

ST MARY'S

COLLEGE of MARYLAND

The National Public Honors College

BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

OPEN SESSION REPORT SUMMARY

Date of Meeting: February 2, 2024

Date of Next Meeting: May 10, 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 '92, Danielle Troyan '92

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

Meeting Minutes of October 13, 2023

Action Items:

II. A. Religious Accommodation



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
FEBRUARY 2, 2024**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A. Faculty Senate Report
 - B. Dean of Faculty Report
- II. ACTION ITEM**
 - A. Religious Accommodations
- III. INFORMATION ITEM**
 - A. Meeting Minutes of October 13, 2023

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

ST MARY'S

COLLEGE of MARYLAND

The National Public Honors College

RECOMMENDATION TO APPROVE RELIGIOUS ACCOMMODATIONS

ADDITIONAL INFORMATION

Effective July 1, 2023, House Bill 923, codified at Md. Code Ann., Educ. § 15-137, requires that public higher education institutions adopt and publish written policies providing for reasonable academic accommodations for students to practice sincerely held faith-based or religious beliefs. Such policies must provide for:

1. reasonable accommodations for students to observe faith-based religious holidays or participate in organized religious activities;
2. reasonable accommodations for students for missing an exam or academic requirement because of an excused absence under item 1, if students' religious or faith-based beliefs affect their ability to take an examination as scheduled or meet another academic requirement; and
3. a grievance procedure to report noncompliance with the policy.

Institutions must post their religious accommodation policies prominently on their websites. The Act also requires that each institution, except for UMGC, provide a space on campus to accommodate faith-based or religious practices.

Institutions should review existing policies and procedures for compliance with § 15-137 and ensure that there are procedures to report noncompliance with policy requirements. Institutions that do not currently have policies providing for religious accommodations for students should adopt such policies and related procedures.

These policies must be posted prominently on the institutions' websites.

Please refer to OnBoard to view the additional materials from the institutions' websites.



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION
MINUTES**

Date of Meeting: October 13, 2023

Status of Minutes: Approved

Committee Members Present: Committee Chair Peter Bruns; Paula Collins; Judy Fillius '79; Board Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Kim Kelley, Melanie Rosalez '92; Danielle Troyan '92

Committee Members Absent: Elizabeth Graves '95

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

Faculty Liaison: Todd Eberly, Faculty Senate President

Staff Liaison: John Spinicchia

Others Present: Betsy Barreto; Mary Broadwater, OAG; Carolyn Curry; David Hautanen; Sven Holmes; Talib Horne '93; Jerri Howland; Paul Pusecker; Dereck Rovaris; Mai Savelle; David Taylor, Board Liaison

Others Present via Zoom: Lex Birney; Anne Marie Brady; Jeff Byrd; Brandon Engle; Jennifer Falkowski, OIT; Kaylah Lovitts, Whiteford Systems; T. Szyzborski; John Wobensmith '93

Executive Summary

Committee Chair Peter Bruns convened the meeting of the Academic Affairs Committee at 9:24 a.m.

Chair Bruns gave a brief introduction and welcomed newly appointed Faculty Senate President Todd Eberly to the Academic Affairs Committee.

Faculty Senate Report

Faculty Senate President Todd Eberly thanked Chair Bruns and presented his report. He shared that while faculty remain concerned about shared governance, it is only a single facet of their experience at the College. Rather, the faculty are very happy at St. Mary's which is so clearly seen in their work with their students and at the on-going open house events for Admissions. Dr. Eberly hopes to continue to facilitate open communication during his next three years as Senate President. He then opened the floor to questions.

Chair Bruns asked whether faculty interacting with incoming students was more active now than in the past and Dr. Eberly said it is a very collaborative process at the moment. Chair Dyer welcomed Dr. Eberly and expressed gratitude for the exceptional faculty and their hard work. Trustee Fillius asked about the progress of shared governance and if there had been any discussion with shared governance consultants. President Jordan assured Trustee Fillius that Vice

President Gantz and David Taylor are handling this, and that the College will try to bring in experts in governance for multiple viewpoints for balance. Trustee Collins asked if the Board would be part of this and asked how connected they would be; Vice President Gantz said it would depend on the availability of the experts, however it is too soon to say. President Jordan clarified that since the Board is part of our governance the Board will be brought in, when necessary, but the Board will not be leading this.

