



Board of Trustees Meeting

SMCM Faculty/Staff Liaisons

Feb 3, 2024 at 9:00 AM EST to Feb 3, 2024 at 12:00 PM EST

St. Mary's College of Maryland, Glendening Annex

Meeting Details: <https://smcm.zoom.us/j/84138540390?pwd=H9EXkGm0ZdsfajeqULMHukdxlv37pD.1>,

+1 301 715 8592

Meeting ID: 841 3854 0390

Passcode: 433406

Agenda

BOARD OF TRUSTEES MEETING- OPEN SESSION- 9:00a - 12:00p

I. Chair's Remarks

II. President's Report

III. Committee Reports and Action Items

A. Trustee Governance

B. Academic Affairs

1. Action Item 2324-08: Religious Accommodations

C. Admission and Financial Aid

1. Information Item: Admission Funnel Update

2. Action Item 2324-09: Tuition Waiver Policy for College Employees & Dependents

D. Institutional Advancement

1. Action Item 2324-10: Memorandum of Understanding between SMCM Foundation, Inc., and St. Mary's College of Maryland

2. Action Item 2324-11: Memorandum of Understanding between SMCM Boat Foundation, Inc., and St. Mary's College of Maryland

E. Technology, Buildings, and Grounds

1. Action Item 2324-13: Approval of FY25 Plant Fund Capital Budget

F. Finance, Investment, and Audit

1. Action Item 2324-13: Approval of the FY25 Plant Fund Budget

G. Campus Life

1. Information Item: Memorandum of Understanding with St. Mary's County Sheriffs Office

2. Information Item: Memorandum of Understanding with Historic St. Mary's City Commission.

IV. President's Remarks

V. Strategic Plan Discussion

A. Implementation of the Strategic Plan – Progress and Costs

VI. Video

VII. Information Items

A. Board Minutes/Open Session – Oct. 14, 2023

B. Board Minutes/Open Session – Oct. 4, 2023

C. Dashboards

ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES MEETING
PRESIDENT'S REPORT
FEBRUARY 2-3, 2024

As we see and experience the world beyond the St. Mary's College campus, the value of a liberal arts education, especially the necessity of the humanities in understanding the nature of human interactions and the need for the arts to help us appreciate the beauty and to communicate the atrocities of humankind, has never been more apparent. The liberal arts grounds us and helps us navigate the seeming chaos around us; the St. Mary's Way guides our actions as we work diligently and deliberately to create a sense of belonging for our community members and provide them with the tools to succeed wherever life takes them. This meeting focuses largely on what is being done to build and sustain a vibrant scholar-learner community that reflects and supports the multi-cultural/ethnicism of the State and the nation while ensuring that the College remains financially healthy and viable.

Recruitment/Attraction

Student enrollment is a major source of the College's revenues. As part of the 2019 – 2022 series of strategic initiatives known as *Big Audacious Goals*, the College endeavored to double the number of student applications from ~1,600 per year to 3,200 as a means to increase student enrollment. This was a focus of [Task Force I](#) and our success is clear. The vice president for enrollment management will provide an update on where we are with building Cohort 2024. Within the government relations report, you will hear of proposed bills that admission processes in large part in response to the recent SCOTUS ruling.

The campus community has worked diligently over the course of the last few years to enhance and coordinate efforts to increase enrollment. Led by the strategic and collaborative partnership between the vice presidents of enrollment management and institutional advancement, the College is fortunate to have increased total enrollment by 12% since 2019. This increase nonetheless necessitates enhancements in the services and support systems we provide students. The Student Affairs division has implemented an improved Residential Programming model that focuses on both "programming and education" across its units which 1) enhances the sense of community and belonging across the student body as well as 2) better prepares students for life beyond campus. The CL committee report describes some of the new programs as well as the impact of this model on retention of the residence assistants.

Increased enrollment as well as enhanced and expanding College + community engagement require increased campus security. During the February 2023 trustee meeting, the vice president for student affairs presented a [new model for campus safety](#). Most of the benchmarks presented at that time have been successfully implemented and the College is on track to transition from its partnerships with the third-party security agency well within the previously defined timeline.

There have been challenges with staffing the necessary positions that are, at the most basic level, associated with ongoing labor negotiations. We are hopeful the staffing issues will be resolved soon so as to not impede the Public Safety initiatives currently underway. Timely resolution of the issues not only facilitates our achieving full staffing levels but also enhances the community's comfort with the officers charged with helping to keep our community safe - all officers would be SMCN employees who must be engaged and fully committed to our campus ethos.

To fulfill the vision that *The Rising Tide* facilitates, it is imperative for the College to attract, recruit and retain students who both develop a sense of belonging and who are empowered to thrive in this rich scholar-learner environment. Part of the attraction equation is having relevant and financially sustainable programming. During program realignment efforts developed in FY20 through FY21 and subsequently implemented, a series of program relevance and finance metrics were developed with the expectation that these data would inform continuous assessment and evaluation of academic programs. During the AAC meeting, an updated set of these metrics will be presented via snapshots of long-offered academic programs with concomitant discussion of how these data are used to facilitate/enhance program relevance to today's students and employers. Additionally, for two of the four newest programs (Business Administration and Neuroscience), data will be presented highlighting how well they are doing relative to the business models that lead to their development and implementation (as we did for [Marine Science](#) in October 2023). The fourth new program, Performing Arts, was developed as a matter of efficiency and to take full advantage of the combined expertise of our faculty and the campus facilities. Because of its genesis, there is very little data on which to base a discussion of any kind regarding Performing Arts. Nonetheless, the potential impact of this newly configured program is positive, and we are confident that future analysis will bear this out.

Institutional Compliance and Financial Health

Sustaining an institution goes beyond tuition dollars garnered from enrolled students. It requires compliance with state and federal laws and regulations, collaboration and respect among stakeholders, and the acquisition of resources (human and financial) to do the work required to both fulfill the mission and achieve the strategic goals.

Accreditation by national organizations ensures that the College is providing the best learning experiences we can and that our processes and practices are supportive of a sustainable and equitable environment for learning. It also ensures our eligibility for federal financial aid, a key element in recruiting and retaining students. The work by the steering committee leading the reaffirmation of accreditation self-study is [progressing](#) in a timely manner. The committee is well on its way to providing substantial proof of the College's alignment /compliance with six of the [seven standards](#) required for the reaffirmation. There is one standard (Standard VI - Planning, Resources, and Institutional Improvement) for which we are in the process of codifying what we do. When the codification is completed, the confidence in our ability to show Standard VI compliance will be as high as it is with the others.

Stakeholder engagement is guided by the principles of shared governance in higher education. The College, in a collaborative effort lead by the faculty senate, division of academic affairs, and the president's office, continues to work towards developing a common language and understanding of the roles and responsibilities associated with shared governance. Consultants, who have been engaged to help us in this endeavor, will be on-campus in the coming weeks to meet with select faculty, students, staff, the executive leadership, and trustees. This work further strengthens SMCM's compliance with Standard VII (Governance, Leadership, and Administration).

The SMCM Foundation continues to be an excellent partner in ensuring the fundraising goals align with and support the College's strategic goals; our alumni are firmly integrated in all these endeavors. We are indebted to the steadfast commitment of alumni to their alma mater as evidenced by their philanthropy, of course, but also with their mentorship of and internships for current students, recruitment of future students, and the countless other forms of engagement with the College. During the IAC meeting, you will hear of work being done to complete the *Taking the Lead* comprehensive campaign and learn how well the fund manager is doing to sustain and grow the endowment.

In the FIA committee meeting, you will hear a retrospective analysis from the managers of the College's quasi endowment of their work to sustain and grow these funds within the [investment strategy](#) parameters the [trustees approved](#) in 2018. This conversation is of tremendous import as we consider steps to strengthen the financial health of SMCM.

Part of Task Force I's work focused on our tuition pricing. The result was the development of a 10-year plan [approved by the trustees](#) in May 2022 to hold tuition steady as means to bring SMCM's tuition within 10% of the state's flagship, our top competitor for in-state students. Success of the plan was contingent upon the College's ability to continue to meet enrollment targets and maintain operational costs; a constant rate of inflation; and the flagship's historical rate of annual tuition increases. Laudably, SMCM has held tuition flat during the last four consecutive years. This, coupled with the fact that we have held tuition flat in six of the ten years I've been president, has resulted in the Fall 2023 tuition being less than it was in Fall 2013. The College will present a proposal during the FIA meeting that continues holding tuition flat for a fifth consecutive year. However, due to higher than anticipated operating expenses, primarily the result of significant increases in inflation since the pandemic and higher salaries and benefits, the long-range tuition plan as originally modeled may not be financially feasible. Consequently, there will be a discussion in FIA to re-evaluate the model and consider potentially modifying it in FY26. Also, the TBG committee will ask FIA to recommend to the Board approval of the FY25 plant budget now rather than coupling it with the operations budget approval that occurs annually at the May Board meeting.

Implementation of *The Rising Tide*

There are four highly integrated and transformational pillars contained in the current plan designed to 1) **create** a unique honors college identity, 2) **empower** students for success, 3) **build** a vibrant multi-cultural institution, and 4) **become** an exemplary community resource on the road to accomplishing our vision as the college of choice. Progress achieving the strategic goals are available on the [website](#). During the Board meeting, we will present 1) information on specific initiatives as well as 2) an update on financing the plan. This presentation will include an integrated retention plan - developed by the vice presidents in enrollment management, student affairs, and academic affairs - designed to enhance the work proposed in *The Rising Tide*.



**BOARD OF TRUSTEES
TRUSTEE GOVERNANCE COMMITTEE
FEBRUARY 2, 2024**

**OPEN SESSION
AGENDA**

- I. MEETING CALLED TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Ark and Dove Award – Recommendations
 - B. New Trustee Candidates – Status of Candidate Search
 - C. Board Survey – Update on Questionnaire
- III. INFORMATION ITEMS**
 - A. Minutes from October 13, 2023
- IV. MOTION TO CLOSE SESSION**
- V. MOTION TO CONCLUDE OPEN SESSION**



**BOARD OF TRUSTEES
TRUSTEE GOVERNANCE COMMITTEE**

**OPEN SESSION
MINUTES**

Date of Meeting: October 13, 2023

Status of Minutes: Approved

Committee Chair: Paula Collins

Committee Members Present: Board Chair Susan Dyer; President Tuajuanda Jordan; Arthur “Lex” Birney/Zoom; Donny Bryan ’73; Gail Harmon/Phone; Danielle Troyan ’92; Ray Wernecke; John Wobensmith ’93/Zoom.

Committee Members Absent: None

Staff Member: David Taylor

Trustees Present: Peter Bruns; Kristen Greenaway; Sven Holmes; Talib Horne ’93; Melanie Rosalez ’92/Zoom.

Others Present: Betsy Barreto; Mary Broadwater; Carolyn Curry; Brandon Engle/Zoom; Katie Gantz; David Hautanen; Jerri Howland; Paul Pusecker; Dereck Rovaris; Jeff Byrd; Ann Marie Brady/Zoom; Jennifer Falkowski/Zoom; Kaylah Lovitts.

Executive Summary: Committee Chair Paula Collins called the meeting to order at 9 a.m. A quorum was noted. The agenda included three discussion items including the Ark and Dove Award; upcoming trustee vacancies; and a possible board survey. She also complimented the successful new trustee orientation held the previous day (October 12).

The Order of the Ark and Dove is the highest honor presented to individuals for distinguished service to the College. Nominations are accepted from October through April; the President and Executive Council review the nominees and recommend a final candidate to the Board for approval in May for presentation in October. Chair Collins asked that trustees (and anyone associated with the College) to consider candidates and forward to the President with an explanation as to why this candidate is deserving; a giving record/money is not a factor in the selection.

Chair Collins noted that while the Board expects no new vacancies in 2024, there could be as many as five in 2025, due to the expiration of terms. The terms of Sven Holmes, Peg Duchesne, and Lex Birney expire in 2025; Gail Harmon will step down having served since 2007; Carlos Alcazar, who began his term in May 2014, will also step down. The first terms of Ray Wernecke, Judy Fillius, and Chair Collins all conclude; they are eligible for a second term and have expressed an interest in doing so.

Currently, there are at least three very good prospects with whom we are having conversations and will discuss in closed session at another time; we seek candidates who are willing to invest the time, bring expertise, gravitas, and enthusiasm to advance the College mission.

Chair Collins distributed a matrix of skill sets that the Board should possess; in addition to professional skills and experience, the Board needs a particular focus on increasing diversity which is essential to best serve the citizens of Maryland; people of Hispanic and Asian heritage are the fastest growing demographic.

Trustee Wernecke had a candidate in mind and will convey to Chair Collins. President Jordan reminded trustees to not limit ourselves to just local geography; we should seek candidates beyond this area. Of our 23 governor appointed trustees, some 70% are from Maryland.

Chair Collins commented that as part of the Middle States assessment currently underway, Standard VII asks that the Board conduct regular self-evaluations and act to address issues. While actions do occur and processes are in place, conducting a periodic survey to complement existing activities has been suggested to strengthen the review process. Trustee Wobensmith provided a sample survey which Chair Collins adapted and circulated as an example for further discussion. Any instrument would be reviewed by counsel; this is a “thought piece” for preliminary review. Such a survey tool is standard in the private sector and increasingly in college board governance as well. All survey responses would be anonymous (to encourage straightforward answers) and could be forwarded to the attorney to record, review, and compile.

Trustee comments suggested a survey would prompt candid and shared awareness as to how to do better as a board; Chair Dyer concurred and said we should move ahead with this idea, get feedback, and discuss at the next meeting (February).

