based discrimination and harassment. The department's goals were also enhanced with a focus on compliance, collaboration and

communication.

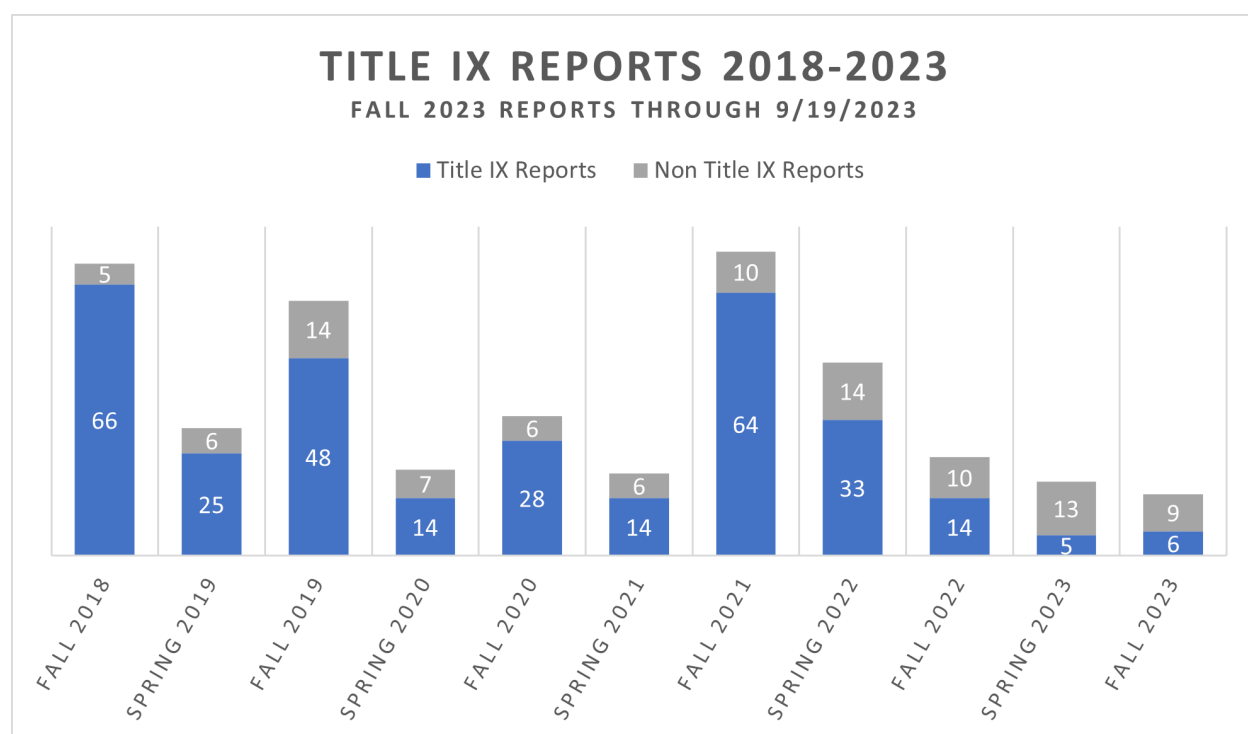
### ***Bias Prevention and Support***

The Bias Prevention and Support Team received 2 reports since the May 2023 Board Report.

- One (1) report involved race-related actions.
- One (1) report involved using a former legal name (“dead name”) on the Dean’s List.

### ***Title IX Reporting***

Title IX reporting transitioned from Advocate to Maxient software at the start of the Fall 2023 semester which should enable better, more reliable reporting. The following chart provides data on reports received by the Office of Title IX Compliance and Training.



### ***Title IX Programming/Training***

The Office of Title IX Compliance and Training hosted the following training and prevention activities during the Fall 2023 semester through September 19, 2023:

<i><b>NAME OF EVENT</b></i>	<i><b>NUMBER OF STUDENTS</b></i>	<i><b>NUMBER OF FACULTY/STAFF</b></i>
Behind Closed Doors RA Training	53	
Title IX Sexual Harassment Training	121	2
Title IX Training - Freshman Orientation	520	
Cupcakes & Consent (4 tabling sessions)	124	
Campus Safety Week Kick-Off*	133	
Women's Rugby Title IX Training	10	
Men's Rugby Title IX Training	16	
Donuts & Coffee with Title IX	23	8
Varsity Sailing Team Title IX Training	31	
Club Sports Title IX Training	108	
<b>Totals</b>	<b>1039</b>	<b>10</b>
<i>* Tabling at this campus wide event highlighted Title IX training, awareness, and procedures. Safety devices were also distributed.</i>		



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

### **OPEN SESSION MINUTES**

**Date of Meeting: May 12, 2023**

**Status of Minutes: July 5, 2023**

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

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

**Others Present:** Betsy Barreto, Peter Bruns, Paula Collins, Carolyn Curry, Aaron Tomarchio, Judith Fillius '79, Katie Gantz, Elizabeth Graves '95, David Hautanen, Sven Holmes, Mary Broadwater, Paul Pusecker, Shanen Sherrer, John Wobensmith '93, Larry Leak '76, Brad Newkirk, Meg Druzgala, David Taylor, Ray Wernecke, Donny Bryan '73, Melanie Rosalez '93, Jennifer Falkowski, Isabella Woel-Popovich '24, Kelsey Bush, Jeff Byrd, Kristina Howansky, Libby Williams, Gail Harmon, Chuck Steenburg

#### **Executive Summary**

Campus Life Committee Chair Danielle Troyan called the meeting to order at 1:50 p.m.

#### **Discussion Items**

##### Vice President for Student Affairs

Dr. Howland reported that the search for a new Public Safety Director is moving to the first round of interviews next week.

Both the Men's and Women's Lacrosse teams participated in a Grad Walk yesterday; neither team will be here this weekend for Commencement as they will be competing in the NCAA Division III Championships.

Dr. Howland and Vice President Hautanen continue to work to establish a Pep Band to help promote more school spirit.

Counseling and Psychological Services (CAPS) successfully brought back the peer health program this semester, and we hope to continue in the Fall.

Dr. Howland's full report can be found in the committee materials.