Trustee Fillius asked for an update on the faculty bylaws. Dr. Eberly shared that the draft revisions would be complete within the month. There was further emphasis on the need for common vocabulary. Chair Bruns and Dr. Eberly had a one-on-one conversation prior to the Committee meeting and from that conversation, they discussed that the Board made decisions that were purely administrative not academic, but the faculty perceived them as academic. Trustee Bruns clarified that he meant the administrative reorganization.

Trustee Birney addressed the Committee and assured them that tremendous thought was put into the task force that discussed all these issues. This was a critical point in the College's evolution. He wanted to make sure that Dr. Eberly and the faculty, regardless of what the perception was, understood that the objective was to be as collaborative as possible. The Board is thoughtful of the faculty representative on the task force and we offer Dr. Eberly the chance to connect whenever he so wishes.

Chair Bruns thanked Trustee Birney for his leadership and thanked Dr. Eberly for his presentation. He then introduced Vice President for Academic Affairs Katie Gantz.

Vice President for Academic Affairs Report

Vice President for Academic Affairs and Dean of Faculty Katie Gantz focused on two key updates during her report: the new Academic Administration Structure and its progress since its launch in July 2023, and the status of faculty hiring.

Vice President Gantz reported on the changes to the administrative organizational chart that were implemented on July 1, 2023. She spoke about the role of Associate Deans (ADs) and Academic Fiscal Administrators (AFAs) and how they work within Academic Affairs (ACAF). She shared feedback from the ACAF team on what has improved since the restructuring. The team shared that the new structure led to better systems, cleaner data, and transparent processes (monthly digital newsletter; centralized directory for all Academic Affairs resources; project management platform, Asana; new record-keeping system in Google Drive). Vice President Gantz thanked all ACAF admins. She shared that Associate Vice President for Academic Affairs (AVPAA) Katy Arnett has updated materials for faculty advisors and the AFAs have standardized fiscal processes and said that the move to the Calvert Hall team office means better collaboration and it has helped with focus and attention on work, and an increase in efficient and effective teamwork.

Vice President Gantz clarified that the roles she discussed are internal positions, and no new ones were created. However, she announced that there is one new external position: grants administrator, which is desperately needed to support the growth in ACAF. The College is proud that faculty are bringing in impressive grants. As the College moves toward a model where faculty bring in individual grants, as well as broader institutional grants, there is a need for a role

solely dedicated to managing these grants. Both President Jordan and Vice President Gantz agreed that due to the success of faculty grants, the College needs this position, and the College does not have the infrastructure to be competitive without it. Vice President Gantz also clarified that while the AFAs are trained in campus budgets, grant management procedures have a different set of rules. Chair Bruns agreed this is a great solution.

Vice President Gantz shared specific updates on the ADs. Since they've started in their new roles, they have completely revamped the onboarding process for new faculty. They have created a streamlined process for new faculty to acquire keys to their office, laptops, name badges, and everything to make sure all faculty are well received. The ADs also set up regular meetings with campus partners in Facilities, OIT, and HR. This has been a revelation because these campus partners can now interact directly with the ACAF administration instead of being routed through the department Chairs. This is more efficient and less work for Chairs. Communication is better and the systems being developed are better to support the Chairs.

Vice President Gantz will continue to give updates on the ADs throughout the year.

Vice President Gantz then moved to the topic of faculty hiring. She reported that last year there was a bumper crop of new hires. This year was a slightly smaller number. She shared on her slides the positions that are anticipated for this upcoming year.

President Jordan commented on the ADs and said this new administrative structure has increased efficiency, effectiveness, communication, transparency, and lessened the workload for the Chairs. She believes the ADs are the right people in the right positions and encourages the administrative team to move forward on their path. She takes it very positively and hopes the rest of the campus can see the changes too.

Chair Bruns agreed with President Jordan's comment that the ADs are an important bridge between the academic and administrative community. He asked how long the terms are for ADs and department Chairs. Vice President Gantz said the ADs are positions without term, although they are evaluated annually as are all administrative staff. The department chairs have four-year terms. She said that ACAF comes to the new model with humility and that they continue to ask the faculty for direction. ACAF is growing into this model and wants to work with the faculty. It's an evolution and they look forward to building this model.