There being no further business, Chair Collins asked for a motion to adjourn; Boad Chair Dyer made a motion; trustee Bryan seconded; on a unanimous vote, the meeting concluded at 9:15 a.m.



**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.

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>



**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.



**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; 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. Szyborski; 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.



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
FEBRUARY 3, 2024**

ACTION ITEM 2324-08

**RECOMMENDATION TO APPROVE
RELIGIOUS ACCOMMODATIONS**

RECOMMENDED ACTION:

The Academic Affairs Committee respectfully requests that the Board of Trustees review and approve the College's Religious Accommodations. The proposed policy has been drafted by Academic Affairs in consultation with Student Affairs, reviewed by the Vice President for Equity and Strategic Initiatives, and approved by shared governance.

RATIONALE

The Religious Accommodations are a set of proposed policies from the College providing for reasonable academic accommodations for students to practice sincerely held faith-based beliefs. This draft is the result of House Bill 923 requiring such written policies of all public higher institutions in the state of Maryland. *Please see OnBoard for additional information.*



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
ADMISSION AND FINANCIAL AID
FEBRUARY 2, 2024**

**OPEN SESSION
AGENDA**

I. DISCUSSION ITEMS

- A.** Enrollment Retention Initiatives

II. ACTION ITEMS

- A.** Proposed revision to the " Tuition Waiver Policy for College Employees and Dependents"

III. INFORMATION ITEMS

- A.** None

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



BOARD OF TRUSTEES
ADMISSIONS AND FINANCIAL AID COMMITTEE
REPORT SUMMARY

Date of Meeting: February 2, 2024

Date of Next Meeting: May 10, 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)*

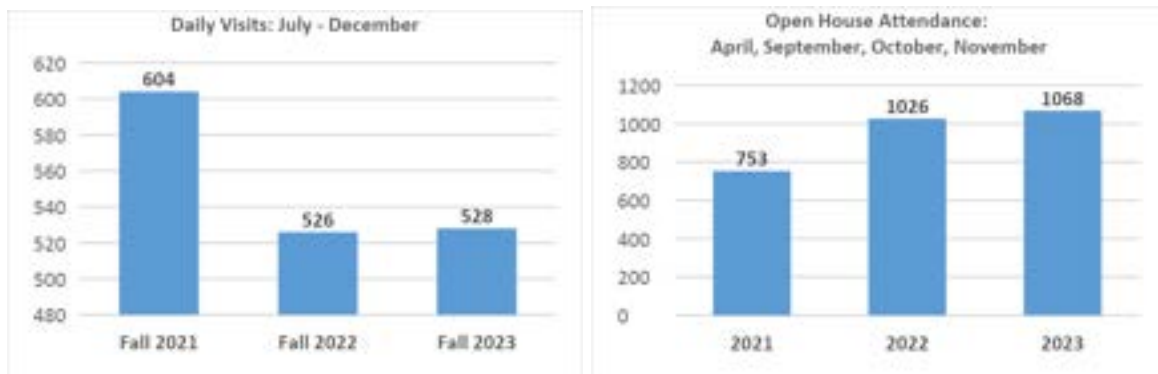
Dashboard Metrics:

N/A

Executive Summary:

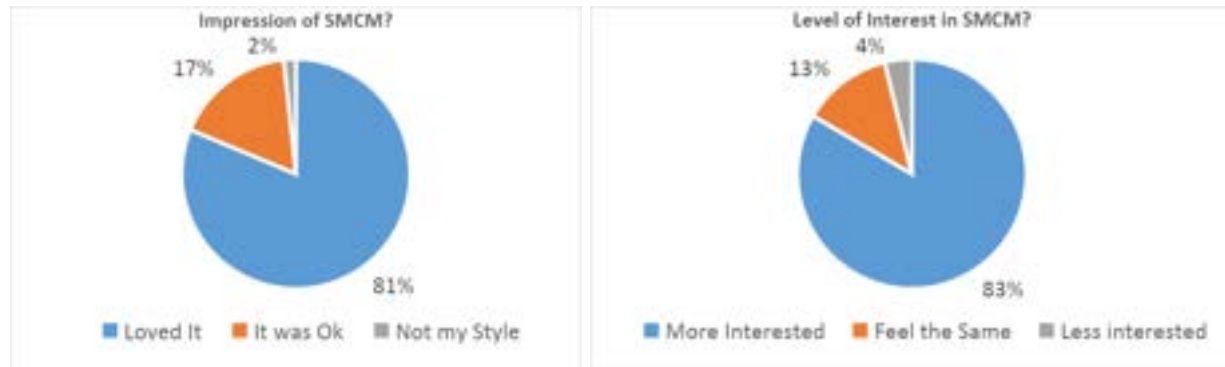
The Office of Enrollment Management is pleased to submit its January 2024 report to the Committee on Admission and Financial Aid of the Board of Trustees. The report includes information about our Fall 2023 recruitment efforts, Spring 2024 new student enrollment, Fall 2024 admitted student yield initiatives,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

Fall 2023 Recruitment Season:



The number of campus visitors during the Fall 2023 recruitment season increased compared to the 2022 recruitment season. This includes a slight increase in the number of students who attended our daily tours and information sessions between July and December and a more significant increase in the number of students who attended our open houses compared to the

previous year. Given the influence of the College's location on prospective student decision making, continuing to increase the number of prospective students who visit campus throughout the recruitment funnel is integral to meeting enrollment goals.



Program evaluation responses (n=235) from our open houses attendees are strong and positive. In addition, 71% of respondents plan on applying and 19% indicate that St. Mary's College is their first choice at this point in the recruitment process. Program evaluations also serve to inform the ongoing improvement of the program. The Spring Open House is scheduled for Saturday, April 20, 2024.



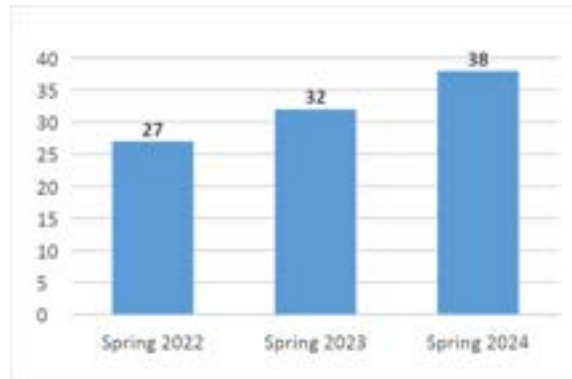
Admission staff conducted recruitment activities at 588 events primarily in Maryland and then in targeted out-of-state markets including Delaware, Pennsylvania, Virginia, and Washington D.C.. This included visits at high schools and community colleges, local, regional and national college fairs, and workshops for prospective students and counselors.

The Office of Admission sponsored two college counselor events this fall. Coinciding with the National Association for College Admission Counseling (NACAC) annual conference in Baltimore at the end of September, the Office of Admission hosted an on-campus program. Nine counselors from as close as Maryland, Pennsylvania, and Virginia and as far away as Colorado, Massachusetts, and Puerto Rico attended. In early October, the 37 college counselors from Montgomery County, Prince George's County, Washington D.C., and northern Virginia attended a luncheon event in Bethesda, Maryland.

The Office of Admission continues to partner with the Office of Alumni Affairs on the alumni

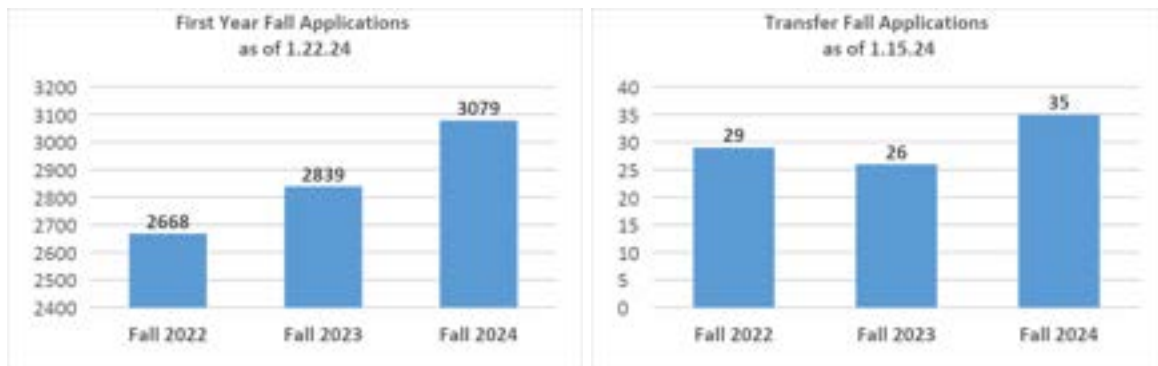
referral program for prospective students entitled “Launch-a-Leader” for this application cycle. As of January 18, 2024, 63 applicants have been referred by 66 St. Mary’s College alums. This is compared to 22 and 24, respectively, last year.

Spring 2023 New Student Enrollment:



Current Spring 2024 new student enrollment includes 38 students (five first-year students, 31 transfer students, and two students who were readmitted into the College. This is on a goal of 30 new students. The census date for Spring enrollment is on February 19, 2024. At that time, we will communicate the College’s actual Spring 2024 and blended annual enrollment totals as well as updated financial aid expenditure figures.

Fall 2024 Applications:



The number of applications for admission to the College continues an upward trajectory. For Fall 2024, first year Early Decision applications have increased by 24% from 58 to 73; Early Action applications have increased by 14%; and following two years of declining numbers of Regular Decision applications, they are almost on par with the number of applications for Fall 2023. Following two years of declining numbers of applications for admission, early indications are that transfer applications will rebound.

Admitted Student Yield Initiatives:

Early Decision and Early Action applicants were notified of their admission decision and merit scholarship in November and December, respectively. Typically, this notification also includes

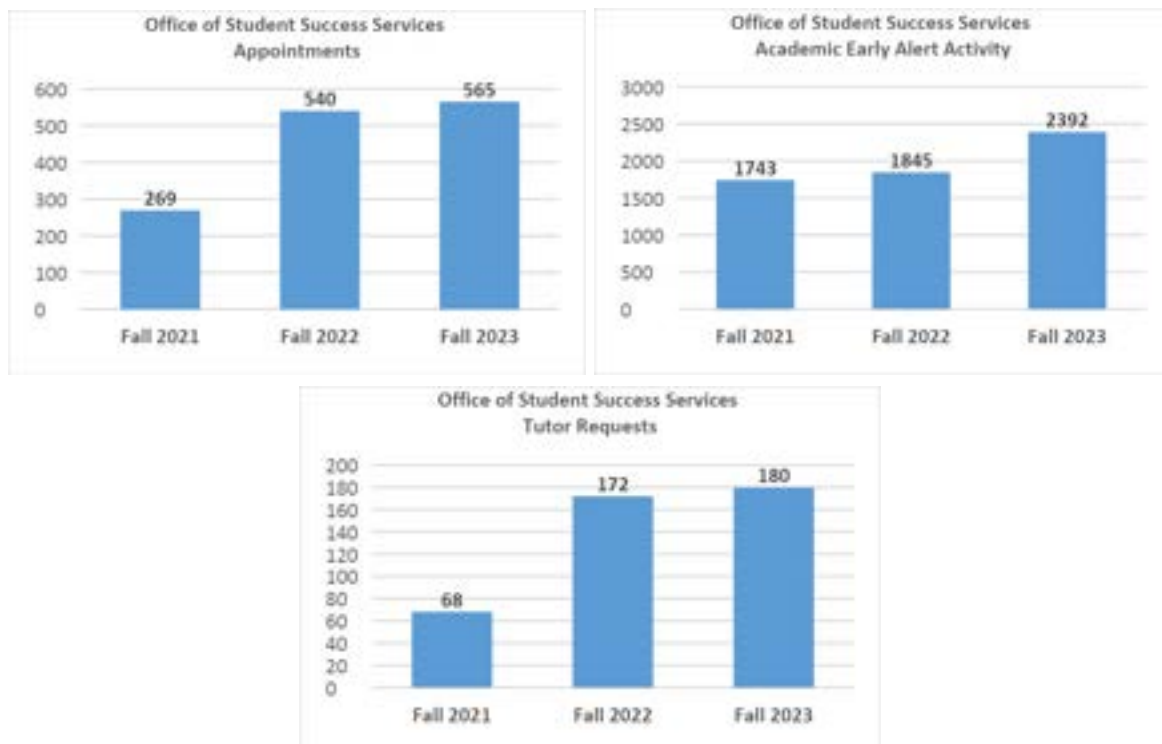
the offer of need-based financial assistance. Due to the federal Free Application for Federal Student Aid (FAFSA) simplification initiative, the form was not available in advance of the College's early application processes. A soft launch of the new FAFSA began at the end of December. Once the College receives the applicant data which is expected no earlier than the end of January, we will prepare and distribute need-based financial assistance awards as soon as possible.

The College will be hosting two on-campus Admitted Seahawk Days on Saturday, March 2 and Saturday, April 6. We will be hosting off-campus Admitted Seahawk Celebrations in Montgomery County on Thursday, April 11 and in Baltimore County on Thursday, April 18. Admission staff will be hosting micro yield events in targeted in- and out-of-state areas. This cycle's virtual Future Seahawk Series will include seven yield programs.

Retention Initiatives:

In partnership with the Vice President for Academic Affairs and the Vice President for Student Affairs, a planning process to develop an integrated retention strategic plan was completed during the fall semester. Designed to complement the College's strategic plan, implementation will begin during the spring semester.