#### Vice President for Equity and Strategic Initiatives

Dr. Rovaris reported that the IDEAA office has successfully filled two critical positions: Mr. Kelvin Clark as Director of Equity Programming and Mr. Ja'Dell Webster as the Multicultural Programming Coordinator.

The Policy Equity Review Committee (PERC) continues to ensure the campus is equitable and should wrap up with its report by next week.

The National Hispanic Institute Annual Leadership Conference will be on campus July 11-17, 2023. There will be 200+ high school students on campus. These students come from across the nation and outside the United States.

The Office of Accessibility Services (OAS) has continued to see an increase in students requesting accommodations. With this increase, they have outgrown the space used for testing and will need to work on finding a larger area. OAS continues working with the Physical Plant on overall campus accessibility issues.

Trustee Bruns inquired about the DeSousa-Brent Scholars and how the program was doing. With the hiring of Mr. Clark as the IDEAA Director of Equity Programs, his leadership will help the program attain the goal of 70% graduation metrics defined in the state legislation.

Dr. Rovaris' full report can be found in the committee materials.

#### Student Trustee

Student Trustee Brayan Ruiz-Lopez '24 gave his report remarking on what can be achieved by students and administration working together. The student trustee's role is to listen to students expressing complaints and to bring forward ideas and concerns thoughtfully and respectfully. He further commented on the importance of collaboration before significant decisions are made, not after.

Student Trustee Ruiz-Lopez's full report can be found in the committee materials.

#### **Action Items**

##### **Action Item II.A.: Approval of the 2023 Cultural Diversity Report**

The Campus Life Committee recommends approval to forward the 2023 Cultural Diversity Report to the Board of Trustees for submission to the Maryland Higher Education Commission. 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 cultural diversity program.

The motion to forward the action item to the full Board was made by Trustee Alice Bonner and seconded by Trustee Peg Duchesne. The motion passed unanimously.

Campus Life Committee Chair Troyan asked for a motion to adjourn the open session of the Campus Life Committee to go into closed session meeting pursuant to Md. Gen. Prov. Code Ann §3-305(b) and specifically, (1)(i) The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; or (ii) Any other personnel matter that affects one or more specific individuals; and (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiation strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

The motion was made by Trustee Alice Bonner and seconded by Trustee Peg Duchesne. The motion passed unanimously.

Specifically, the committee was to discuss both the appointment of a Student Trustee in Training and the RFP for hiring Special Police Officers (SPOs) to serve until a sufficient number of permanent SPOs could be hired and trained.

The open meeting adjourned at 2:00 p.m. and the closed session began.



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

**VICE PRESIDENT'S REPORT  
OCTOBER 13, 2023**

Nancy R. and Norton T. Dodge Performing Arts Center

The Nancy R. and Norton T. Dodge Performing Arts Center hosted 140 non-rehearsal events, welcoming 20,883 patrons, during the 2022-2023 academic year. So far this semester, 28 events have been held, welcoming 5,283 patrons, along with 30 classes and rehearsals. The Performing Arts Center is growing in popularity among the community and artists alike. [Upcoming events](#) include the Bradlee Lecture by Jelani Cobb on October 25, COSMIC Symphony Orchestra performing on October 28, Brian Ganz Piano Talk on November 2, Sweet Honey in the Rock on November 3, and Handel's Messiah on December 2.

The state provided \$300K for the installation of public art at the Nancy R. and Norton T. Dodge Performing Arts Center. A national call for interest was overwhelmingly successful with 159 viable submissions, out of which four finalists presented a design concept to the campus community on September 28, 2022. Based on a consensus from the selection committee and feedback from the campus community, artist [Aurora Robson](#) was selected for this important commission. Her intent is to develop a large hanging mobile modeled by 3-D printed oyster shells made from recycled plastics. Installation is expected to occur in Summer 2024.

The Nancy R. and Norton T. Dodge Performing Arts Center and the Learning Commons were awarded the LEED Silver certification. The project was designed and constructed to meet the LEED Silver status and the College, architects, and sustainable design consultants received the official notification from the US Green Building Council.

Maryland Heritage Interpretive Center

Construction of the Maryland Heritage Interpretive Center is advancing with the excavation of all footers and pouring of concrete completed. Based on the most recent project schedule, W.M. Davis has affirmed that all construction activities should be completed with the building handover occurring in late April/early May 2024. The exhibit installation is forecasted for completion by July 2024.

Route 5 Pedestrian and Bicycle Path

The thoroughfare is now complete and provides a safe mode of travel for students, faculty, staff, and campus visitors. Remaining to be finalized are minor items that require extensive review and approval by the State Highway Administration. An ADA compliant paved pathway at the end of



the boardwalk leads to the access road near the intramural fields, ensuring easy access for everyone.

#### Acquisition of a Large Marine Science Vessel

The College received a \$900K federal earmark for the acquisition of a large marine science vessel, capable of conducting research throughout the Chesapeake Bay area, and subsequently engaged a naval architect and marine design consultant to assist in finalizing design specifications. The total cost to build this 46-foot Chesapeake Bay and sea going vessel is approximately \$1.3M. Proceeds from the bond will be used to supplement the earmark. Delivery is expected in Fall 2024.

#### Facilities Campus Master Plan

The *Facilities Campus Master Plan 2025-2040* will be developed in parallel with the College's strategic plan, *The Rising Tide*, to ensure that the facilities and physical environment are responsive and contributory to the goals of the institution. Data collection and objectives development will begin in the near term. A Request for Proposal will be released in late fall/early winter to select an architectural and engineering consultant to assist in the development of these important campus planning efforts.

#### Technology Overview

Security cameras have been installed to cover critical external pathways, building entryways, stairways, and hallways in academic, residential, and administrative locations. The cameras are not intended to be used to, and do not, view any specific room, office, or restroom. They are monitored solely by the Office of Public Safety for security purposes only.

The Office of Information Technology is in the process of installing Stream2 in the residence halls, which is the next generation Internet Protocol TV (IPTV). Stream2 will allow students to game and/or watch live streaming television on up to 10 devices. Installation should be completed later this fall. This capability will enhance students' connections outside of the classroom.

Installation of the 100Gb broadband is complete and will support the College's growing academic, administrative, and student demands into the future. Maryland Research and Education Network is working with OIT staff to test the existing network capability to determine, and possibly improve, current capacity, while Data Networks (vendor) is assessing requisite needs to distribute the 100Gb capacity around the campus.