Trustee Fillius asked if ACAF was using the data framework from Task Force II and III. Vice President Gantz confirmed that tomorrow in Open Session, she will present on that at length. ACAF is now referring to this as "Program Snapshots." Trustee Fillius then asked about data science and whether ACAF will move forward with data science as a major. Vice President Gantz shared that the plan is now to pivot into a data science minor or certification. It's become clear that data science as a major poses a major complication, one being the credentials of a data science faculty. There are no data science PhDs who aren't immediately hired by the Ivy League institutions, or industry; it's been a challenge to find a hiring pool that would compose a data science major. So ACAF has pivoted to a different model where they intend to give the students data science skills such as big data, machine learning, but embedded within other majors. ACAF has faculty building out data science skills within their own program as we speak.

Trustee Collins asked about an update from last year's report regarding the students being concerned about the extra hour and busy work. Are students still feeling this way? Vice President Gantz shared that ACAF learned a lot between this year and last and said it came down to effective communication. Trustee Collins then asked for an update with the state-mandated report from all Maryland institutions on MHEC's new program approval process. President Jordan confirmed that she, rather than Vice President Gantz, is involved in this, and the committee will submit a report by December 1, 2023.

Chair Bruns asked about the status of faculty recruiting. Vice President Gantz shared that they are early in the process so she will keep them updated at each board meeting.

Trustee Collins had a question regarding graduation rate and demographics for traditionally underrepresented groups and if similar trends are going on among white students as well. Vice President Katie Gantz will look into it. President Jordan said that Anne Marie Brady, Assistant Vice President of Institutional Research & Planning, may have information on this trend.

Action Item:

III.A. Endorsement of the 2023 Performance Accountability Report

Following a motion from Chair Bruns, vote and second from Trustee Fillius, 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 October 13, 2023.

A motion was made by Chair Bruns and seconded by Trustee Fillius to adjourn the open session. The open session meeting adjourned at 10:02 a.m.

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. The motion was properly seconded and by unanimous vote was approved.

Closed Session Summation:

The closed session of the committee began at 10:04 a.m.

The following persons were in attendance: Betsy Barreto, Mary Broadwater, Peter Bruns, Paula Collins, Board Chair Susan Dyer, Judy Fillius '79, Katie Gantz, Kim Kelley, Melanie Rosalez '92, President Tuajuanda Jordan, Mai Savelle, David Taylor, Danielle Troyan '92

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 10:14 a.m.

January 10, 2024

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

Faculty Bylaws Revision

Much of the time following the October Board Meeting was consumed by a much needed update to the Faculty Bylaws. The revisions to the Bylaws were handled via a two-track process. First, the Bylaws Revision Committee made any necessary technical or error corrections to the Bylaws. This included items as minor as adding missing words or punctuation as well as amending titles of certain positions to reflect current practices - such as changing Provost to Vice President for Academic Affairs. This version of the Bylaws revision received an initial vote of approval at the 11/13/2023 meeting of the faculty and received the required second vote of approval at the 12/04/2023 meeting of the faculty.

In addition to the technical and error corrected version of the Bylaws, the Bylaws Revision Committee submitted a more substantive revision for faculty, and ultimately, Board approval. That revision includes several important updates to the Faculty Bylaws. The Faculty cast their initial vote of approval at the 12/04/2023 faculty meeting. The required second vote of approval is anticipated at the 1/22/2024 meeting of the faculty. Short descriptions of these proposed updates follow.

Service Commitment and Faculty Attrition:

Among other changes the revised Bylaws address the problem of faculty service in the face of declining numbers of faculty by eliminating the at-large faculty member on most faculty committees. Over the course of the last decade, the number of faculty at St. Mary's has declined by approximately 15%. The proposed Bylaws revision would reduce committee membership by a similar percent. Should the number of faculty rise, the proposed revision gives the Faculty Senate the authority to reinstate the at-large committee membership as needed.

Secretary of the Faculty Senate:

The proposed revision would convert one of the existing at-large Faculty Senate members into the newly-created Secretary of the Faculty Senate. The Faculty Senate Secretary will: assume the duties of the Faculty Senate Vice President in the absence of the Faculty Senate Vice President; assist the Faculty Senate President with archiving the Faculty Senate meeting minutes; review annually the Faculty Bylaws for compliance and for necessary updates, reporting findings to the Faculty Senate; and oversee any updates to the Faculty Bylaws and their subsequent distribution and archiving.