Student Success Services:



The Office of Student Success Services (OS3) staff supports student success by providing academic coaching and advising, workshops for students, faculty, and staff, parent/family outreach and support, and managing the College's early alert system (Beacon), the PASS peer mentor program, and the academic tutoring program. As the data shows, the services provided

by OS3 continue to increase. This is due to promotion to students to ensure that they are aware of the office and its services as well as outreach with faculty and staff so that they are aware of the services OS3 offers and that they know how to best utilize the College's early alert system. Of note this past fall semester, OS3 offered 39 workshops and 58% of students who received tutoring increased their final grade with only 5% receiving a lower grade.

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

There will be an action item to revise the College's employee tuition waiver policy.



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

**OPEN SESSION
MINUTES**

Date of Meeting: October 13, 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, Carlos Alcazar, Sven Holmes, Kimberly Kelley, Melanie Rosalez '92 (remote), Caleb Shankle (Staff Liaison), William Roberts (Faculty Liaison)

Staff Member: David L. Hautanen Jr.

Others Present: Kelsey Alford, Mary Broadwater, David Taylor, Betsy Barreto, Paula Collins, Katherine Gantz, Jerri Howland, Dereck Rovaris, Anne Marie Brady (remote), Jeff Byrd (remote), Thomas Synborski (remote), Kaylah Lovitts, Kelly Neiles.

Executive Summary

Committee Chair Ray Wernecke called the meeting to order at 10:20 a.m. Attendees participated both in-person and via videoconference. Committee Chair Wernecke confirmed that a quorum was present.

Discussion Items

Vice President for Enrollment Management, David L. Hautanen Jr., previously submitted his enrollment report for the committee's review. Committee Chair Wernecke noted three trends from the report: enrollment, student diversity, and recruitment are all up. Committee Chair Wernecke asked if there were any questions or comments. The committee did not have any at that time.

Committee Chair Wernecke introduced Vice President Hautanen. Vice President Hautanen said that the goal for today's conversation was to discuss some of the challenges and opportunities facing enrollment beginning with the Fall 2024 entering class.

Demographic Changes

Vice President Hautanen noted that Maryland will not experience the "demographic cliff" in the same way as other states. Instead, the state will continue to graduate at least the same number of students as it will this year for many years to come. However, the demographic composition (race/ethnicity) will change with increasing numbers of Hispanic/Latino/a and Asian students and decreasing numbers of Black and White students. We need to be mindful that our competitors are aware of this and are increasing their recruitment of Maryland students. Our

recruitment strategies will need to reflect both the demographic changes as well as the increased competition for instate students.

The Supreme Court of the United States

Vice President Hautanen explained to the Committee that on June 29, 2023, The Supreme Court of the United States struck down the use of race and ethnicity as factors when making admission decisions. The Court held that race-based affirmative action programs in college admission processes violate the Equal Protection Clause of the Fourteenth Amendment.

Vice President Hautanen noted this does not mean that the Admission Committee cannot be aware of race; it means they will need to review race through the lens of effect or impact and from the learning or qualities the student had gained because of their experience. The current holistic applications review process aligns with the requirements of the court; we have made a change in the actual decision-making process.

FAFSA Simplification

Vice President Hautanen passed the presentation over to Robert “Rob” Maddox, Director of the Office of Student Financial Assistance to discuss the federal FAFSA simplification process. Mr. Maddox explained that while this new initiative is meant to simplify the process for families (making the application easier and quicker to complete), it remains to be seen how the data captured on the new FAFSA form and the resultant Student Aid Index (which replaces the Estimated Family Contribution), will impact the financial aid process in practice.

Due to the timing of the FAFSA simplification process, the release of the FAFSA (which had been available to families on October 1) is being delayed until December. Accordingly, offers of financial assistance that are usually released as part of the Early Decision and Early Action admission processes will be released as soon as possible following receipt of FAFSA files.

College Board Licensing Changes

Vice President Hautanen then presented to the Committee the College Board licensing changes that will impact the recruitment of the Fall 2025 class. The College Board is transitioning to digital testing instruments. That means data privacy laws that were not applicable to personally identifiable information (PII) are now applicable.

Therefore, the College Board will no longer make students’ names and contact information (PII) directly available to the College. This will impact about 48% of the junior and senior names that SMCM usually licenses (purchases) and means that the College will no longer be able to directly market to these students. Instead, the College Board has created an app that will allow colleges to indirectly reach out to cohorts of students. If the students are interested in a college, they will need to provide their personal information directly to that college.

This change has significant implications to how SMCM builds the top of the funnel and our applicant pool. To compensate for this change, Vice President Hautanen explained that Admission and Marketing are going to need to invest and enhance how they nurture and engage those who are expressing interest in SMCM in other ways such as through our College website.

Vice President Hautanen then responded to questions from the Committee.

The meeting adjourned at 11:12 a.m.

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

**ADMISSION AND FINANCIAL AID COMMITTEE
FEBRUARY 3, 2024**

**ACTION ITEM 2324-09
TUITION WAIVER POLICY FOR COLLEGE EMPLOYEES AND DEPENDENTS**

RECOMMENDED ACTION:

The Admissions and Financial Aid Committee proposes that the current note at the end of the **Tuition Waiver Policy for College Employees and Dependents** section in the St. Mary's College of Maryland's Human Resources Tuition Benefits policy, *"Note: Scholarship awards from St. Mary's cannot exceed the value of in-state tuition. Tuition waivers are scholarships and count toward this limit. Scholarships from outside sources do not count, nor do need-based St. Mary's or other sources"* be deleted, and the following language inserted between the current fourth and fifth paragraphs in the **Dependent Children and Spouses of Employees** section of the policy:

"Tuition waivers and institutional scholarships cannot exceed billable charges, resulting in a stipend to the student. Institutional scholarships will be reduced when tuition waivers and institutional scholarships exceed billable charges."

RATIONALE:

The philosophy informing this proposal is that tuition waivers are an employee benefit and merit scholarships are in recognition of an applicant's achievements. The current policy limits the total amount of waivers and non-need-based scholarships to the equivalent of in-state-tuition. This results in students losing their merit scholarship awards if they receive a full-tuition tuition waiver. Even though these benefits affect the net cost of attendance for an individual student, the receipt of one should not impact the receipt of the other. USM does not limit receipt of these benefits in this manner. Further, because these benefits are discounts and not actual funding, these benefits should not result in a monetary stipend back to the student.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
FEBRUARY 2, 2024**

**OPEN SESSION
AGENDA**

I. CALL TO ORDER

II. DISCUSSION ITEMS

- A. Vice President of Institutional Advancement Report—Taking the LEAD Campaign
- B. Strategic Support
 - 1. Update from the Alumni Association President Kate Fritz '04
 - 2. Update from the SMCM Foundation Dan Schiffman '91

III. ACTION ITEMS

- A. Action Item 2324-III. A: Affirmation of Memorandum of Understanding between the SMCM Foundation, Inc., and St. Mary's College of Maryland
- B. Action Item 2324-III. B: Approval of Memorandum of Understanding between the SMCM Boat Foundation, Inc., and St. Mary's College of Maryland

IV. INFORMATIONAL ITEMS

- A. Report from St. Mary's College of Maryland Alumni Association President
- B. Report from St. Mary's College of Maryland Foundation President
- C. Report from Institutional Advancement Vice President
- D. Minutes from October 13, 2023

V. ADJOURNMENT



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

Date of Meeting: February 2, 2024

Reporter: Carolyn Curry, vice president of Institutional Advancement

Institutional Advancement (IA) 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 its four goals to *The Rising Tide* strategic plan through the reporting period October 2023-February 2024 as illustrated in selected progress points.

IA Goal: Fundraising for the Taking the LEAD Campaign

Giving to date: Now in its public phase, the campaign has yielded \$18.9M since its quiet phase launch in 2020-21. To date, the annual campaign goal of \$5M has already been exceeded by almost \$500,000. The College's largest ever commitment was announced in November 2023 when Foundation Director R. Scott Raspa '86 announced a \$4M planned gift to grow the endowment. The total Taking the LEAD campaign thus far has raised 51% in current funds and 49% in endowed. While the bulk of giving has come from major gifts (\$10k+), the development team set a goal of \$600,000 this giving cycle to come from non-major gifts. To date, \$542,000 has been raised toward that goal. To keep abreast of the campaign and its impact, view the website at go.smcm.edu/taking-the-lead/

Cultivation: The tactics below are among those underway for cultivation and solicitation.

- *Alumni Decade Ambassadors*—In addition to the assistance of President Jordan, the Campaign Steering Committee, Foundation Directors and Trustees, an alumni ambassador group was activated in time for *Giving Tuesday*. 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. With a goal of 1,783 alumni donors by June 30, 2024, 1,199 have contributed to date.
- *Giving Tuesday*—The November annual *Giving Tuesday* online fundraising event broke records again this year, raising \$392,336 toward the Taking the LEAD campaign (+ 27%)

over last year's amount) through 3,805 unique donors (+ 32% over last year). The Board of Trustees, Foundation Board, Campaign Steering Committee and the President's Executive Council once again posted impressive 100% participation rates. Also up in cohort giving: faculty and staff (+26%), students (+56%), current parents (+32%) and friends of the College (+50%). Kudos to Alumni Relations Director David Sushinsky for once again leading the effort.

- *Taking the LEAD Tours*—Large alumni gatherings throughout the year featuring President Tuajuanda Jordan aim to bring attention to the campaign and the College's strategic plan which the campaign helps to actualize. Completed in the fall 2023 semester have been Taking the LEAD Tours in Annapolis (October), North Bethesda (November) and Baltimore (December). Several Trustees, Foundation Directors and Campaign Steering Committee members networked with nearly 170 total attendees. Of note, 90% of all those attending have now contributed to the Taking the LEAD campaign. During the spring semester, Taking the LEAD Tours will be held in Frederick, Columbia and St. Mary's County. Major gift officers continue to travel out-of-state to meet with major prospects and several Campaign Steering Committee members are hosting cultivation events in their homes this spring.
- *Campaign assets*—In addition to creating a campaign website and fall and December email appeals, the integrated market and development teams produced a campaign video to inform prospective donors, a revised Case for Support, video testimonials, Flickr photo albums of Taking the LEAD Tours, and the *Giving Tuesday* website with associated marketing materials. The latter generated more than 2,000 page views (+21% over last year) with the average engagement time of nearly 1.5 minutes (+ 26%).

IA Goal: Increasing SMCM's standing as the College of Choice

Enrollment Marketing: The integrated marketing team helps realize Admission funnel goals through multiple and targeted strategies. In addition to creating enrollment print pieces in the reporting period, the team augmented partner agency digital work to drive enrollees to the November Open House that saw a 7% attendance increase. Focused multi-media strategies have increased key admission pageviews (38,000+), up 22% over this time last year with a 20% uptick in users. Out- of- state page views have increased by 15% over this time last year with the team working to increase this and transfer traffic during the spring semester. The team also provided content in Spanish for viewbook and key admission web pages. Several student success stories were added to the "Seahawk Spotlight" section of the front smcm.edu site generating more than 2,200 page views since October, a 32% increase since then. Additional stories about alumni successes and faculty accomplishments were also added to appropriate web page areas trafficked by prospects.

The team constantly creates short videos, photo albums and social media assets for major events on campus to illustrate the SMCM experience to visitors. During the recent December holiday period, the team produced a short holiday video message from President Jordan visually showing

2023 momentum. The video was highlighted on the College's smcm.edu website, but also sent to the campus community, alumni, parents and community members, among others.

Hawtoberfest/Family Focus: IA led a cross-campus committee to create, produce and market the October 20-21 Hawtoberfest (Fall Family Weekend). Current families are the primary attendees, followed by students, alumni, prospective families and faculty/staff. The primary goal is to have parents/families leave feeling SMCM is the “right choice” for their students. More than 1,800 attended (+6% over last year), with more than 1,100 of them parents/family members (+5%). The event generated 2,819 pageviews (+7.6% over last year) by 1,548 users (+79%); a special short video was produced to capture the spirit of the event. IA also generates a monthly parent/family e-newsletter with close to 4,500 subscribers.

Alumni Engagement: Alumni choosing SMCM with which to engage is an ongoing goal enhanced by bi-monthly e-newsletters. More than two dozen examples of alumni helping the College were touted through multi-mediums in the reporting period, including social media. Stories included volunteers in the Refer-a-Seahawk initiative and the Mentor-a-Seahawk program.

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 noted under the Taking the LEAD campaign section of the report show positive movement.

IA Goal: Advancing The National Public Honors College and LEAD brand and reputation

Among the tactics IA has employed in the reporting period:

- *Mulberry Tree magazine*—The College's magazine continues to leverage and promote LEAD and initiatives related to *The Rising Tide*. The early fall 2023 and January 2024 issues especially highlight such efforts, including pushing the Dodge Performing Arts Center as a cultural hub; circulation now is at an all-time high of just under 18,000.
- *Bay to Bay Service Days*-- The team and alumni groups across the nation are planning community service projects in April for Bay-to-Bay Service Days that proudly brand the College. Seven states and fifteen projects have been identified so far; interest has been expressed from alumni abroad.
- *Focus on LEAD*— In addition to the Taking the LEAD campaign video, the team launched in the reporting period a paid social media campaign promoting LEAD. It reached 29,000 with a 3.4% click-through-rate. Page views to the LEAD webpages increased in the past three months to 4,743 (+60% over the same time last year) representing 2,150 users (+51%).
- *Leveraging Brand Resources*—The team added new athletic options, produced optimum examples of how to show the brand on apparel and merchandise, provided monthly “did you know” tips to the campus community to feature aspects of the brand, updated

branding on cultural heritage banners across campus, and conducted work sessions for units or groups on how to leverage The National Public Honors College and LEAD. Our Brand Resource page had 652 page views (+150% over the same time last year) by 288 users (+75%). In addition, the team provided Public Safety with a graphic identity for its vehicle and is collaborating with a vendor to wrap the newly-purchased passenger bus.