The replacement of all antiquated Wi-Fi devices in academic and administrative buildings will be accomplished in December as to minimize disruptions to the campus community. Currently, location mapping, to ensure maximum coverage, for the installation of the devices is underway.



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

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** October 13, 2023

**Date of Next Meeting:** February 2, 2024

**Committee Chair:** Donny Bryan '73

**Committee Members:** John Bell '95, Lex Birney, Kate Fritz '04, Board Chair Susan Lawrence Dyer, Elizabeth Graves '95, Kristen Greenaway, Talib Horne, President Tuajuanda Jordan, Aaron Tomarchio '96, Danielle Troyan '92

**Staff Member:** Paul Pusecker

**Dashboard Metrics**

None.

**Discussion Items**

FY25-FY29 State Capital Budget Proposal

The College's proposed FY25-FY29 state capital budget request includes funding for the design and renovation of Montgomery Hall, various campus infrastructure improvements, and for the design and renovations to address critical building improvements in Calvert Hall. In support of the College's strategic plan, *The Rising Tide*, the capital budget request identifies essential investments in campus infrastructure that are necessary in order to remain competitive in the national landscape of higher education and to bolster our ability to empower all students to achieve success.

Route 5 Pedestrian and Bicycle Path

S.E. Davis Construction has completed the Route 5 pedestrian and bicycle path, providing a safe direction of travel for students, faculty, staff, and campus visitors. Remaining to be completed are minor items that require extensive review and approval by the State Highway Administration. An ADA compliant paved pathway at the end of the boardwalk leads to the access road near the intramural fields, ensuring easy access for everyone.

**Information Items**

Technology Overview

The installation of security cameras is now complete, covering critical external pathways, building entryways, stairways, and hallways in academic, residential, and administrative locations. The cameras are not intended to be used to, and do not, view any specific room, office, or restroom. They are monitored solely by the Office of Public Safety for security purposes only.

The pandemic prevented the timely replacement of desktop computers to faculty and staff. Over the past two years, OIT has been working to refresh computer units. This year they expect to replace more than 200 computers in office locations, labs, and classrooms throughout campus.

The Office of Information Technology is in the process of installing Stream2 in the residence halls, which is the next generation Internet Protocol TV (IPTV). Stream2 will allow students to game and/or watch live streaming television on up to 10 devices. Installation should be completed later this fall. This capability will enhance students' connections outside of the classroom.

Installation of the 100Gb broadband is complete and will support the College's growing academic, administrative, and student demands into the future. Maryland Research and Education Network is working with OIT staff to test the existing network capability to determine, and possibly improve, current capacity.

The College is in the process of replacing all antiquated Wi-Fi devices in academic and administrative buildings. More than 500 Aruba AP devices have been acquired and OIT is mapping the locations for installation of these new devices to maximize saturation coverage.

The Enterprise Resource Planning software implementation hit a milestone this summer. Extensive campus-wide training occurred this past spring and summer in preparation for system rollout. The finance, human resources, and payroll phase one module is now live with automated timesheet tracking, electronic purchase orders, requisition requests, and procurement card processing occurring in the system. On the student side, we are tracking toward an early March 2024 go-live date.

The College's four-part cybersecurity program includes security awareness training, deployment of email encryption software, restricting admin rights on the system, and multi-factor authentication for most College applications.

#### Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons LEED-NC v4 Silver Certification

The Nancy R. and Norton T. Dodge Performing Arts Center and the Learning Commons were awarded the LEED Silver certification. The project was designed and constructed to meet the LEED Silver status and the College, architects, and sustainable design consultants received the official notification from the US Green Building Council.

#### Federal Earmark: Acquisition of Large Vessel for the Marine Science Program

The College received a \$900K federal earmark for the acquisition of a large marine science vessel capable of conducting research throughout the Chesapeake Bay area. The College engaged a naval architect and marine design consultant to assist in finalizing design specifications. The total cost to build this 46-foot Chesapeake Bay and sea going vessel is approximately \$1.3M. Proceeds from the bond will be used to supplement the earmark. Delivery is expected in Fall 2024.

#### Facilities Campus Master Plan Update

The current *Facilities Campus Master Plan 2012-2027* specifically noted the need to increase space for the STEM, music, and performing arts programs, and to address persistent deficiencies in assembly and study areas. These needs drove the plan to build the Nancy R. and Norton T. Dodge Performing Arts Center and the Learning Commons. The subsequent major renovations to Montgomery Hall and the creation of instructional and research laboratories in Goodpaster Hall are key to satisfying the facilities requirements for the art, performing arts, and STEM disciplines. With the completion of the Goodpaster Hall research and teaching lab renovations and the start of the design process for critical renovations to Montgomery Hall later this fall, we will have effectively satisfied those commitments.

The *Facilities Campus Master Plan 2025-2040* will be developed in parallel with the College's strategic plan, *The Rising Tide*, to ensure that the facilities and physical environment are responsive and contributory to the goals of the institution. Data collection and objectives development will begin in the near term. A Request for Proposal will be released in late fall/early winter to select an architectural and engineering consultant to assist in the development of these important campus planning efforts.

#### Mattapany Road Improvements

The College and Historic St. Mary's City met with the St. Mary's County Department of Public Works (DPW) to advocate for critical safety improvements to Mattapany Road. A conceptual plan that would make the road significantly safer for motorists, pedestrians, and bicyclists, while minimizing the impact to historical resources, has been approved. The St. Mary's County Commissioners provided \$450K to the DPW for these safety improvements, which include widening the road and smoothing its undulating surface.

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

The state provided \$300K for the installation of public art at the Nancy R. and Norton T. Dodge Performing Arts Center. A national call for interest was **overwhelmingly** successful with 159 viable submissions, out of which four finalists presented a design concept to the campus community on September 28, 2022. Based on a consensus from the selection committee and feedback from the campus community, artist [Aurora Robson](#) was selected for this important commission. Her intent is to develop a large hanging mobile modeled by 3-D printed oyster shells made from recycled plastics. Installation is expected to occur in Summer 2024.