Faculty Representatives to the Board of Trustees:

The section regarding faculty representatives to the Board of Trustees was out of date and the proposed revision updates the bylaws to reflect current practice.

These changes are largely stylistic and minor, (for example, reformatting three sentence

fragments separated in a list into one full sentence for better readability).

Duties

- 1) To report to the faculty or the Faculty Senate on matters relating to academic facilities and resources including buildings, computing and library services;
- 2) To consult with the Dean of Faculty and Vice-President for Business and Finance on matters relating to academic facilities and resources; and
- 3) To attend the meetings of the Technology, Buildings, and Grounds Committee of the Board of Trustees and shall participate in the manner prescribed by the College Bylaws.

The proposed revision reads as follows:

Technology, Buildings, and Grounds Faculty Representative

- 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters relating to academic facilities and resources including buildings, computing, and library services; to advise the Dean of Faculty and Vice President for Business and Finance on facilities and resources, and to attend the meetings of the Technology, Buildings, and Grounds Committee of the Board of Trustees and participate in the manner prescribed by the College Bylaws.

The Bylaws Revisions Committee also removed some redundancies and moved common language to this first section. As an example, although the process for electing a Faculty Representative to the Board of Trustees, as well as the process for filling a vacancy, are the same for all Faculty Representatives, the processes were repeated, verbatim, for each Faculty Representative position. This common language now appears in the first section of the proposed bylaws relating to Faculty Representatives.

Elevation of Two Ad Hoc Committees to Standing Committee Status:

At the request of the ad hoc Faculty Inclusion, Diversity, and Equity Committee (IDE) and the Transparent Teaching and Assessment Committee (TTAC), the proposed revision would elevate both committees to standing committee status. They would follow the same membership structure as the other standing committees. The addition of these two committees will not add to the overall service commitment of faculty as they were already being staffed in their ad hoc status, and, consistent with the prior section detailing service commitment, the existing at-large faculty member has been eliminated unless deemed necessary by the Faculty Senate. It is the belief of the Bylaws Revision Committee and the Faculty Senate that each of these committees serve an important purpose and merit elevation to standing committee status.

Rights of Tenure and Pre-Tenure Faculty:

Current Bylaws state:

Tenure terminates with the retirement or resignation of the faculty member, or when the faculty member is dismissed for cause, or when the position is eliminated.

The proposed revision reads:

Tenure terminates with the retirement or resignation of the faculty member, or when the faculty member is dismissed for cause after due process, or when the position is eliminated under extraordinary circumstances due to financial exigency. Termination of tenured faculty members because of financial exigency should be declared and demonstrably bona fide.

The expanded language incorporates language about due process and financial exigency from the

AAUP Statement of Principles on Academic Freedom and Tenure used widely throughout higher education.

Additionally, the proposed revision makes clear the pre-tenure faculty have the same guarantee of academic freedom as do tenured faculty.

Addition of Appeal of President's Recommendation Regarding Promotion/Appointment:

In the interest of due process, the proposed revision adds a mechanism for appealing the President's recommendation to promote/tenure faculty that parallels the process for appealing the Dean of Faculty's recommendation. If the faculty member determines that there are grounds for appealing the President's recommendation to the Board, the faculty member may request a review of the case through the appeals process. If so, the faculty member must request the appeal in writing within one week from receipt of the President's recommendation. Unless an Appeals Committee has already been constituted from earlier stages of the review process, the faculty member and the President or their designee will then have two weeks to form a special Appeals Committee. The Appeals Committee shall consist of three tenured faculty members, with one member chosen by the faculty member filing the appeal, the second one chosen by the President or their designee, and a third person acceptable to both parties. The Appeals Committee shall review the case and make a written recommendation on the merits of the appeal to the Board and to the faculty member. That recommendation will become part of the evaluation file.

This new appeals process was added in consultation with the Vice President for Academic Affairs and the Office of the President.