- *New Internal Communications Tools*—IA launched in January 2024, The Current, a custom-built communication platform created just for students. With the help of extensive student feedback, the IA web team created customizable options for each student while still enabling the College to underscore important dates and information. Features also include ways students can share successes and contribute examples of the College experience through photo entries and other means. For faculty and staff, SMCM Daily was also launched in January based on feedback, retooling the existing InsideSMCM daily communication tool. The new version is crisper, easier to navigate and focuses on areas of importance to the constituents. IA will update both The Current and SMCM Daily at 8:00 a.m. daily and seek feedback throughout the spring semester.

IA Goal: Enhancing SMCM as a sought-after regional resource

Cultural Hub: The integrated marketing team promotes the Dodge Performing Arts Center using 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. In the reporting period, the team developed, managed and deployed targeted social media ad campaigns reaching more than 270,000. The team also deployed print/postcards, radio and digital assets in the last three months. The Dodge Performing Arts Center website traffic has increased by 273% over the same time last year (3,837 page views) by 2,186 users (+378%). To date, nine sold-out or near capacity events have resulted. In addition, the team has secured placements statewide and regionally in agency yearbooks, agency directories, newspapers and tourism online and print publications.

Ultimate Event Experience: IA's Events and Conferences team partners with the full IA staff and others across campus to ensure the College gives internal and external participants the best experience possible. Whether taking the lead or in a supporting role, this team touches branding, customer service, logistical needs, staging, receptions, décor and messaging. For the fall semester, this has included the Taking the LEAD public phase kickoff events, the Center for the Study of Democracy's Constitution Day lecture by Nina Totenberg, the Bradlee Lecture by Jelani Cobb, *Giving Tuesday*, the Messiah concert, The Governor's Year of Service Training and The Sacred Journey, among others. For the second semester: Awards Convocation, MLK Day, Commencement, the annual Lucille Clifton event, the Mulberry Music Festival, River Concerts and summer conferences, among others, are already in various planning stages. Results of customer service surveys and participation numbers are reviewed in June for comparisons.

The Sacred Journey: Fast becoming a community favorite, The Sacred Journey held on November 3, 2023, saw the largest turnout (more than 300) to date. The cross-campus planning committee, chaired this year by Professor Garrey Dennie, added several new elements, including an evening Dodge Performing Arts Center concert by the Grammy nominated Sweet Honey in the Rock who express their history as Black women through song, dance and sign language. IA produced a short video and multiple marketing assets including a web page with 2,000 page views (+32% over last year). More than 7,500 views of the specific web calendar posting prior to the event were recorded. The January Mulberry Tree magazine pays tribute to this event and its catalyst, the Commemorative to Enslaved Peoples of Southern Maryland.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

SMCM ALUMNI ASSOCIATION REPORT

Date of Meeting: February 2, 2024

Reporter: Kate Fritz '04, SMCM Alumni Association president

The priority for the rest of FY24 is to reinvigorate our Regional Alumni Chapters by:

- Appointing new presidents in key places (DC, Western Maryland, Bay Area),
- Preparing Regional Chapters to organize volunteer service opportunities for Bay-to-Bay events throughout April 2024,
- Re-instituting annual signature events for chapters, such as the Crab Feast in Annapolis and the Orioles game in Baltimore, and
- Introducing our two newest Chapter Presidents Sara Morgan Watters '10 (Annapolis) and Sophia Rowe '19 (Baltimore) at Taking the LEAD Tour stops in those two regions.

Other items of focus include:

- Partnering with the Alumni Relations Office to update the alumni awards process with new application prompts and software, and
- Helping with the promotion of the alumni mentoring and recruitment programs. To date, alumni have referred 67 prospective students to Admission via our Refer-a-Seahawk initiative which exceeds the FY24 goal of 40. We are supporting the Mentor-a-Seahawk by serving as and recruiting alumni mentors this spring with a goal of 275 (129 to date).

Finally, the Alumni Council joins the community in celebrating the College's record-breaking *Giving Tuesday* event. The current and former members of the Alumni Council:

- Donated over \$30,000 to fund this year's Alumni Council Challenge which drives participants to engage through incentives,
- Donated an additional \$2,500 to fund The Allan Challenge which inspired 223 students to visit the Campus Center and donate \$10 or more, donate a non-perishable food item for Solomon's Shoppe, or sign 25 donor thank-you cards (50% more students participated in the Allan Challenge this year compared to 2022),
- Signed up to be Champions and engage personal networks (11 members), and
- Served as volunteers at the Allan Challenge site at the Campus Center (4 members).



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

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

Date of Meeting: February 2, 2024

Reporter: Dan Schiffman '91, Foundation President

The Foundation's Joint Investment Committee (JIAC) and the Foundation Board of Directors met on November 16, 2023. Among the items of note:

Both the JIAC and the Foundation Board reviewed, edited and approved the Memorandum of Understanding Between St. Mary's College Foundation, Inc., and St. Mary's College, initially written in 2010 and affirmed in 2015 by both entities. The Foundation is now submitting the MOU for the Board of Trustee's review and affirmation, with the recommendation that both entities review and affirm it every five years as a matter of best practice.

The Foundation once again received a clean audit with no findings for the fiscal year ending June 30, 2023, from CliftonLarsonAllen (CLA). Both the auditors and the Foundation Board praised Director of Foundation Finance and Administration Jackie Wright and her team for their thorough job both in preparing for the audit and for continually ensuring high standards.

JIAC Chair Nicole West reported the Foundation's total endowment market value, as managed by J.P. Morgan, was \$35.5M net of fees as of September 30, 2023. (*Note: As of December 31, 2023, the total market value was \$37.7M.*) The JIAC spent time discussing how the portfolio was performing in relationship to the asset allocations, as well as trends and long-term risk expectations.

After a robust discussion about market conditions and expectations, the JIAC reviewed several scenarios for setting the FY25 spend rate and support and service fee. The Foundation accepted JIAC's recommendation to set a 4.25% spend rate, increasing it from FY24's 4.0% rate, and a 1.25% support and service fee. The spend rate will be applied individually to about 150 endowed funds to determine the amount of dollars available to spend.

SMCM President Tuajuanda Jordan shared with the Foundation Board enrollment progress-to-date and several key initiatives underway to address *The Rising Tide* strategic plan.

Foundation Executive Director Carolyn Curry reported on the public launch of the Taking the LEAD campaign in September 2023. As of the November meeting, \$14.3M had been raised (72% toward the goal of \$20M). Ms. Curry and the Directors reviewed ways to assist, including outreach, networking at Taking the LEAD Tours throughout Maryland and participating in *Giving Tuesday* on November 28. Director Tomi Hiers challenged Board members to contribute a minimum of \$2K each on *Giving Tuesday*.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

MINUTES

Date of Meeting: October 13, 2023

Status of Minutes: Approved

Institutional Advancement Committee Members Present: Committee Chair Gail Harmon, Board Chair Susan Dyer, Peg Duchesne '77, Elizabeth Graves '95, Kristen Greenaway, Talib Horne '93, Judith Fillius '79, President Tuajuanda C. Jordan, Andrew Cognard-Black (Faculty Liaison), Gretchen Phillips (Staff Liaison),

Members Absent: Kate Fritz '04 Bonnie Green '77

Staff Member: Vice President for Institutional Advancement Carolyn Curry

Others Present: Betsy Barreto, Mary Broadwater, Jeff Byrd (via Zoom), Paula Collins, Adrienne Dozier, Katie Gantz, David Hautanen, Jerri Howland, Paul Pusecker, Dereck Rovaris, David Taylor, Danielle Troyan '92, Ray Wernecke.

Executive Summary

Institutional Advancement Committee (IAC) Chair Gail Harmon called the meeting to order at 11:16 a.m.

Discussion Items

Institutional Advancement (IA) Progress on Key Strategies for *The Rising Tide* Strategic Plan
Chair Harmon reminded the IAC of IA's charge: to ensure a strong future for St. Mary's College of Maryland in an intensely competitive environment by advancing the College's brand and reputation as The National Public Honors College, inspiring philanthropy and strengthening alumni and community engagement.

To that end, Chair Harmon asked IA Vice President Carolyn Curry to provide an overview of how the unit is focusing its work to help actualize *The Rising Tide*, the College's new strategic plan. VP Curry presented the unit's four focus areas: a) implementing the Taking the LEAD campaign; b) making St. Mary's College the College of Choice; c) strengthening the brand and its visibility; and d) helping the College become a much sought-after regional resource.

VP Curry provided progress-to-date on IA's work to influence prospective students and families, donors, and alumni to embrace the College as their choice for attending, giving and engaging. Examples included creating multi-channel Admission marketing to reach targeted recruitment territories and to generate buzz; producing Hawktoberfest which yielded more than 1,700 attendees including 1,100+ parents; launching Taking the LEAD tours with President Jordan to meet and inform alumni in Maryland; and producing Giving Tuesday on November 28. VP Curry illustrated how the unit was strengthening the brand and visibility through billboards,



videos, and Bay-to-Bay service days throughout the nation, among other marketing materials that tracked user interaction. In addition, as the marketing arm for the Dodge Performing Arts Center, IA assisted in bringing more than 21,000 attendees to campus September 2022 through May 2023 and more than 11,000 in the summer of 2023. The goal is to continue outreach throughout Maryland, Virginia and D.C. to transform the College into a sought-after cultural hub. To conclude, she underscored how each event produced by IA is leveraged for recruiting, fundraising and engaging targeted audiences.

Chair Harmon thanked VP Curry for the extraordinary work and successes of the unit in these critical areas.

Report of the Alumni Association

In Alumni Association President Kate Fritz's absence, VP Curry presented the report. The Alumni Council held a two-day retreat in July with President Jordan providing an overview of *The Rising Tide* strategic plan. The Council then, with VP Curry and Alumni Relations Director David Sushinsky, brainstormed ways in which they could complement IA's goals tied to the strategic plan. Alumni have been assisting Admission, mentoring students and focusing on rebuilding alumni chapters that experienced some downturns coming out of the COVID pandemic.

Report of the SMCM Foundation

With Foundation President Bonnie M. Green's absence, VP Curry provided a report from the September 28, 2023, meeting of the Foundation Board of Directors and its Joint Investment Advisory Committee (JIAC). Foundation officers for FY24 are Dan Schiffman '91 as president; Tomi Hiers '97 as vice president; Scott Raspa '86 as treasurer and Bonnie Green '74 as secretary. Serving on the FY24 JIAC are Nicole West (chair) and Blu Putnam as Foundation directors; Sven Holmes and Nick Abrams '99 as Trustees; and President Jordan. J.P. Morgan reported to the JIAC that the Foundation's endowment portfolio market value net of fees was \$36.3M. The JIAC also reviewed the existing MOU between the Foundation and the College with an eye toward any updates; the Foundation will do the same at its next meeting, passing it on to the Trustees through the JIAC Trustees for its review and affirmation. Among Foundation business, Executive Director Curry presented candidates for approval to join the Foundation Board.

Taking the LEAD Campaign

Chair Harmon noted that with the guidance of the Foundation's campaign consultant, a feasibility study was conducted several years ago to ascertain a campaign goal, what to raise money for, and the duration of such an effort. The outcome was to conduct a \$20M campaign over five years to fund LEAD initiatives. The campaign has been in the quiet phase for three years aiming to raise 65% of that goal before going public. Chair Harmon said with the help of VP Curry and the Development team, President Jordan, the Campaign Steering Committee, Foundation Board, Trustees, alumni and others, the \$13.6M was indeed raised. On September



22, IA produced a day of events to announce the campaign's public phase, honor the donors who brought us this far and to spread the word externally. Chair Harmon reported how the day's events featured the naming of the Rowing Center in honor of former Trustee Bill Seale, a State of the College speech and reception for the campus community by President Jordan, a VIP reception to honor major donors and a performance by the Kelly Bell Band to bring the community in on the campaign

At Chair Harmon's request, VP Curry reviewed the trajectory to the 65% (\$13.6M): \$2.8M raised in FY21 exceeding the \$2.7M goal; \$4.1M raised in FY22 exceeding the \$4M goal; and \$6.7M raised in FY23, exceeding the \$6.3M goal. VP Curry reported on the areas for which the money has been raised—primarily for the LEAD Fund. To complete the campaign by December 2025, VP Curry outlined action steps to raise the \$6.4 needed. They included a new Alumni Decade Ambassador program, Taking the LEAD tours to inform alumni, dinners and meeting hosted by volunteers, Giving Tuesday, and the continued identification and cultivation of major donor prospects. Chair Harmon complimented the Alumni Decade Ambassador program as a way to reenergize alumni who may not have been engaged with the College for some time.

At the conclusion of VP Curry's remarks, Trustee Kristen Greenaway noted the importance of planned giving and asked if such gifts were counted. VP Curry said they were and that the Development team was just beginning to incorporate such asks into their cultivations. Trustee Greenaway also pointed out the value of working with students in their very first year on giving back to instill the culture of philanthropy. Trustee Talib Horne asked how prospects he may have could be incorporated into the Taking the LEAD tours. Chair Harmon said to work with VP Curry to make that happen and thanked both Trustees for their comments.

Chair Harmon encouraged the Committee to be active in Giving Tuesday, and also to leverage the College's many events by referring or bringing a prospect.