#### Maryland Heritage Interpretive Center

Construction activities are advancing with the excavation of all footers and pouring of concrete completed. Based on the most recent project schedule, W.M. Davis has affirmed that all construction activities should be completed with the building handover occurring in late April/early May 2024. The exhibit installation is forecasted for completion by July 2024.

#### Capital Infrastructure Projects Update

The College received \$5.0M in infrastructure support from the state for FY23 with the requirement that it be fully expended within three years. The College has designated \$2.855M of this allocation for the Schaefer Hall HVAC project. This project was awarded to Kent Island Mechanical at a cost of \$6.296M, which required using \$2.1M in infrastructure support allocated

by the state for FY24, along with \$1.35M in available FY22 funds to supplement this higher-than-expected cost of the project. Other FY23 infrastructure improvement projects include the Campus Center partial roof replacement (\$0.73M - project completed) and the Campus Center roof top unit replacement (\$1.38M - project completed). A list of ongoing projects is included in the material.

#### Residence Hall Refresh

Information regarding mechanical, accessibility, and aesthetic improvements made to residence halls is included in the material.

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

The Historic St. Mary's City report provides a detailed and informative update on the executive director search, current projects, and site improvements.

In spring of 2023, staff uncovered the burials of two persons of African descent (ca. 1680–1730) on the edge of a bluff on the southern side of Chancellor's Point. The burials, previously located through archaeological excavation in 1973 and 1980 and left undisturbed, were excavated to save them from erosion and damage from recent tree falls. The *Washington Post* published an article about the project in June: <https://www.washingtonpost.com/history/2023/06/17/african-american-burials-archaeologist-maryland/>.

#### Upcoming Events:

October 21, 2023: Lost City—Free, family-friendly trick-or-treating event that takes visitors through the historic area and onto *Maryland Dove*. Estimated 800–1,000 attendees.

November 25, 2023: Hearth and Home—Seasonal celebration with demonstrations of 17<sup>th</sup>-century cooking methods throughout the museum grounds. Estimated 500 attendees.

Spring 2024: Public *Maryland Dove* Sails—HSMC continues to define policies and procedures for offering public sails on the new *Maryland Dove*. HSMC will be conducting trial sails this fall and expects to be able to offer public sails on a regular schedule beginning in spring 2024.

#### **Action Items**

None.



**BOARD OF TRUSTEES  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
OCTOBER 13, 2023**

**OPEN SESSION  
AGENDA**

**I. DISCUSSION ITEMS**

- A.** FY25-29 State Capital Budget Request
- B.** Route 5 Pedestrian and Bicycle Path

**II. ACTION ITEMS**

None

**III. INFORMATION ITEMS**

- A.** Technology Overview
- B.** Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons  
LEED-NC v4 Silver Certification
- C.** Federal Earmark: Acquisition of Large Vessel for the Marine Science Program
- D.** Facilities Campus Master Plan Update
- E.** Mattapany Road Improvements
- F.** Nancy R. and Norton T. Dodge Performing Arts Center Public Art Installation
- G.** Maryland Heritage Interpretive Center
- H.** Capital Infrastructure Projects Update
- I.** Residence Hall Refresh
- J.** Historic St. Mary's City Commission Report
- K.** Minutes (Meeting of May 13, 2022)

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



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

**Date of Meeting:** May 12, 2023

**Status of Minutes:** Approved June 15, 2023

**Committee Members Present:** Committee Chair Donny Bryan '73, Nicolas Abrams '99, John Bell '95, Alice Bonner '03, Board Chair Susan Dyer, Elizabeth Graves '95, President Tuajuanda Jordan, Aaron Tomarchio '96, Danielle Troyan '92

**Committee Members Absent:** None

**Staff Members:** Paul Pusecker

**Others Present:** Betsy Barreto, Mary Broadwater, Peter Bruns, Kelsey Bush '94, Jeff Byrd, Paula Collins, Carolyn Curry, Jonathan Dobry, Peg Duchesne '77, Jennifer Falkowski, Judy Fillius '79, Katie Gantz, Connie Gibson, Mary Grube, Sven Holmes, Jerri Howland, David Hautanen, Lawrence Leak '76, Brayan Ruiz Lopez '24, Scott Mirabile, Brad Newkirk, Jesse Price '92, Dereck Rovaris, Jenell Sargent, Shanen Sherrer, David Taylor, Ray Wernecke, Charlie Wilson, John Wobensmith '93, Anna Yates

**Executive Summary**

Technology, Buildings, and Grounds Committee Chair Donny Bryan '73 called the open session meeting to order at 11:13 p.m. Committee attendance was taken. Participation was both in-person and via videoconference.

**Discussion Items**

Calvert Hall Remediation Update

The October 2022 fire caused significant smoke and water damage to nearly the entire building. Reynolds Restoration Services completed remediation in early February. The additional damages found during the remediation process caused reconstruction costs to increase from \$1.5M to \$2.2M. All documentation for remediation and reconstruction costs will be provided to the State Treasurer's Casualty Claims Office, who will provide reimbursement to the College for all fire-related expenses. The State Treasurer's Office will submit a claim to CBG's insurance carrier. Fire restoration activities are now complete, and all information technology equipment is installed. Staff will begin returning to the building on May 15.

Route 5 / Boardwalk Project

S.E. Davis Construction continues to make progress and remains close to the published schedule. The boardwalk portion is complete and provides a pleasing aesthetic to the water-focused campus.

The walking/bike path from the St. John's Pond Bridge to College Drive has been formed and the concrete footers were poured in early May. The project is expected to be completed by the end of June 2023. The College is currently putting together a comprehensive wayfinding signage package that will include this new thoroughfare to the North Field.

#### FY24 Legislative Session Capital Budget Impact

The College received \$4.694M in capital funding for FY24. Of that amount, \$2.1M will be used for infrastructure improvements. This annual funding, which supports infrastructure and deferred maintenance projects, will be used to make improvements to the North Campus nodal loop for increased heating and cooling efficiencies. Vice President Paul Pusecker noted that since 2016, the state has provided the College with \$24M to reduce its infrastructure liability.

The remaining \$2.594M will be used to begin the design for the renovation of Montgomery Hall. This renovation will address academic space needs, construct additional floor space, replace aged HVAC and electrical infrastructure, improve energy efficiency, and bring the building up to current ADA and code requirements. The College anticipates receiving a total of \$42.3M between FY24–FY28 for this project.