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. As such, I 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 to identify potential experts on shared governance at the various organizations. They have been working with AGB and AAUP to develop the list of possible consultants and have identified David Maxwell and Ann Franke as reviewers. Both have served in this capacity for other institutions like ours. An on-site visit has been proposed, like an external review, with the consultants meeting in sequence with constituencies—Administration, Faculty Senate, the SGA, etc. The consultants would then prepare and submit a report with recommendations. At present, agreement details are being finalized for an early March campus visit.

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 SMCM's self study (due in May 2024).

Concluding Comments

As noted in my October report, Fall 2023 saw the largest incoming class of first year students in a decade and St. Mary's welcomed the most diverse incoming class in the history of the college. Nationwide colleges of all sizes are worried about coming demographic shifts and the so-called Higher Education Enrollment Cliff. By some estimates, the number of college students is predicted to fall by more than 15 percent after the year 2025. The projected enrollment decline is expected to hit smaller Liberal Arts colleges especially hard. As detailed in the Maryland Higher

Education Commission's 2022 Maryland State Plan for Higher Education, our state "is fortunate to have an array of public, private, and independent schools, colleges, and universities in the state. With 14 public institutions of higher education, 16 community colleges, 20 private and independent institutions, and over 130 private career schools, Marylanders have access to a wide range of postsecondary educational opportunities."¹

Nationwide, overall college enrollment has declined since 2010, but the vast majority of the decline has been private institutions. Public non-profit 4 year institutions have actually experienced increased enrollment of nearly 16%². The Maryland Higher Education Commission projects a 6% increase in enrollment at the state's public institutions between 2022 and 2030³. St. Mary's faculty have established a strong working relationship with Admissions, including outreach to prospective students as well as active participation in Admissions events. Our Fall 2023 enrollment increase demonstrates that the partnership is working well. The addition of the Business Administration and Management as well as the Marine Science majors to our existing programs will only strengthen St. Mary's College and ensure that we are well positioned to weather the coming enrollment cliff.

Respectfully submitted,



Todd Eberly, Ph.D.

¹ Maryland Higher Education Commission. 2022 Maryland State Plan for Higher Education. June 2022. Available at: <https://mhec.maryland.gov/Documents/2022-Maryland-State-Plan-for-Higher-Education.pdf>

² Lyss Welding. U.S. College Enrollment Decline: Facts and Figures. August 2023. Available at: <https://www.bestcolleges.com/research/college-enrollment-decline/>

³ Maryland Higher Education Commission. Enrollment Projections 2021-2030: Maryland Public Colleges and Universities. April 2021. Available at: <https://mhec.maryland.gov/publications/Documents/Research/AnnualReports/2021-30EnrollProjections.pdf>

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The National Public Honors College

BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE FEBRUARY 2, 2024

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: to cultivate a rigorous and equitable academic environment where the St. Mary's College community thrives.

EXECUTIVE SUMMARY

Since the October Board meeting, work has continued on a comprehensive cycle of Program Snapshot analysis, which has resulted in program growth plans, staffing recommendations, and changes to budgetary processes. Initial financial data was added as a supplement this January, and a detailed financial analysis is forthcoming over the summer through our new partner, Gray Associates. We continue to make progress on our eleven tenure-track hires slated for this fall, which will bring new teaching and research expertise to the College. In recent months, Academic Affairs has focused on developing and delivering key elements of our strategic plan, *The Rising Tide*. In particular, Pillar I's promise to "[c]reate an innovative, distinctive and competitive academic identity that attracts and retains talented students, faculty and staff" has provided the blueprint to invite the College's next round of new academic program proposals. Finally, in November, Academic Affairs partnered with Student Affairs to host "LiveWell," our inaugural day-long campus event dedicated to social, physical, and mental wellness programming.

FY2024 Program Snapshot analysis

An overview of the Program Snapshot process is available [here](#).

Outcomes and some key takeaways from the Program Snapshot analysis will be discussed at the committee meeting, as well as some examples of how staffing concerns or enrollment questions identified during the process resulted in a program goal and corresponding action step. Having completed the fall semester, the Program Snapshot process generated precisely the kind of qualitative and quantitative data needed to foster compelling curricular discussions among the programs, their Associate Deans, and me as the Vice President for Academic Affairs as the final level of analysis and response. Progress toward program goals will be revisited during the year, and formally addressed by the program chair and Associate Dean in next year's fall Snapshot report. As noted, program cost data was not initially available at the start of this year's cycle, and has since been released as a supplement. With the integration next

August of program financials in the larger packet of enrollment and performance data, this process more fully links proactive review of program health with our budgeting, hiring, and course scheduling strategies.