Chair Harmon adjourned the meeting at 12:04 p.m.

**ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
FEBRUARY 3, 2024**

ACTION ITEM 2324-10

**MEMORANDUM OF UNDERSTANDING BETWEEN ST. MARY'S COLLEGE OF
MARYLAND FOUNDATION, INC., AND ST. MARY'S COLLEGE OF MARYLAND**

RECOMMENDED ACTION

The Institutional Advancement Committee recommends the affirmation by the Board of Trustees of the Memorandum of Understanding between the St. Mary's College of Maryland Foundation, Inc., and St. Mary's College of Maryland.

RATIONALE

A Memorandum of Understanding (MOU) between the two entities was drawn up and approved by both in 2010. It was again reviewed by both parties and affirmed in 2015. The SMCM Foundation and its Joint Investment Advisory Committee reviewed the MOU again at their September 2023 and November 2023 meetings whereby it was approved with edits. The document is now before the Board of Trustees, through the Institutional Advancement Committee, for review and affirmation. Of importance, the MOU now requires that both entities review and affirm at least every five years as a matter of best practice. Both new and current members on each Board can then be informed and apprised of the affiliation and the fundraising and asset management of private funds on behalf of the College.

**ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
FEBRUARY 3, 2024**

**ACTION ITEM 2324-11
MEMORANDUM OF UNDERSTANDING BETWEEN ST. MARY'S COLLEGE OF
MARYLAND BOAT FOUNDATION, INC., AND ST. MARY'S COLLEGE OF
MARYLAND**

RECOMMENDED ACTION

The Institutional Advancement Committee recommends the approval by the Board of Trustees of the Memorandum of Understanding between the St. Mary's College of Maryland Boat Foundation, Inc., and St. Mary's College of Maryland.

RATIONALE

In a review of all guidelines and procedures of the SMCM Boat Foundation, Inc., it was discovered that a Memorandum of Understanding (MOU) needed to be created. Similar to the MOU for the St. Mary's College of Maryland Foundation, Inc., this MOU articulates the purpose of the Boat Foundation, the relationship between the Foundation and the College, and the Boat Foundation's responsibilities. It has been reviewed by members of the Boat Foundation and now comes before the Board of Trustees, through the Institutional Advancement Committee, for approval.

Of importance, the MOU now requires that both entities review and affirm it at least every five years. Both new and current members on each Board can then be reminded and apprised of the affiliation and the fundraising and asset management of private funds for the Sailing Program on behalf of the College.



**BOARD OF TRUSTEES
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE
FEBRUARY 2, 2024**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A. Current College Managed Capital Projects
- II. ACTION ITEMS**
 - A. Approval of the FY25 Plant Fund Capital Budget
- III. INFORMATION ITEMS**
 - A. Technology Update
 - B. Historic St. Mary's City Commission Report
 - C. Minutes (Meeting of October 13, 2023)

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

**ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE
FEBRUARY 2, 2024
DISCUSSION ITEM I.A.
CURRENT COLLEGE MANAGED CAPITAL PROJECTS**

Maryland Heritage Interpretive Center

Contractor W.M. Davis has confirmed that construction of the building remains in line with the revised schedule. Building handover should occur by early September 2024. Because the bids for the exhibit installation exceeded the allocated \$3.4M, Historic St. Mary's City leadership is working through value engineering efforts to get the project back within budget. The College anticipates the contract to be awarded in March with the exhibit installation taking place this fall.

Hilda C. Landers Library Renovation

Approval from the Board of Public Works was received on November 29, 2023. Subsequently, Quinn Evans Architects commenced the schematic design phase of this project and will soon begin collaborating with the Steering Committee, which is comprised of faculty and staff, on the project design. The College anticipates award of the construction contract in January 2025 and the renovation to be completed by Fall 2025.

Montgomery Hall Renovation

The architectural firm is currently working with the Steering Committee on programming and visioning efforts. We anticipate receiving approval from the Department of Budget and Management Capital for program parts I and II later this year. The design phase should begin by January 2025. Project completion is expected to occur in Summer 2027.

**ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE
FEBRUARY 2, 2024
INFORMATION ITEM III.A.
TECHNOLOGY UPDATE**

Legislative Audit

The Office of Legislative Audits (OLA), a division of the Maryland General Assembly's Department of Legislative Services, is conducting its periodic audit of the College's Office of Information Technology. The OLA audit will provide an independent, objective, and non-partisan audit and evaluation to the General Assembly to assist in its oversight responsibilities and lead to improved performance throughout state government. The auditors are reviewing the College's network security and general security controls, examining the reliability and integrity of information, the safeguarding of assets, effective and efficient use of resources, and compliance with significant policies, procedures, laws, and regulations. Thus far there have been some recommendations, but no findings.

Enterprise Resource Planning System

At its October 2023 meeting, the Board of Trustees received a presentation regarding the Enterprise Resource Planning System (ERP). As requested by the Trustees, a breakdown of the costs to date, the estimated costs to complete the implementation, and the cost to sustain the new system moving forward follows.

Additional costs for completing the ERP implementation include those associated with the Software as a Service and Managed Services Contracts. Software as a Service refers to applications that are accessed through the Internet, making remote-hosted applications accessible through web browsers. This reduces the need for complex software and hardware management and allows the College to manage the access, security, availability, and performance of an application. Managed Services Contracts are agreements between the College and external entities. Because the Jenzabar system is antiquated, it was necessary to enter into an agreement with a former College employee who was familiar with the system and able to assist with the transition.

The College will realize a significant return of investment upon completion of the conversion to the new ERP system. Personnel costs will be reduced by 40% and security, data recovery, and backup procedures will become more affordable.

A cost breakdown follows:

Implementation Costs	Hours	Discounted Hourly Rate	Estimated Fees
Anthology Student Module			
Existing Spin Seven	370	\$175	\$64,750
Existing Spin Eight	592	\$175	\$103,600
UAT Spin	692	\$175	\$121,100
Training	148	\$175	\$25,900
Go-Live	222	\$175	\$38,850
Go-Live Stabilization	250	\$175	\$43,750
Anthology Student Phase II			
Financial Aid Automation (Separate System)	488	\$175	\$85,400
Student Financial Aid Automatic Awarding	592	\$175	\$103,600
Anthology Student Project Go-Live Support	200	\$175	\$35,000
Anthology Finance, HR, and Payroll Module (Phase II)			
Estimate	565	\$175	\$98,875
Total			\$720,825

Billing Name	Term	Billing Amount
Software as a Service (SaaS) – Annual Renewal	November 1, 2023 - October 31, 2024	\$275,448
Managed Services Contract		
Student Technical Account Manager- Anthology Student will provide and support SSRS, Workflow, Forms Builder, Database and SQL	November 1, 2023 - October 31, 2024	\$132,000
Student Application Administrator Anthology will provide and support Student Configuration Maintenance, End-User Support, Student Feature, and Functionality Optimization.	November 1, 2023 - October 31, 2024	\$144,048
Finance, Human Resources, Payroll Application Administrator will provide and support the Feature and Functionality Implementation Assistance.	November 1, 2023 - October 31, 2024	\$111,396
Jenzabar Support (Current System)		
Jenzabar Contract – Annual Renewal	July 1, 2023 – June 30, 2024	\$129,000
Jenzabar DBA Support	July 1, 2023 – June 30, 2024	\$145,000
Total Cost		\$936, 892



Historic St. Mary's City Commission Report February 2, 2024

State of the Organization

The Historic St. Mary's City Commission (HSMCC) is excited to begin 2024 with new leadership in place and substantial progress on capital projects and core initiatives. In late December, Rear Admiral Timothy Heely announced that the Commission tapped John L. Seidel, PhD to lead HSMCC as Executive Director and Chief Executive Officer. Dr. Seidel comes to St. Mary's from Washington College where he served as an experienced leader in higher education non-profits and the private sector, building high-impact programs and creating highly capable teams. As a seasoned fundraiser and administrator, Dr. Seidel led the Center for Environment on a growth trajectory, building its endowment from \$3.1M to \$26M, developing innovative programming, and acquiring real estate and other assets. John and his spouse Liz are settling into Southern Maryland. Dr. Seidel can be reached via e-mail at John.Seidel@maryland.gov.

A sincere thank you and job well done to Dr. Travis Parno who stepped in to fill the role of Executive Director on an interim basis. His steadfast leadership helped HSMC through a critical transitionary period.

Additionally, HSMCC recently hired Angela Wilt as captain of the Maryland Dove. Beginning in July 2024, Captain Wilt will oversee all responsibilities and maintenance of the Maryland Dove and her crew. A native of Southern Maryland and a graduate of SMC, she returns to HSMCC with a wealth of experience as captain and chef at Paradise Yacht Management, former chief mate and second mate/boatswain of the Lynx, and former second mate/engineer of the S/V Denis Sullivan. Captain Wil Gates, who artfully and honorably served as captain of both the Baker Dove and Maryland Dove for 38 years will become Emeritus.

Projects Currently Underway

- Maryland Heritage Interpretive Center: New visitor center featuring long-term exhibit gallery documenting more than 10,000 years of human history in southern Maryland. The project is on track for broom clean construction in early Q4 2024. The exhibit fabrication will take another six months to complete placing ribbon cutting and opening around Q1 2025.
- Farthing's parking lot: Repairs, ADA access, and new lighting were grouped with the MHIC project, overseen by Smith Group design firm. There was an MBE issue with the RFP process that required the project to be placed back out for bid. Bids were due on January 25, 2024. Scheduled completion is set for Spring 2024.
- Leonard Calvert House Exhibit: Archaeological excavations continue at the home of Maryland's first governor, Leonard Calvert. The site also served as Maryland's first statehouse beginning in the early 1660's. Two years of archaeological work are planned,

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with two years of analysis and design in preparation for a full-scale reconstruction of the house on its original location at the center of the 17th Century Colonial capital.

- ADA Paths and Trails: Repaving of all walking paths through interpretive areas. Contracts were approved by the Board of Public Works on January 4, 2024. The College's procurement office will award the project soon.
- ADA Accessible Pier: Provides accommodations to the pier extending off the existing boardwalk at Chancellor's Point site to provide ADA-accessible boating and fishing access. The project is currently in design with a reduced scope. Joe Kangas met with the Performance Review Group of DGS on January 23, 2024 to finalize the scope of work.
- Ghost Frames: Replacement of all existing ghost frames has been awarded and the project is underway. The contractor is dismantling the current ghost frames and performing all the wood cuts at their shop. The materials will be brought back to HSMC for rebuilding.

HSMC Internship Program with SMCM

HSMC continues to have a great working relationship with the College's Center for Career and Professional Development. Four new SMCM interns will be working closely with HSMCC's Ms. Joie Lowe for the winter/spring semester. A special acknowledgement to Cindy Greb and her team at SMCM for helping make this happen.

Farthing's Kitchen Update

HSMCC is happy to report that a new proprietor, Angelika's Bakery, will be operating out of the bakery (formerly Enso's) and Farthing's Pub (Gift Shop). Angelika's specializes in artisanal cuisine and craft beer. Opening is expected in April 2024. The hours of operation will be Monday through Saturday from 4 p.m. - 8 p.m.

Research and Outreach Update

There are numerous new events at HSMCC planned for 2024. Please reference the HSMC website <https://www.hsmcdigshistory.org/events/> for updates.

Maryland Day

Saturday, March 23rd

HSMCC Margaret Brent Pavilion

Invitees will include leaders of SMCM, local representatives, the HSMCC Commission and Foundation Board members, etc. Invitations will be extended to Governor Moore and Lt. Governor Miller and their staff.

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

**OPEN SESSION
MINUTES**

Date of Meeting: October 13, 2023

Status of Minutes: Approved December 4, 2023

Committee Members Present: Committee Chair Donny Bryan '73, John Bell '95, Lex Birney, Board Chair Susan Dyer, Elizabeth Graves '95, Kristen Greenaway, Talib Horne, President Tuajuanda Jordan, Danielle Troyan '92

Committee Members Absent: Kate Fritz '04, Aaron Tomarchio '96

Staff Members: Paul Pusecker

Others Present: Jamie Athey, Betsy Barreto, Mary Broadwater, Anne Marie Brady, Jeff Byrd, Carolyn Curry, Jonathan Dobry, Todd Eberly, Kevin Emerson, Brandon Engle, Jennifer Falkowski, Katie Gantz, Mary Grube, Gail Harmon, Sven Holmes, Jerri Howland, David Hautanen, Brad Newkirk, Travis Parno, Gretchen Phillips, Jesse Price '92, Dereck Rovaris, Jenell Sargent, David Taylor, Ray Wernecke, Charlie Wilson, Anna Yates

Executive Summary

Technology, Buildings, and Grounds Committee Chair Donny Bryan '73 called the open session meeting to order at 2:51 p.m. Participation was both in-person and via videoconference.

Committee Chair Bryan thanked Director of Capital Planning, Design, and Construction Jonathan Dobry and Project Manager and Space Planner Charlie Wilson for providing an informative campus tour in September. The campus is looking better than ever, operations are running smoothly, and the installation of security cameras provide an extra level of safety. The renovations to Calvert Hall are complete and the building looks fantastic.

No action items were presented at this meeting.

Discussion Items

FY25-FY29 State Capital Budget Request

The proposed FY25-FY29 state capital budget request was submitted to the Department of Budget and Management in July and included funding requests for the design and renovation of Montgomery Hall, various campus infrastructure improvements, and for the design and renovations necessary to address critical building improvements in Calvert Hall.