The College received an additional congressional earmark in FY23 for \$1.0M. This funding will be used to renovate and improve the aquatics research laboratory in the basement of Schaefer Hall. The College is extremely grateful for Congressman Hoyer's advocacy and support to advance its academic programs.

#### **Information Items**

##### Mattapany Road Improvements

The St. Mary's County Department of Public Works (DPW) received \$450K from the St. Mary's County Commissioners to fund critical safety improvements to Mattapany Road. To support these improvements, Metropolitan Environment Services has relocated two fire hydrants, due to their proximity to the proposed new pavement edge, and the Department of Public Works is coordinating efforts with SMECO to bury electrical service lines from Route 5 to East Fisher Road and to relocate utility poles from East Fisher Road towards Route 235. According to the DPW schedule, the project should be completed by August 2023.

##### Maryland Historic Interpretive Center

In support of the higher than anticipated construction costs, the legislature approved a request from Historic St Mary's City for a \$754K increase from the state's construction contingency fund. This request was endorsed by both the Department of Budget and Management and the Department of Legislative Services. This funding will provide for a project contingency allocation. W.M. Davis has affirmed that the project should be finished in time for Maryland Day 2024.

##### Goodpaster Hall Lab Renovation

The College awarded the renovation contract to S.E. Davis Construction in the amount of \$1.746M, which is within the budget total allocated by the state. The Davis construction team has mobilized, and renovation will begin in late May 2023. Project completion is anticipated in mid-November 2023.



### Marine Science Lab Renovation

The contract was awarded to Scheibel Construction. Contractor mobilization is anticipated to begin in May, followed by a construction period of six to seven months.

The College now has two active vessels for the marine science program: a new 23 ft. near shore vessel and the Seahawk, the retrofitted College vessel with a new outboard engine and improved electronics.

### Technology Overview

Installation of the 100Gb broadband is complete and connection to the current network is forthcoming. Assessments are underway to determine the requisite infrastructure upgrades, including switches, single mode fiber, routers, etc., necessary to distribute the increased capacity throughout campus.

Throughout the summer, all outdated Wi-Fi devices in academic and administrative buildings will be replaced to enhance technology security. The uninterruptible power supply systems in the two data centers and the Voice Over Internet Protocol switch room will be replaced during Fall 2023. These systems are critical for maintaining the campus infrastructure during a power failure.

The Enterprise Resource Planning software implementation with Anthology continues. The CNF module is scheduled to go-live at the end of June and the CNS system is expected to go-live by late October.

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

Trustee Aaron Tomarchio '96 reported on behalf of the Historic St. Mary's City Commission. The search for a new executive director is underway and the position will be advertised within the next few weeks. The search committee will include a representative from the College. The goal is for the new executive director to be in place by Fall 2023. Historic St. Mary's City (HSMC) will operate under the direction of Dr. Travis Parno until the executive director position is filled.

HSMC's new chief operating officer, Peter Carroccio, began employment with HSMC on May 8. Carroccio will address the shortcomings that were uncovered by the recent state audit. He also plans to standardize HSMC policies and procedures for day-to-day operations.

Dr. Travis Parno shared with the Committee news regarding the recently discovered burial sites near Chancellor's Point and the St. Mary's Fort site. The Smithsonian Museum of Natural History is collaborating with HSMC to conduct a detailed analysis of the remains. HSMC and its community partners are exploring options for public interpretation, commemoration, and education of these discoveries.

### **Action Items**

#### **II.A. Approval of the FY24 Plant Fund Capital Budget**

Details of the proposed FY24 plant budget, in the amount of \$2.316M, was provided to the Committee. The primary source of funding comes from the student facility fee in the amount of \$1.575M. Additional funding of \$541,000 from bond proceeds and \$200,000 from private gifts will be provided in FY24 to offset the cost of the Schaefer Hall marine science lab renovation.

Committee Chair Donny Bryan '73 asked for a motion to approve the action item as presented. A motion was made by Nicolas Abrams '99 and seconded by Alice Bonner '03. The motion passed unanimously. The Committee will provide its endorsement to the Finance, Investment, and Audit Committee, who contingent upon its approval, will present the item to the Board of Trustees for approval at its May 12, 2023 meeting.

## **II.B. Approval of the FY25-FY29 State Capital Budget Proposal**

The proposed FY25-FY29 state-funded capital budget request includes funding of campus infrastructure improvements, the design and renovation of Montgomery Hall, and for the design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall. Committee Chair Donny Bryan '73 asked for a motion to approve the action item as presented. A motion was made by John Bell '95 and seconded by Danielle Troyan '92. The motion passed unanimously. The Committee will provide its endorsement to the Finance, Investment, and Audit Committee, who contingent upon its approval, will present the item to the Board of Trustees for approval at its May 12, 2023 meeting.

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

The Technology, Buildings, and Grounds Committee is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. Overall, the report indicated that the campus remains in good condition. Deferred maintenance remains a concern and actions are planned to prioritize renovation efforts based on the facilities condition index. The state-funded infrastructure improvements projects, included in the governor's capital budget, is projected to provide \$10.0M from FY25 to FY29, reducing our deferred maintenance and improve campus functionality. Committee Chair Donny Bryan '73 asked for a motion to approve the action item as presented. A motion was made by Nicolas Abrams '99 and seconded by Alice Bonner '03. The motion passed unanimously.

### Summary of Closed Session Held on May 12, 2023

Time: 11:49 a.m.

Location: Glendening Annex/Virtual

Purpose: To discuss the official naming of a campus building.

Motion to close meeting made by: Susan Lawrence Dyer

Seconded by: Alice Bonner '03

Names of members voting aye: Committee Chair Donny Bryan '73, Nicolas Abrams '99, John Bell '95, Elizabeth Graves '95, President Tuajuanda Jordan, Aaron Tomarchio '96, Danielle Troyan '92

Members Opposed: None

Abstaining: None

Statutory authority to close session: In accordance with Md. Gen. Prov. Code Ann. § 3-305 (b) to discuss the matters set forth on the closing statement, specifically: (13) To comply with a specific, constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter – which in this case is the financial information of a prospective donor that ~~are~~ is not subject to disclosure under the Maryland Public Information Act.