Hiring update

Of the eleven tenure-track searches we are undertaking this year, most are in the early stages of interviews. As is traditionally the case, most on-campus interviews will take place early this spring.

Searches in Opening Stages	Searches actively Interviewing	Searches with Active Offers	Completed Searches
	BUSINESS: International Business		PSYCHOLOGY <i>(successful)</i>
	BUSINESS: Business Analytics		
	COMPUTER SCIENCE		
	ECONOMICS: Labor Economics, <i>data science expertise</i>		
	FACULTY LIBRARIAN: research and instruction		
	MARINE SCIENCE: <i>data science expertise</i>		
	MATHEMATICS		
	MUSIC: vocal performance		
	PHYSICS (I)		
	PHYSICS (II)		

Figure 1: Hiring Table

LiveWell event: November 1, 2023

The Strategic Plan has tasked the College with “[cultivating] a curriculum and campus environment that promote physical, mental, and social wellness” (Goal I.C). In response to that objective, Academic Affairs hosted “LiveWell” on November 1, 2023, an inaugural day-long event of campus-wide wellness programming. The goal was to foster an environment where faculty, staff, and students could take an engaged role in protecting and improving their own physical, mental, and social well-being. Working with Student Affairs, LiveWell was scheduled immediately after Advising Day to signal the importance of personal choices and setting a path for success, in both big and small ways.

Unlike many “wellness days” popularized during the pandemic that simply canceled classes outright, LiveWell was designed to provide research-supported programming meant to foster academic and professional success. Throughout the day, campus members were invited to choose from a number of workshops, “recess” games, presentations, nature walks, meditation and a focus on building healthy habits to LiveWell. As Figure 2 below illustrates, the day’s events were scheduled in three concurrent tracks: informational approaches to wellness, healthy skills and practices, and consultations with the Wellness Center. Throughout the day, community-building events brought the campus together to strengthen social connections. Of note is the array of SMCM community members who led the day’s events, including faculty, current and retired staff, administrators, and a guest speaker on nutrition brought in for the day by Bon Appétit. The inaugural event was warmly received and generated excitement in future events; plans for next November’s LiveWell are already underway.

Time	Title	Speaker	Location	Focus
9:00-9:50 <i>Community-Building</i>	Yoga for Beginners	Elaine Szymkowiak, alum and SMCM Yoga Instructor	ARC Movement Room	Key skills and healthy practices
9:00-9:50	Art and Wellness Activity	Wellness Staff	Glendening Annex	Consultations, Wellness workshops
10:00-10:50	Faculty focus: “Why it matters: Wellness in the Classroom” Hosted by CITL	Profs. José Ballesteros,. Brad Park, and. Libby Williams Jessica Jolly, LCSW-C	Cole Cinema	Information and approaches to wellness
10:00-10:50	Movement & Breathing Practice: <i>Basic practices of posture, stance, and breathing to help feel grounded, focused, and present</i>	Prof. Diego Villada	DPC	Key skills and healthy practices
10:00-10:50	Art and Wellness Activity, cont.	Wellness Staff	Glendening Annex	Consultations, Wellness workshops
11:00-11:50	“Why it matters” (cont.) Q&A	Profs. José Ballesteros,. Brad Park, Libby Williams	Cole Cinema	Information and approaches to wellness