The Montgomery Hall renovation remains priority one, as it is core to strategic planning efforts,

to provide adequate facilities for academic programs. Renovation of this 40-year-old building will improve energy efficiency, update code compliance, and address programmatic space deficiencies. The governor's CIP provided \$2.59M for design support in FY24. The College requested \$3.06M in FY25 to finalize the design efforts. Construction is expected to start by Summer 2025, with project completion in Summer 2027. The total project costs are estimated at \$43.9M.

The FY25 campus infrastructure improvement request would also fund the North Campus nodal loop modernizations and phase II of the Kent Hall HVAC replacement. Projects beyond FY25 include the Schaefer Hall fume hood replacement and automation controls upgrades, St. Mary's Hall building envelope restoration, Schaefer Hall window replacement, Campus Center boiler replacement, and Kent Hall building envelope and parking lot upgrades. These capital reinvestments are essential for attracting, recruiting, and retaining students, faculty, and staff.

The capital budget request also included \$3.07M in FY28 and FY29 for design funding to begin planning the interior renovations of Calvert Hall as we focus on critical life safety improvements, including the installation of an elevator for accessibility to all floors, fire egress stairwells to meet International Building Code and National Fire Protection Agency standards, a new ADA entrance, installation of a fire suppression system, restroom upgrades, and other internal improvements.

For FY23, the Maryland legislature provided the College with \$4M to renovate a portion of the Hilda C. Landers Library to convert underutilized areas into space that is devoted to academic success and career support to facilitate student persistence, graduation, and workforce preparation. Department of Budget and Management approval for that program should occur in January 2024. The design is expected to be complete in Fall 2024, with construction contract award and renovation beginning in early 2025.

The capital budget will be released by the governor in December and an update will be provided to the Committee at its February meeting.

Route 5 Sidewalk / Boardwalk Project

The pedestrian and bicycle path has been completed. Students, faculty, staff, and visitors to campus now have a safe path of travel along Route 5. The 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 219 security cameras throughout campus is complete and cover critical external pathways, building entryways, stairways, and hallways in academic, residential, and administrative locations. The cameras do not view any specific room, office, or restroom, and are monitored solely by the Office of Public Safety for security purposes only.

The pandemic caused a delay in the lifecycle replacement of desktop computers for faculty and staff. The Office of Information Technology (OIT) has been diligently working to catch up and

expects to replace more than 200 computers throughout campus this year.

OIT is in the process of installing Stream2, the next generation Internet Protocol TV. Stream2 will allow students to game and/or watch live streaming television on up to 10 devices.

Installation of the 100 Gb broadband has been completed and is undergoing testing to determine whether the current capacity can be improved. Ramping up to a full 100 Gb requires installation of single mode fiber across campus and an upgrade to network equipment. Assessments of the requisite infrastructure upgrades necessary to distribute the increased capacity throughout campus are underway.

The College is replacing all antiquated Wi-Fi devices in academic and administrative buildings. The uninterruptible power supply systems located 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 by providing back-up power and reducing the impact of a power surge on IT equipment.

The CNF phase one module is now live with automated timesheet tracking, electronic purchase orders, requisition requests, and procurement card processing occurring in the system. The CNS module is expected to go-live in March 2024.

Three of the four cyber security programs are complete, including the cyber security awareness training, the installation of the email encryption software Virtru, and the implementation of Admin by Request software. Remaining is the roll out of DUO, a multi-factor authentication software that will protect critical institutional applications, which is currently underway.

Nancy R. and Norton T. Dodge Performing Arts Center and Learning Commons Achieves LEED Silver Certification

The Nancy R. and Norton T. Dodge Performing Arts Center and the Learning Commons project was awarded LEED Silver certification, having achieved 55 points. 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. In addition, the College was recently notified that both buildings received the Excellence in Design Public Building of the Year Award and the Honor Award for Institutional Architecture from the Maryland Chapter of the American Institute of Architects.

Federal Earmark: Acquisition of Large Vessel for 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 with a naval architect and marine design consultant to design specifications for the vessel. The cost to build the 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 Summer 2025.

Facilities Campus Master Plan Update

The commitments of the existing *Facilities Campus Master Plan 2012-2027* will have been met

upon 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. 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 campus 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. The Technology, Buildings, and Grounds Committee will be actively engaged in the master planning process.

Mattapany Road Improvements

Pre-construction activities have included the relocation of two fire hydrants and the burying of electrical service from Route 5 to East Fisher Road. Coordination with Verizon to relocate two utility poles is now underway. The road renovations should begin in late fall.

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

The contract with artist Aurora Robson was executed in April 2023 and the project is in the concept development stage. Robson, along with a senior representative from the Maryland State Arts Council, visited the campus on July 22, 2023, to review and evaluate the lobby area, where her art will be displayed. Her intent is to develop a large hanging mobile modeled by 3-D printed oyster shells made from recycled plastics. She is currently working with structural engineers to determine where to hang the 500-pound piece of art. Installation is expected to occur in late 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

The College received \$5.0M in infrastructure support from the state for FY23 with the requirement that it be fully expended within three years. \$2.855M was dedicated to the Schaefer Hall HVAC project, which was awarded to Kent Island Mechanical at a cost of \$6.296M. To offset the higher cost, \$2.1M in infrastructure support allocated by the state for FY24 and \$1.35M in available FY22 funds was used. Other FY23 infrastructure improvement projects that were completed include the Campus Center partial roof replacement (\$0.73M) and the Campus Center roof top unit replacement (\$1.38M).

Residence Hall Refresh

The Committee was provided with an extensive list of recently performed upgrades to the residence halls on campus.

Historic St. Mary's City Commission Report

Historic St. Mary's City (HSMC) Acting Executive Director Travis Parno reported on behalf of the Historic St. Mary's City Commission. The search for the permanent executive director continues with the goal of making a selection in December.

The Commission is currently evaluating its real estate to assess property condition and determine future uses of its residential holdings. Potential options include long- or short-term rentals, staff housing, and/or demolition. HSMC is confident that this process will increase the potential for long- and short-term lodging opportunities for both HSMC and SMCM.

There are several capital projects currently underway, including the Maryland Heritage Interpretive Center; repairs, ADA access and new lighting in Farthings Parking Lot; and archaeological excavations at the Leonard Calvert House Exhibit

In spring of 2023, HSMC Department of Research and Collections 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/>.

Committee Chair Donny Bryan '73 asked for a motion to close the meeting. A motion was made by Trustee John Bell '95 and seconded by Trustee Danielle Troyan '92. The motion passed unanimously. The meeting adjourned at 3:24 p.m.



**BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
FEBRUARY 2, 2024**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A.** Investment Strategy for Quasi-Endowment
 - B.** Outstanding Bonds Repayment Structure
- II. ACTION ITEMS**
 - A.** Approval of the FY25 Plant Fund Capital Budget
- III. INFORMATION ITEMS**
 - A.** Strategic Investments from Bond Proceeds
 - B.** Reportable Procurement Items
 - C.** Joint Investment Activities
 - D.** Dashboards
 - E.** Minutes (Meeting of October 13, 2023)

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

ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
FEBRUARY 2, 2024
DISCUSSION ITEM I.A.
INVESTMENT STRATEGY FOR QUASI-ENDOWMENT

The purpose of this discussion is to provide a thorough review of the current quasi-endowment asset allocation strategy, which was approved by the Board of Trustees on February 3, 2018, at the recommendation of the Finance, Investment, and Audit Committee. This strategy is currently employed by 19/19 Investment Counsel, LLC in the management of College assets.

The College's 19/19 fund managers will provide a presentation that highlights current and future market conditions and expectations, followed by a detailed question and answer session with Committee members. A portfolio investment review package and the Investment Policy were provided to the Committee prior to the meeting.

Below are excerpts from the Investment Policy as approved by the Board of Trustees on February 3, 2018:

The Committee believes that the College's risk and liquidity posture are, in large part, a function of asset class mix. The Committee has reviewed the long-term performance characteristics of various asset classes, focusing on balancing the risks and rewards of market behavior.

The following asset classes were selected:

- Domestic Equities
- International Equities
- Fixed Income
- Cash Equivalents

Based on the College's time horizon, risk tolerance, performance expectation and asset class preference, the asset allocation for the entire portfolio should be invested as follows:

	<i>Asset Allocation</i>		
	<i><u>Lower Limit</u></i>	<i><u>Target Allocation</u></i>	<i><u>Upper Limit</u></i>
<i>Domestic Equities*</i>	20%	30%	50%
<i>International Equities</i>	0%	5%	10%
<i>Fixed Income**</i>	50%	60%	70%
<i>Cash Equivalents***</i>	0%	5%	15%

**Not more than 15% of equities (at market value) may be small-cap companies.*

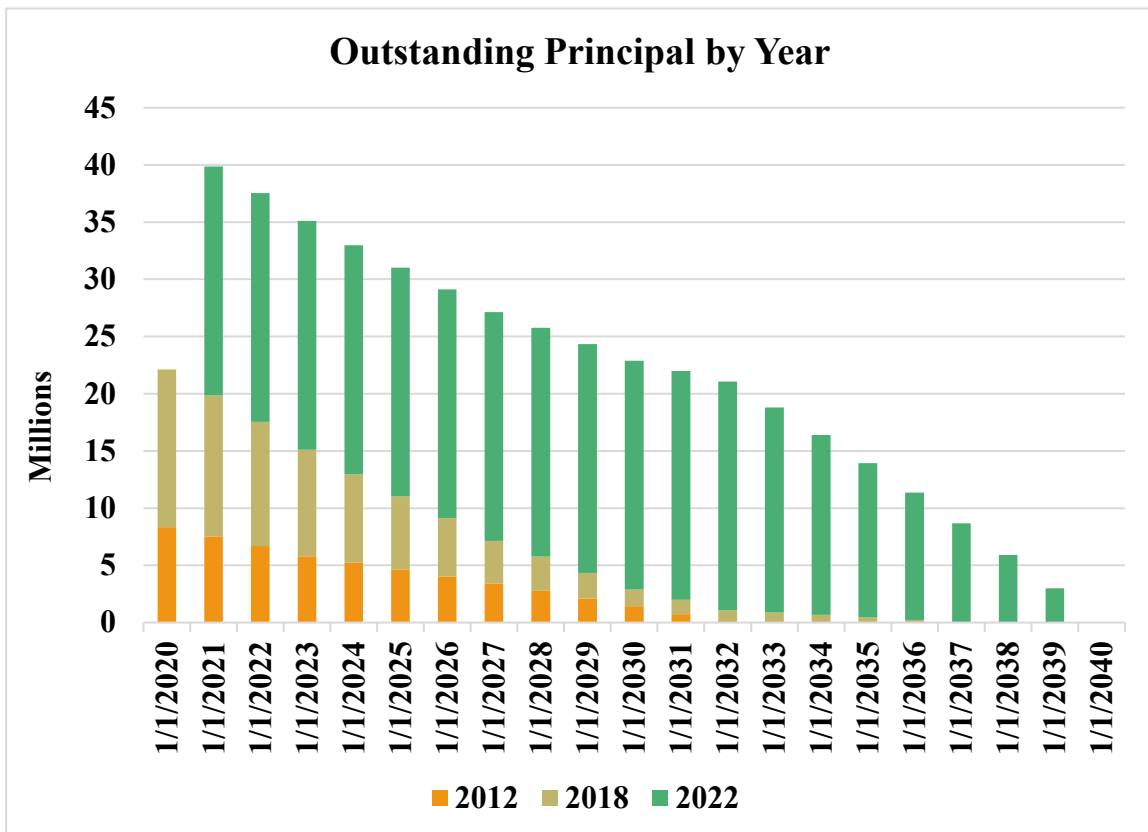
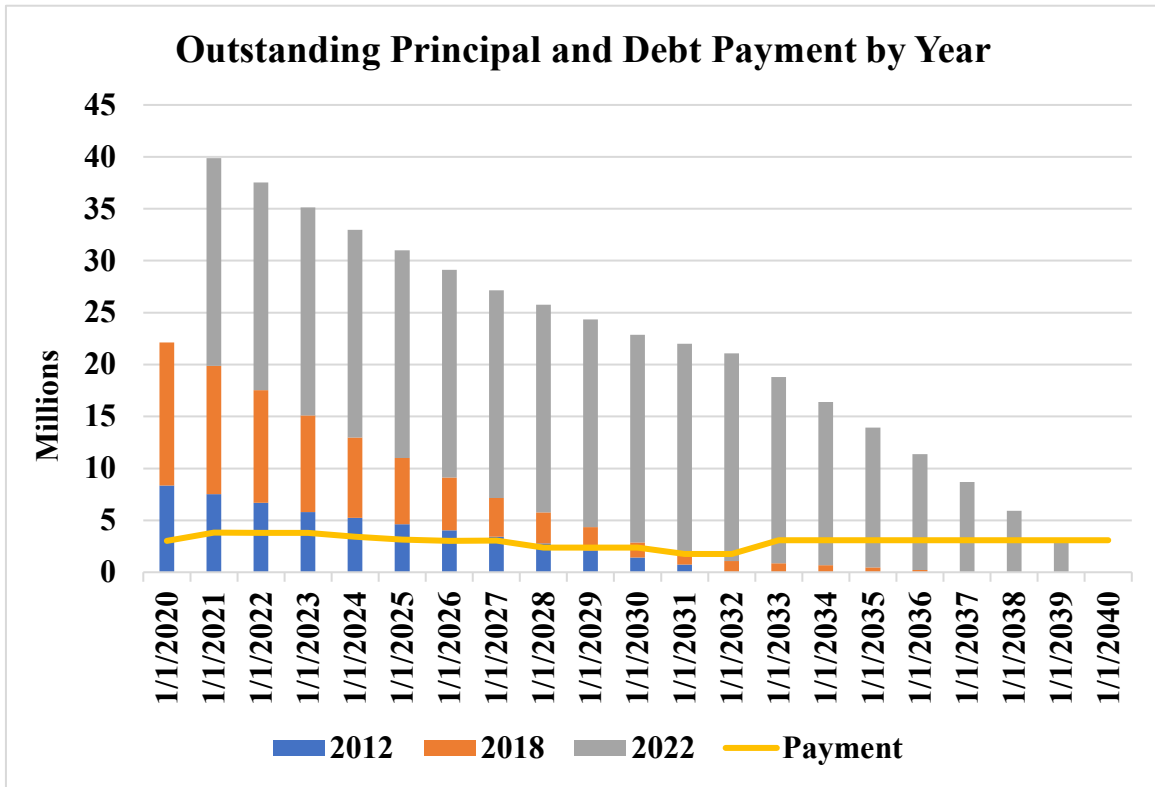
***All fixed income instruments shall be, and in no event, rated lower than BBB- (S&P) or Baa3 (Moody's) at time of purchase. Should a security fall below the minimum ratings, the Manager will notify the College and provide a recommendation.*

****Commercial paper must be rated A-1 (S&P) or P-1 (Moody's) or higher.*

**ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
FEBRUARY 2, 2024
DISCUSSION ITEM I.B.
OUTSTANDING BONDS REPAYMENT SCHEDULE**

At the Finance, Investment, and Audit Committee meeting on October 13, 2023, the Committee Chair requested that a breakdown of the repayment schedule for the 2012 Series A, the 2018 Series A, and the 2020 Series private placement bond actions be provided at its next meeting. Specifically, the Committee Chair indicated that the review should focus on the outstanding principal, the interest owed over time, and the anticipated annual payments for all outstanding bonds through 2040.