Topic Description: The Committee discussed the possible renaming of a campus building, per

the process outlined in the Board of Trustees Naming Opportunities Policy – Gifts or Honorarium.

Persons present for discussion: Committee Chair Donny Bryan '73, Nicolas Abrams '99, John Bell '95, Alice Bonner '03, Board Chair Susan Lawrence Dyer, Elizabeth Graves '95, President Tuajuanda Jordan, Aaron Tomarchio '96, Danielle Troyan '92, Paul Pusecker, David Taylor, Anna Yates

Action Taken: The Committee approved of the building naming and agreed to provide its recommendation to the Institutional Advancement Committee for presentation to the Board of Trustees for consideration.



## **BOARD OF TRUSTEES OPEN SESSION**

### **MINUTES**

**Date of Meeting:** May 12, 2023

**Status of Minutes:** Approved

**Board Members Present:** Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Nicolas Abrams '99; John Bell '95; Alice Bonner '03; Peter Bruns; Donny Bryan '73; Paula Collins; Peg Duchesne '77; Judy Fillius '79; Elizabeth Graves '95; Gail Harmon; Sven Holmes; Larry Leak '76; Melanie Rosalez '92; Brayan Ruiz-Lopez '24; Aaron Tomarchio '96; Danielle Troyan '92; Ray Wernecke; John Wobensmith '93; Isabella Woel-Popovich '24.

**Virtual Attendees:** Carlos Alcazar; Anirban Basu; Glen Ives; Jesse Price '92.

**Board Members Absent:** Steny Hoyer; Douglass Mayer '04.

**Others Present:** Betsy Barreto; Mary Broadwater; Katie Gantz; David Hautanen; Jerri Howland; Paul Pusecker; Dereck Rovaris; David Taylor; Bhagavi Bandi; Jeff Byrd; Karen Crawford; Megan Druzgala; Brandon Engle; Argelia Gonzalez Hurtado; Nicholas Landrum; Ryan Myzak; Julia Petrilla; Gretchen Phillips; Shanen Sherrer; Chuck Steenburgh; Thomas Szyborski; Meredith Weiers; Libby Williams.

Chair Dyer convened the open session at 3:25 p.m. The open session began at the conclusion of a closed session preceding. The following persons attended the closed session:

**Board Members Present:** Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Nicolas Abrams '99; John Bell '95; Alice Bonner '03; Peter Bruns; Donny Bryan '73; Paula Collins; Peg Duchesne '77; Judy Fillius '79; Elizabeth Graves '95; Gail Harmon; Sven Holmes; Larry Leak '76; Melanie Rosalez '92; Aaron Tomarchio '96; Danielle Troyan '92; Ray Wernecke; John Wobensmith '93.

**Virtual Attendees:** Carlos Alcazar; Anirban Basu; Glen Ives; Jesse Price '92.

**Board Members Absent:** Steny Hoyer; Douglass Mayer '04.

**Others Present:** Betsy Barreto; Mary Broadwater; David Taylor.

The actions taken in the closed session were confined to the: appointment of Board officers (1)(i); employment of faculty personnel (1)(i)(ii); appointment of a student trustee in training (1)(i); emeritus status for a retiring trustee (1)(i)(2); litigation report by counsel (7); discussion/review of RFP for proposed campus security contract (14); possible naming gift (13).

**Executive Summary:**

Chair Dyer convened the open session at 3:25 p.m. On a motion by Trustee Nicolas Abrams and a second by Trustee Paula Collins, the agenda was approved.

Chair Dyer provided a campus update. On Saturday (May 13) the College will host Commencement on the Townhouse Green, with special honorees to include the commencement speaker Angelique Kidjo, who will receive an honorary degree, and St. Mary's College friend and benefactor Nancy R. Dodge, who also will receive an honorary degree.

On June 1, we welcome to Board service six new Trustees, which includes Kimberly Kelley, former Provost at Montgomery College/Rockville Campus and currently the Director of Libraries at USC Beaufort; Kristen Greenaway, President and CEO of the Chesapeake Bay Maritime Museum; Arthur "Lex" Birney, former Board Chair; Talib Horne, Director of the Baltimore Site of the Annie E. Casey Foundation and a St. Mary's College alum; Isabella Woel-Popovich, our current Student Trustee-in-Training who will become our Student Trustee; and Kate Fritz, our Alumni Association President.

We say "goodbye" to a number of dedicated and trusted friends, which includes Brayan Ruiz Lopez, our current Student Trustee, but he is a member of the Class of 2024, so he will still be around campus; Glen Ives, a Trustee since 2011; Alice Bonner, our Alumni Trustee for the past three years; Douglass Mayer, St. Mary's alumnus and Trustee since 2020; and Larry Leak, a Trustee who has served for 17 years total. Thank you all for your dedicated service. Chair Dyer also congratulated Trustee Melanie Rosalez on her recent marriage.

**Committee Reports:**

Academic Affairs Committee – Chair Peter Bruns gave the report. Per the Bylaws, the Board has the authority to approve all earned degrees through the faculty and President as they shall recommend. Following the approval by the Committee, Chair Bruns forwarded this action item to the full Board for its consideration, which is listed later in this report.

Admission/Financial Aid Committee – Chair Ray Wernecke gave the report. Following the approval by the Committee, Chair Wernecke forwarded to the Board for its consideration, a recommendation to revise 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 action item is listed later in this report.

Technology/Buildings/Grounds – Chair Donny Bryan gave the report. Following the approval by the Committee, Chair Bryan forwarded to the full Board for its consideration, a recommendation to approve the Annual Facilities Condition Report, to keep the campus in good condition and facilities in good shape for student recruitment and retention; this includes some \$2.1M for improvements and \$10M for next five years to reduce deferred maintenance and improve campus functionality. This action item is listed later in this report.

Finance, Investment & Audit Committee – Chair John Wobensmith gave the report and discussed the six action items for review and consideration by the full Board.