		Jessica Jolly, LCSW-C VP Katie Gantz		
11:00-11:50	Lawn Sports and Recess Games	ARC Staff	Glendening Lawn	Key skills and healthy practices
11:00-11:50	Labyrinth Walk	Jessica Jolly, Wellness Staff	Trinity Church Garden (next to Calvert Hall parking lot)	Consultations, Wellness workshops
Lunch Time: Community-Building	Bon Appetit will feature a "Live Well" station at lunch	Bon Appetit	The Great Room	Information and approaches to wellness
Lunch Time: Community - Building	Lawn Sports and Recess Games, cont.	ARC Staff	Glendening Lawn	Key skills and healthy practices
12:30-1:00	Wellness Walk Wear comfortable shoes.	Wellness Staff <i>Participants will be emailed a tool kit on walking & wellness.</i>	Meet at the Wellness Center porch.	Consultations, Wellness workshops
12:30-1:50	JED Town Hall: Info on Student Mental Health and Wellness	Libby Williams Jess Jolly	Cole Cinema	Information and approaches to wellness
1:00-1:50	Knitting or Crocheting, Anyone?	VP Jerri Howland	Aldom Lounge	Key skills and healthy practices
1:00-1:50	Counseling Walk-ins	Wellness Staff	Wellness Center	Consultations, Wellness workshops
2:00-2:50	Bon Appétit presents: Nutrition and healthy eating Plant-forward diets: Info, recipes, and tasting!	Dan Connolly, RDN, University of Pennsylvania	Cole Cinema	Information and approaches to wellness
2:00-2:50	Mindfulness and Meditation Practice: intention-setting	Prof. Brad Park	DPC	Key skills and healthy practices
2:00-2:50	Counseling Walk-ins	Wellness Staff	Wellness Center	Consultations, Wellness workshops
3:00-3:50	Presentation: Work-life balancing	Libby Williams	Cole Cinema	Information and approaches to wellness
3:00-3:50	Wellness time with Kyle	Coach Kyle Pignatiello	Glendening Lawn/ARC Fitness Center	Key skills and healthy practices
3:00-3:50	Relaxation Station: DIY de-stress kit to take home	Dean Derek Young	Campus Center	Consultations, Wellness workshops

4:00-5:00 Community- Building	Closing Event: Community Gratitude Practice	VP Katie Gantz	Campus Center Patio	Key skills and healthy practices
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Figure 2: LiveWell Schedule, Nov. 1, 2023

Curricular Innovation and the National Public Honors College

As of January 28, 2024, pre-proposals for new academic programs have been submitted for vetting. The Academic Planning Committee and the Office of Academic Affairs will evaluate pre-proposals based on eight criteria, divided across two phases of review:

APC New Program Review Criteria

1. Connection to the College's mission
2. Building on equity and access
3. Contribution to current academic offerings
4. Resource requirements
5. Competition from similar programs at other institutions

Academic Affairs New Program Review Criteria

1. Relevance
2. Attractiveness
3. Long-Term Sustainability

Based on the overall outcome of these review processes, I will select program pre-proposals by the end of March for full curricular development and market review this summer. Pending the outcome of the summer work, full curricular proposals and accompanying market research will be brought to the Executive Council for feedback. Those new program proposals estimated to be a favorable addition to our program array at this time will be put forward into a shared governance review in the fall; this timeline will permit submission to MHEC after the February Board meeting, approval by the end of the academic year, and implementation by fall 2025.

Along with the other members of the Executive Council, I will share more ways in which the leadership team has been implementing the Strategic Plan during the Board meeting.

ST MARY'S

COLLEGE of MARYLAND

The National Public Honors College

BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE FEBRUARY 2, 2024

PROGRAM SNAPSHOT OVERVIEW

In 2021, the Board of Trustees asked 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 version of Program Snapshots was provided to academic programs and the Board in May 2022 and contained a five-year trend analysis of academic data. In January 2023, a second Program Snapshot set 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 of faculty, administrators, and Trustees to conduct a Program Snapshots review and develop a more comprehensive and informative process.

Figure 1 illustrates the timeline and phases of the Snapshot review process.

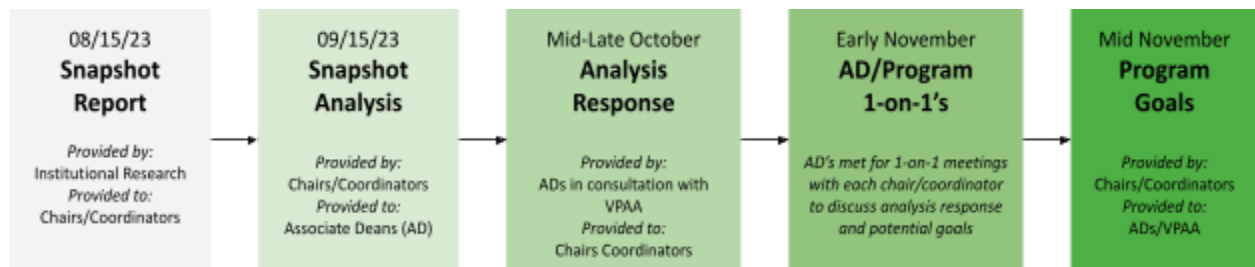


Figure 1: Timeline of Program Snapshot Process

The comprehensive analysis cycle of Fall 2023 began with distributing the Snapshot Reports provided to each program at the outset of the year. The academic data available to programs 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. For cross-disciplinary programs, additional academic measures are provided that characterize the faculty and courses from other participating programs.