The College has a statutory debt limit of \$60M. As of December 31, 2023, there were \$35.115M in revenue bonds outstanding. A line item is included in the budget projections, under operating expenses for Debt Service, to capture payment for outstanding bond debt. The cost of debt service in FY23 and FY24 was \$3.79M. Each subsequent year the cost will begin to trend down, with the exception of FY33 when it trends upward as the College begins to pay the principal of the 2020 Series private bond placement.



**ST. MARY'S COLLEGE OF MARYLAND
BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
FEBRUARY 2, 2024
INFORMATION ITEM III.A.
STRATEGIC INVESTMENTS FROM BOND PROCEEDS**

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

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

The cost of issuing the bond was \$716K, leaving an available starting balance of \$19.283M. At the close of FY22, the College drew down \$3,184,107 from Wells Fargo Bank and at the close of FY23, the College drew down \$3,309,272 for approved bond supported expenses. This action left a balance of \$12.8M as of June 30, 2023.

The FY24 anticipated College expenses to be supported by the bond currently total \$4.87M, producing an expected remaining balance of \$7.92M. Potential FY24 bond expenses related to the implementation of the strategic plan, *The Rising Tide*, will be accounted for and presented to the Finance, Investment, and Audit Committee at the May 2024 meeting. Provided in the materials are the following information items that depict details regarding bond usage:

- FY24 anticipated bond expenditures.
- FY22 and FY23 specific expenses that were charged to the bond proceeds.
- Strategic allocation categories, with cumulative spend totals per category.

FY24 Categories of Anticipated Bond Spending	Amount Spent or Anticipated Expenditures	Available Balance
Starting Balance		\$ 20,000,000.00
<i>Cost of Issuance</i>	\$716,415	
		\$ 19,283,585.00
Starting Strategic Allocation Balance (April 1, 2021)		
FY22 Bond Proceeds Drawdown	\$3,184,107	\$ 16,099,478.00
FY23 Bond Proceeds Drawdown	\$3,309,272	\$ 12,790,205.57
FY24 Projected Anticipated Expenses		
Retaining Excellent Faculty (\$5.0M)		
FY24 Osprey and Eagle Named Junior Professorships	\$1,650,568	
Osprey and Eagle Research Awards	\$67,026	
Student Engagement/LEAD Focused Programs (\$5.8M)		
FY24 Student / Academic Support	\$140,000	
Center for Career & Professional Development - Internships	\$288,000	
Study Aboard Program - Financial Assistance	\$100,000	
Honors College Promise Program	\$200,000	
Student Retention Programs (\$1.0M)		
Sum Primus (Summer Bridge Program)	\$28,625	
Seahawk Experience Expansion (Strategic Planning Initiative FY24)	\$25,000	
Rebrand Campus Life Experiences (Strategic Planning Initiative FY24)	\$30,000	
Student Alumni Mentor Program (Strategic Planning Initiative FY24)	\$7,500	
"Must Go To" Programs (Strategic Planning Initiative FY24)	\$40,000	
Spanish Speaking Diversity Recruitment Specialist Salary + Benefits Cost (Strategic Planning Initiative FY24)	\$90,000	
Out of State Recruitment Initiative (Strategic Planning Initiative FY24)	\$40,000	
Development of New LEAD-Focused Curricular and Co-Curricular Programming (\$2.42M)		
Renovation Costs for Schaefer Hall for Marine Science Lab	\$663,782	
Marine Science Instructional Lab Equipment	\$30,958	
Marine Science Research Vessel Funding	\$463,000	
Design, Research & Development Services for Marine Science Research Vessel	\$64,500	
Community Based Learning Courses	\$35,000	
Recruitment of New Faculty and Staff in LEAD Areas (\$1.4M)		
Dr. Elka Porter, Marine Studies Faculty (base salary + start-up costs)	\$129,000	
Dr. Silvio Borrero, William Seale Professor of Business (base salary + start-up costs)	\$200,000	
Coordinator of Studio Art	\$71,500	
Marine Science Instructional/Lab Coordinator (Base Salary + FICA)	\$78,000	
Assistant Professor of Business (Base Salary + FICA)	\$126,100	
Performing Arts, Theatre Visiting Assistant Professor (Base Salary + FICA)	\$78,000	
Current Total of FY24 Projected Anticipated Expenses	\$4,646,559	\$ 8,143,646.97

FY22 Categories of Bond Spending	FY22 Actual Costs	Available Balance
Starting Balance		\$20,000,000
<i>Cost of Issuance*</i>	\$716,415	
Starting Strategic Allocation Balance (April 1, 2021)		\$19,283,585
FY21 Faculty Payouts	\$793,488	
FY22 Faculty Payout	\$76,978	
Private Advisory Group (wealth advisor services for exiting faculty)	\$4,900	
Retaining Excellent Faculty (\$5.0M)		
FY22 Osprey and Eagle Named Junior Professorships	\$1,534,973	
Osprey & Eagle Research Awards	\$49,444	
Student Engagement/LEAD Focused Programs (\$5.8M)		
Center for Career and Professional Development (program enhancements)	\$188,750	
Student Retention Programs (\$1.0M)		
Presidio for IT Assessment	\$122,268	
Development of New LEAD-Focused Curricular and Co-Curricular Programming (\$2.42M)		
Throwing Sports Project (student recruitment/retention)	\$100,000	
Marine Science Near Shore Vessel (Maritime 233)	98,531	
Design Costs for Renovation for Schaefer Hall for Marine Science Lab	161,800	
Recruitment of New Faculty and Staff in LEAD Areas (\$1.4M)		
Academic Search (Senior Professor of Business Administration)	\$52,975	
Total Spent for FY22	\$3,184,107	

** Wells Fargo Corporate Trust Fees (\$8,500), Greenberg Traurig Investors Counsel Fee (\$103,600), Whiteford Taylor & Preston Attorney Fee (\$53,012), PFM Financial Advisors Financial Advisory Fee (\$47,712), Jefferies LLC Placement Agent Fee (\$500,000), St. Mary's College Miscellaneous Project Costs (\$3,591)*

FY23 Categories of Bond Spending	FY23 Actual Costs	Available Balance
Starting Balance		\$20,000,000.00
Cost of Issuance	\$716,415	
		\$19,283,585.00
Starting Strategic Allocation Balance (April 1, 2021)		
FY22 Bond Proceeds Drawdown	\$3,184,107	\$16,099,478.00
Retaining Excellent Faculty (\$5.0M)		
FY23 Osprey and Eagle Named Junior Professorships	\$1,534,973	
Osprey & Eagle Research Awards	\$53,530	
Student Engagement/LEAD Focused Programs (\$5.8M)		
Center for Career and Professional Development (program enhancements)	\$314,758	
Center for Career & Professional Development - Internships	\$217,599	
FY23 Student / Academic Support (part of FY23 SRI process)	\$493,476	
Student Retention Programs (\$1.0M)		
Summer Bridge Program - Sum Primus LLC	\$8,073	
Development of New LEAD-Focused Curricular and Co-Curricular Programming (\$2.42M)		
Iver C. Franzen Maritime - Marine Science Research Vessell design services	\$8,000	
Recruitment of New Faculty and Staff in LEAD Areas (\$1.4M)		
Dr. Elka Porter - Marine Studies Faculty (Base Salary + Start-up costs)	\$115,628	
Dr. Silvio Borrero, William Seale Professor of Business - start-up costs only for FY23 - salary paid from Foundation	\$15,000	
Enhanced Business Efficiency (\$0.5M)		
NEC Campus Phone System Upgrade	\$540,073	
All Marine - Install of Boat Lift River Center	\$8,162	
Total Spent	\$3,309,272	

Allocated Bond Spending by Category	Amount Allocated	Amount Actually Spent in FY22 & FY23	Amount Estimated for FY24	Balance
Retaining Excellent Faculty	\$5,000,000			
Osprey and Eagle Named Junior Professorships		\$3,069,946	\$1,650,568	
Osprey and Eagle Research Awards		\$102,974	\$67,026	
Balance Remaining				\$109,486
Student Engagement/LEAD Focused Programs	\$5,800,000			
Center for Career and Professional Development (Program Enhancements)		\$503,508		
Center for Career and Professional Development (Internships) (Four-year program, began FY23 @ \$288,000 per year)		\$217,599	\$288,000	
Student / Academic Support		\$493,476	\$140,000	
Study Aboard Program - Financial Assistance (Five-year program begin FY24 @ 100,000 per year)			\$100,000	
Honors College Promise Program (Five-year program begin FY24 @ 200,000 per year)			\$200,000	
Balance Remaining				\$3,857,417
Student Recruitment/Retention	\$1,000,000			
Summer Bridge Program - Sum Primus LLC		\$8,073	\$28,625	
Presidio for IT Assessment - Residence Hall and Academic Connectivity Improvements		\$122,268		
Seahawk Experience Expansion (Strategic Planning Initiative)			\$25,000	
Rebrand Campus Life Experiences (Strategic Planning Initiative)			\$30,000	
Student Alumni Mentor Program (Strategic Planning Initiative)			\$7,500	
"Must Go To" Programs (Strategic Planning Initiative)			\$40,000	
Spanish Speaking Diversity Recruitment Specialist Salary + Benefits Cost (Strategic Planning Initiative)			\$90,000	
Out-of-State Recruitment Initiative (Strategic Planning Initiative)			\$40,000	
Balance Remaining				\$665,784
Development of New LEAD-Focused Curricular and Co-Curricular Programming	\$2,420,000			
Throwing Sports Project (Student Recruitment/Retention)		\$100,000		
Marine Science Near Shore Vessel (Maritime 233)		\$98,531		
Design Costs for Renovation for Schaefer Hall for Marine Science Lab		\$161,800		
Iver C. Franzen Maritime - Marine Science Research Vessel Design Services		\$8,000		
Renovation Costs for Schaefer Hall for Marine Science Lab			\$663,782	
Marine Science Instructional Lab Equipment (Estimated Cost)			\$30,958	
Marine Science Research Vessel Funding			\$463,000	
Composite Yachts - Design, Research and Development Services for Marine Science Research Vessel			\$64,500	
Community Based Learning Courses			\$35,000	
Balance Remaining				\$794,429
Recruitment of New Faculty and Staff in LEAD Areas	\$1,400,000			
Academic Search (Senior Professor of Business Administration)		\$52,975		
Dr. Elka Porter - Marine Studies Faculty (Base Salary + Start-up costs) (Two years, begins in FY23)		\$115,628	\$129,000	
Dr. Silvio Borrero, William Seale Professor of Business (Base Salary + Start-up Costs + Moving Expenses) (Two years, begins in FY23)		\$15,000	\$200,000	
Coordinator of Studio Art (Base Salary + FICA) (Two years, begins in FY24)			\$71,500	
Marine Science Instructional/Lab Coordinator (Base Salary + FICA) (Two years, begins FY24)			\$78,000	
Assistant Professor of Business (Base Salary + FICA) (Two years, begins FY24)			\$126,100	
Performing Arts, Theatre Visiting Assistant Professor (Base Salary + FICA) (Two years, begins FY24)			\$78,000	
Balance Remaining				\$533,797
Enhanced Business Efficiency	\$500,000			
NEC Campus Phone System Upgrade		\$540,073		
All Marine - Install Boat Lift at River Center		\$8,162		
Balance Remaining				-\$48,235
Operating Budget Contingency	\$2,200,000			
No Cost to Date		\$0	\$0	
Balance Remaining				\$2,200,000

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
FEBRUARY 2, 2024
INFORMATION ITEM III.B.
REPORTABLE PROCUREMENT ITEMS**

Payee	Description	Amount
SCB Management Solutions	Anthology Training Services	\$313,775
Master's Transportation, Inc.	Executive Coach (Bus) for 57 Passengers	\$354,900
Hord Coplan Macht, Inc.	Architectural and Engineering Services for Montgomery Hall Programming and Visioning	\$128,306
Dell Financial Services	Verkada Security Camera Installation and Fin Fees	\$307,920
Data Networks	Professional Services for Data Center UPS Upgrades	\$306,373
Data Networks	Dorm Re-cabling Project Phase II Fiber Optic	\$260,785
Fisher Scientific	Phase One of Goodpaster Hall Lab Equipment	\$133,571
Fisher Scientific	Phase Two of Goodpaster Hall Lab Equipment	\$198,396
Data Networks	Professional Services Network, Monitoring, Support	\$177,900
Data Networks	Juniper/Firewall Renewal through Dec 31, 2024	\$110,460

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
FEBRUARY 2, 2024
INFORMATION ITEM III.C.
JOINT INVESTMENT ACTIVITIES**

The Foundation's Joint Investment and Advisory Committee met on November 16, 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.