- *Responsibility Matrix* – following the review and approval by the Committee, Chair Wobensmith forwarded to the full Board for consideration the updating of the Authority and Responsibility Matrix. The Matrix provides an accurate and clear summary of the responsibilities delegated to the Board, the President, and to the officers of the College, regarding various functions and operations; it highlights actions that require Board of Trustees approval, and those that require Board notification; it also must be reviewed annually. This action item, approved by the Committee, recommends one change; it is listed later in this report.
- *Staff Salary Plan* – following the review and approval by the Committee, Chair Wobensmith forwarded to the full Board for consideration, the Staff Salary Plan that would become effective on July 1, 2023. This action item, approved by Committee, is listed later in this report.
- *Revisions to Employee Handbook* - following the review and approval by the Committee, Chair Wobensmith forwarded to the full Board for consideration, 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. The proposed revisions will ensure the Employee Handbook reflects accurate information for faculty and staff reference. This action item, approved by Committee, is listed later in this report.
- *Approval of the FY24 Current Fund Operating Budget* – following the review and approval by the Committee, Chair Wobensmith forwarded to the full Board for consideration, the FY24 Current Fund Operating Budget. Authorization of the FY24 current fund budget will allow the College to continue its mission of providing a high quality, public, post-secondary education. This action item, approved by Committee, is listed later in this report.
- *Approval of the FY24 Plant Fund Capital Budget* - following the review and approval by the Committee (and following the favorable endorsement by the Technology, Buildings, and Grounds Committee), Chair Wobensmith forwarded to the full Board for its approval, the proposed FY24 Plant Fund Capital Budget in the amount of \$2.316M. This action item, approved by committee, is listed later in this report, and is described more fully.
- *Approval of the FY25-FY29 State Capital Budget* – following the approval by the Committee (and the favorable endorsement by the Technology, Buildings, and Grounds Committee), Chair Wobensmith forwarded to the full Board for its approval, the FY25-FY29 State Capital Budget Proposal. The proposed capital budget request includes funding of various campus infrastructure improvements; for the design and renovation of Montgomery Hall; and for design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall. This action item, approved by Committee, is listed later in this report.

Campus Life Committee – Chair Danielle Troyan gave the report. Following the review and approval by the Committee, Chair Troyan forwarded to the full Board for consideration the

College's 2023 Cultural Diversity Report for submission to the Maryland Higher Education Commission. 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 and 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. This action item, approved by Committee, is listed later in this report.

Government Relations Summary – Trustee Governance Committee Chair Paula Collins gave the report. She complimented President Jordan on her work in Annapolis and noted how well known and respected she is among key decision makers. She thanked Trustees Leak and Holmes for their advocacy on behalf of the College as the Government Relations Liaisons, and thanked and congratulated Chip Jackson, who is retiring this year, for his representing the College so ably in Annapolis. Trustee Collins noted that we have just hired Brandon Engle for Chip's position. Brandon is a graduate of St. Mary's College and of the University of Maryland College Park; has previously worked with State Delegate Brian Crosby and Senator Katie Fry-Hester and has considerable state and local experience.

Committee Chair Collins reported it was a successful session for St. Mary's, as our total state operating budget for FY24 of \$40.9M was approved as was the College capital budget of \$4.7M. Out of close to 2300 bills that were introduced, some 80 affected SMCM addressing a variety of issues. A lengthier, descriptive report is included in the Board materials referencing those that were passed; those that died in Committee; and those on which we sought specific amendments prior to their enactment.

#### Enrollment Update

Vice President for Enrollment Management David Hautanen gave a current update for enrollment for fall semester. For the third year, in a row, St. Mary's had a record number of applicants. Our goal was 3200 applicants and 472 new students, and we hit our target for new enrollments; this was the largest class since 2010/2011. This is an increase over 2022's number of 448 students and 2021's number of 411 new students.

As for diversity, we are up in several areas there as well; our out-of-state enrollment is 15%, up from 6% in 2018; among first gens, our incoming class includes 27% first gens, which is up from 21% from 2021. The class is 36% male; 57% female; and 7% non-registered. The academic credentials are similar, as the average weighted GPA of the incoming class of 2023 is 3.81 compared with 3.84 from 2022. Of the 42% who did submit standardized test scores, the average range was from 1100 to 1370. The largest number of out-of-state enrollees came from Virginia, Pennsylvania, California, DC, and Massachusetts; and we continue to recruit a large number of sailors from Massachusetts and California. And among the Maryland counties, Montgomery had the highest percentage of enrollees at 17%; followed by Anne Arundel at 13.6%; Baltimore at 13.6%; St. Mary's at 8.5% and Prince George's at 6.6%.

Vice President Hautanen then discussed the proposed majors of incoming students, with the largest numbers reported by Psychology at 14.3%; Biology at 11.6%; Marine Science at 10.7%; Business at 8.6%; and Unknown at 8.1%.

At the conclusion of Vice President Hautanen's report, Chair Dyer said that a few years ago, we moved forward with changes on a good bet and solid market research, and it is yielding positive results.

**President's Report** - President Jordan began her report saying that the Middle States process to reaffirm our accreditation has begun, with considerable work done by the Steering Committee which developed the self-study design and the accountability framework to guide the campus wide effort. The four priorities – Academic and Professional Excellence; Diversity, Equity, and Inclusion; Strong Communities; and Institutional Adaptability are in concert with the strategic plan pillars. She thanked those involved with getting this effort under way.

The President thanked Libby Williams for her advocacy on behalf of the faculty as she concludes her work as Faculty Senate President this month; she also thanked Brayan Ruiz Lopez for his work as Student Trustee, as he steps down from service this month and resumes his studies to graduate next spring.

She then presented and discussed the new “*Strategic Plan 2023-2026 – The Rising Tide.*”

Our first plan, a few years ago, was foundational, to get our house in order; the second plan was transitional; this third plan will be transformational. Our four pillars are: (A) To create an innovative, distinctive, and competitive academic identity that will attract and retain talented students, faculty, and staff; (B) Empower all students for success; (C) Build and sustain a vibrant and diverse student body that exemplifies an inclusive institution; (D) Become a sought after and engaged community resource. To summarize:

**Create** – we will develop new programming; expand awareness and impact; cultivate awareness; and integrate leadership and professionalization. The projected cost is \$1.67M, with some 41% projected to come through bond funding.

**Empower** – we strive to build a holistic support system; foster a sense of belonging; and incentivize our graduation rate within four years. The projected cost is \$2.87M with some 80% projected to come from bond funding.