Importantly, the Program Snapshot process differs from that of Task Force 3 because the objective is to consider a program's health over a five-year span, and not in comparison with other programs. College averages and standard deviations for each measure provide context, but there is no effort to rank or score the performance of the programs against each other.

Last fall, the programs undertook the annual Snapshot review process, beginning with a SWOT analysis to prepare an honest assessment of program health and to identify areas of concern.

Programs submitted their reports to their Associate Deans for discussion and written feedback, which formed the basis for suggestions for strategic directions, or (if needed) recommendations for corrective actions. Informed by these discussions, ADs and programs have collaborated on budget requests, hiring plans, line proposals, and course schedules for FY25. Figure 2, representing the Snapshot review timeline, does not capture all the discussions with programs, but contextualizes the major “decision making” points during the year. In this first year of the new Snapshot review, the financial supplement had not yet been added by the time the department chairs undertook their SWOT analysis. Please note, however, the annual highlights that will be delivered at the February board meeting will henceforth be informed by both curricular and financial data. This detailed picture will be invaluable, as many of the major decisions for the coming academic year (SRI budget process, schedule planning, tenure-track line proposals and new curricular program proposals) take place in the spring semester.

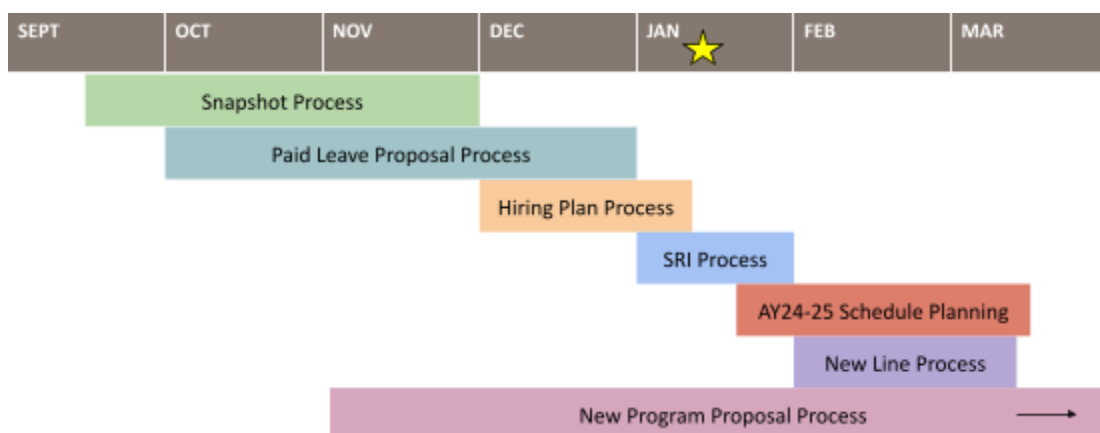


Figure 2: Academic Affairs timeline for major programmatic decisions

Partial cost analysis data added as supplement to Program Snapshots

This year’s process was initiated with programs before the financial data was available. In response to the Board’s request for more immediate information on program cost, the Program Snapshots have now been supplemented with financial data for each program compared to the College average based on the following: payroll expenses; operating expenses; total direct expenses (payroll + operating expenses); total revenue; total yield; data relating to student credit hours (SCH); direct expenses per SCH; revenue per SCH; yield per SCH.

Measures are given both in absolute dollars and normalized against program SCH.

While these data provide a partial picture of each program’s financial dimensions, please note that these figures are a rough estimate of program cost, and should be understood as a placeholder until the much more detailed array of cost analysis information is available from our new partners at Gray Associates. We expect data to be available for a full dashboard review by the October 2024 meeting.