**Build** – we seek to better reflect the diversity of the state and increase the number of non-Marylanders, at a cost of some \$0.84M.

**Become** – we seek to enrich regional life and embody the St. Mary's way beyond campus, at a cost of some \$0.78M.

The total cost projection approaches \$6.16M with some 64% from bond funding; \$2.21m (36%) ongoing. Of the ongoing costs beyond FY26, almost 64% (\$1.54M) is forecast to be covered by fundraising efforts, which have intensified over the last few years and has resulted in \$8M in



cash. Approximately \$0.88M of the ongoing costs will directly impact the College’s operations budget. Based on the 10-year tuition model presented to and approved by the Board in 2022, this amount will be readily accommodated by the anticipated growth in enrollment.

Following Board discussion, Chair Dyer called for Board action on the new Strategic Plan; following a motion by Trustee Donny Bryan, a second by Trustee Danielle Troyan, and VOTE, the Strategic Plan 2023-2026, The Rising Tide, was unanimously approved. The action item is listed later in this report.

Following this vote, the Board returned to Closed Session, and Chair Dyer announced we would not return to open session.

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### **Action Items**

**ACTION ITEM 2223-26: CONFERRAL OF DEGREES/APPROVAL OF CANDIDATES FOR GRADUATION** – Following the approval by the Academic Affairs Committee upon 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 were recommended for approval by the Board of Trustees, which has the authority to approve all earned degrees through the faculty and President as they shall recommend. Following a motion by Committee Chair Bruns and a second, by President Jordan, the Board VOTED unanimously to approve the conferral of degrees/approval of candidates for graduation.

**ACTION ITEM 2223-27: TO REVISE THE COLLEGE POLICY ON STUDENT RESIDENCY CLASSIFICATION** – Following the approval by the Admission and Financial Aid Committee, the Committee forwarded to the Board a recommendation to revise 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.* The recommended revision to the policy states: *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.* 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; enable USM employees to receive equitable benefit of the tuition remission benefits that are based on in-state tuition rates; make the SMCM policy consistent with the policy at USM institutions; and enable the dependents of SMCM and USM employees to be treated equitably. Following a motion by Committee Chair Ray Wernecke, a second by Trustee Donny Bryan and a VOTE, the action item was unanimously approved.

### **ACTION ITEM 2223-28: APPROVAL OF THE ANNUAL FACILITIES CONDITION REPORT**

Following approval by The Technology, Buildings, and Grounds Committee, the Committee recommends the approval of the Annual Facilities Condition Report by the full Board of Trustees. On a motion by Committee Chair Donny Bryan, a second by Trustee Ray Wernecke, a unanimous VOTE of approval was taken by the full Board.

### **ACTION ITEM 2223 – 29: APPROVAL OF THE AUTHORITY AND RESPONSIBILITY MATRIX**

Following approval by the Finance, Investment, and Audit Committee, the Committee recommends the approval of the Authority and Responsibility Matrix by the full Board. The Matrix was developed to provide an accurate and clear summary of the responsibilities delegated to the Board, the President, and to the officers of the College, regarding various functions and operations. The Matrix highlights actions that require Board of Trustees approval, as well as those that require Board 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 recommends 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. Following a motion by Committee Chair John Wobensmith, and a second by Trustee Peg Duchesne, the Board VOTED unanimously to approve the new matrix.

### **ACTION ITEM 2223-30: APPROVAL OF THE STAFF SALARY PLAN**

Following approval by the Finance, Investment, and Audit Committee, the Committee recommended the approval of the Staff Salary Plan by the Board of Trustees, which would become effective on July 1, 2023. 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. Additional adjustments were made to the maximum entry wages for all positions within the Staff Salary Plan based on these previous cost-of-living allowances. The 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. On a motion by Committee Chair John Wobensmith and a second by Trustee Ray Wernecke, the Board VOTED unanimously to approve the action item.

### **ACTION ITEM 2223-31: APPROVAL OF REVISIONS TO THE EMPLOYEE HANDBOOK**

The Finance, Investment, and Audit Committee recommends the approval by the Board of Trustees, 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. The proposed revisions will ensure 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.

Following a motion by Committee Chair John Wobensmith and a second by Trustee Alice Bonner, by unanimous VOTE the Board approved the action item.

### **ACTION ITEM 2223-32: APPROVAL OF THE FY24 CURRENT FUND OPERATING BUDGET**

Following approval by the Finance, Investment, and Audit Committee, the Committee recommends approval by the Board of Trustees of the FY24 Current Fund Operating Budget. 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. On a motion by Committee Chair John Wobensmith and a second by Trustee Sven Holmes, the Board VOTED unanimously to approve the FY 24 Current Fund Operating budget.

### **ACTION ITEM 2223-33: APPROVAL OF THE FY24 PLANT FUND CAPITAL BUDGET**

Following approval by the Finance, Investment, and Audit Committee, the Committee recommends approval by the Board of Trustees, 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 science lab renovation. 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. Following the approval by the Technology, Building, and Grounds Committee, on a motion by Committee Chair John Wobensmith and a second by Trustee Donny Bryan, the Board VOTED unanimously to approve the FY24 Plant Fund Capital Budget.

### **ACTION ITEM 2223-34: APPROVAL OF THE FY25-FY29 STATE CAPITAL BUDGET PROPOSAL**

Following approval by The Finance, Investment, and Audit Committee, the Committee recommends approval by the Board of Trustees, 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. The Technology, Buildings, and Grounds Committee voted to endorse the FY25-29 capital budget proposal. This includes:

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, Goodpaster 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.

Following a motion by Committee Chair John Wobensmith and a second by Trustee Ray Wernecke, the Board VOTED unanimously to approve the FY25-29 State Capital Budget Proposal.

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

Following approval by the Campus Life Committee, the Committee recommends approval by the Board of Trustees of the College's 2023 Cultural Diversity Report for submission to the Maryland Higher Education Commission. 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. 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. 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. Following a motion by Committee Chair Danielle Troyan, a second by Trustee Alice Bonner, and a unanimous VOTE, the Board approved the action item.

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

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.*"

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. Following a motion by Trustee Donny Bryan and a second by Trustee Danielle Troyan, the Board VOTED unanimously to approve the new strategic plan.

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