St. Mary's College of Maryland Foundation

As of December 31, 2023, the total market value of the Foundation's endowment was \$37.7M. The Foundation's endowment is comprised of three parts: a portion of the JP Morgan portfolio (\$36.8M), the Student Investment Group account (\$670K), and WesBanco shares (\$248K).

Of the endowment managed by JP Morgan, the fiscal year-to-date increase in market value of \$824K includes \$188K in contributions, \$374K in income, \$1.243M increase in investment value, and distributions of \$981K.

St. Mary's College of Maryland Endowment and Quasi Endowment

The College holds investments totaling \$4.8M consisting of endowment and quasi-endowment. \$3.8M are funds functioning as endowment (quasi) and \$1.0M represents the Blackistone Endowment. Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$4.61M as of December 31, 2023. Funds are currently invested in a mix of fixed income instruments and equities. The annualized rate of return is +12.2%.

The remaining \$271K of College endowment is currently held in a cash investment pool by the Maryland State Treasurer.

St Mary's College of Maryland Foundation, Inc
Consolidated Investment Statement
for the period July 1, 2023 to December 31, 2023

	<u>Beginning Market Value</u> <u>7/1/2023</u>	<u>Ending Market Value</u> <u>12/31/2023</u>
<u>JP Morgan Portfolio</u>		
Endowed Accounts	\$36,002,831	\$36,826,469
Gift Annuity	\$1,057,723	\$1,114,556
Current Funds	\$6,675,434	\$7,288,674
Endowment Allocated Spending Funds	\$1,053,593	\$1,051,479
Total Investment Accounts Market Value	\$44,789,581	\$46,281,179
Endowed Funds Allocated Spending Account	\$1,320	\$1,296
Gift Annuity Cash Account	\$84,126	\$63,350
SGA Investment	\$664,473	\$669,510
Total JP Morgan Portfolio	\$45,539,500	\$47,015,336
<u>Other Assets</u>		
Perpetual Trust, PNC	\$1,483,315	\$1,501,103
WesBanco shares	\$202,370	\$247,886
<u>Cash</u>		
Checking Account	\$531,944	\$1,350,113
Endowment Spending Account	\$679,301	\$1,041,764
<u>Total</u>	\$48,436,430	\$51,156,202

*** In addition to the JP Morgan Portfolio, the Foundation Endowment includes the WesBanco Shares & the SGA investment

*** The College holds a quasi-endowment in addition to the above funds

**St. Mary's College of Maryland
Endowment Fund**

	<u>6/30/2023 Balance</u>		<u>12/31/2023 Balanc</u>
Legg Mason / 1919 Investments - Cash and Equivalents	\$358,388		\$281,782
Legg Mason / 1919 Investments - Fixed Income	\$2,270,322	Fixed & Cash	\$2,336,483
Legg Mason / 1919 Investments - Equity Portfolio	\$1,712,568		\$1,991,003
	\$4,341,278		\$4,609,268
Cash with Treasurer	\$271,434		\$271,434
Investable Total	\$4,612,712		\$4,880,702
Other Investments	\$978		\$978
Total Investments	\$4,613,690		\$4,881,680

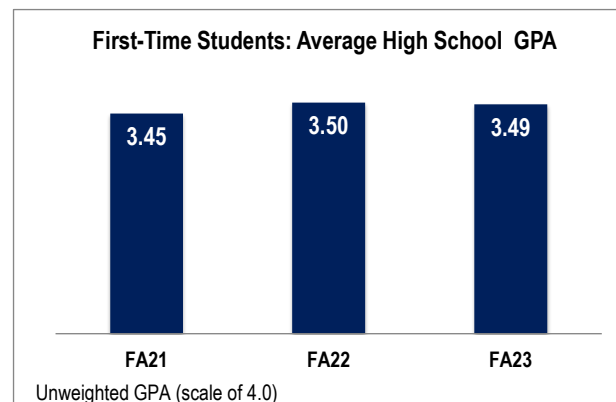
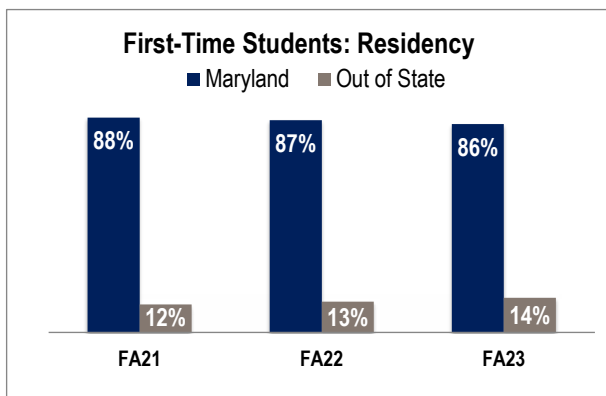
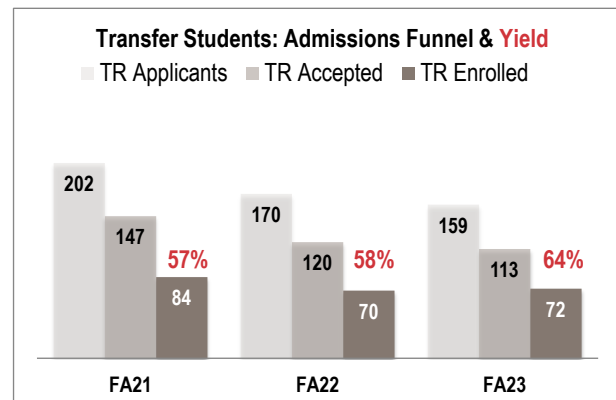
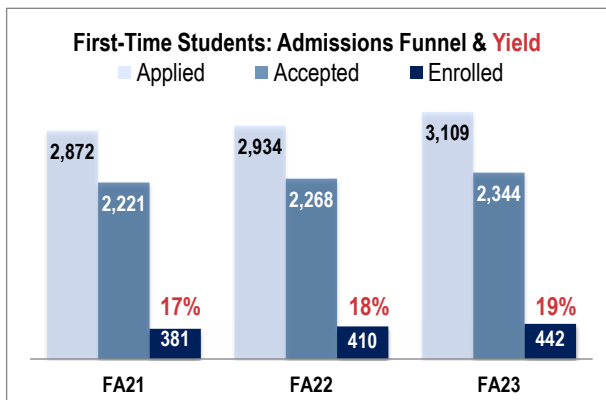
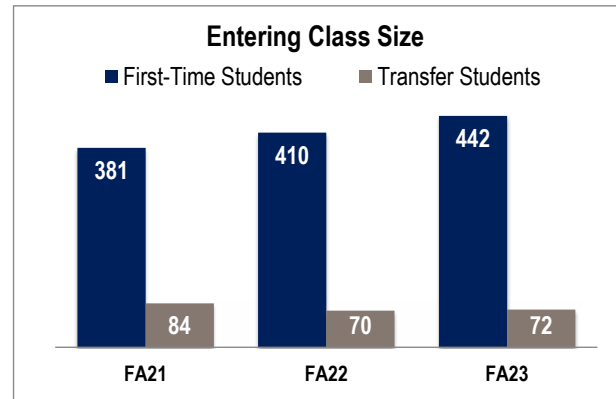
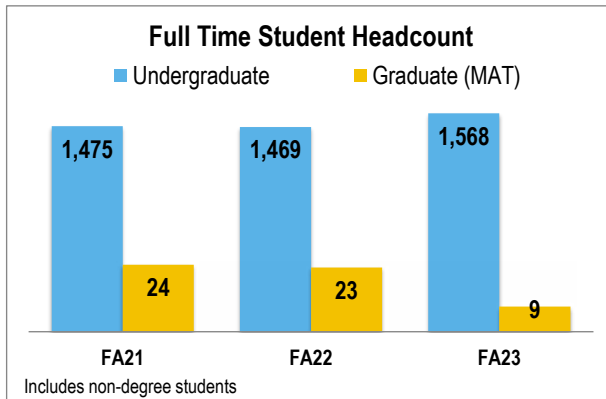
Asset Allocation *				
	Current	Lower	Target	Upper
Domestic Equities	40.4%	20%	30%	50%
International Equitie	2.8%	0%	5%	10%
Fixed Income	50.7%	50%	60%	70%
Cash	6.1%	30%	5%	15%
	100.0%	100%	100%	145%

Note: Asset Allocation per Board of Trustees Appoved Investment Policy

Board of Trustees Dashboard - February 2024

Student Characteristics in Enrollment

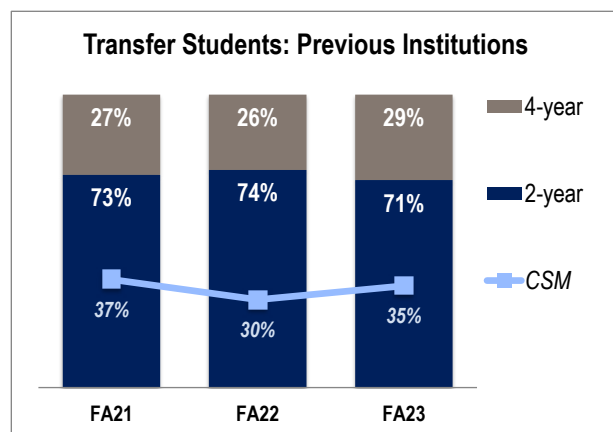
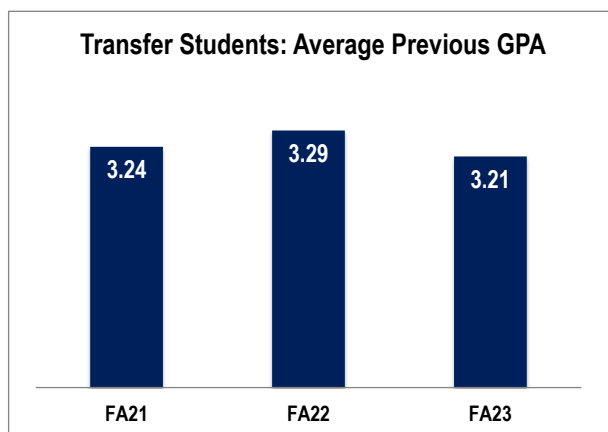
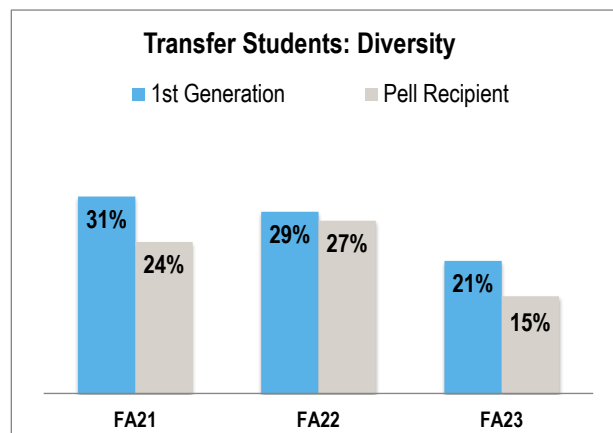
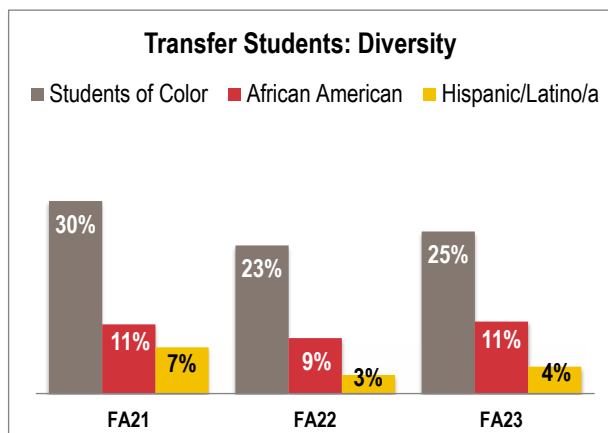
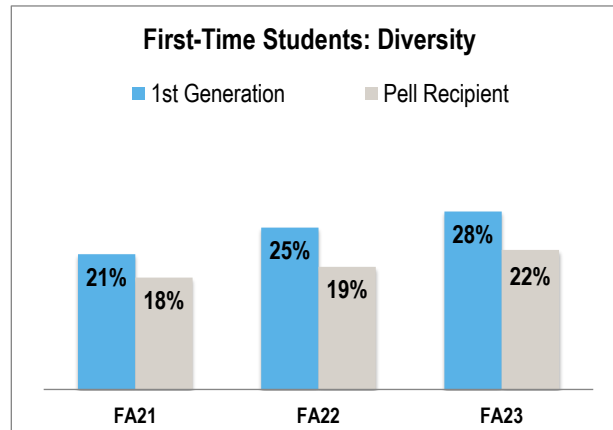
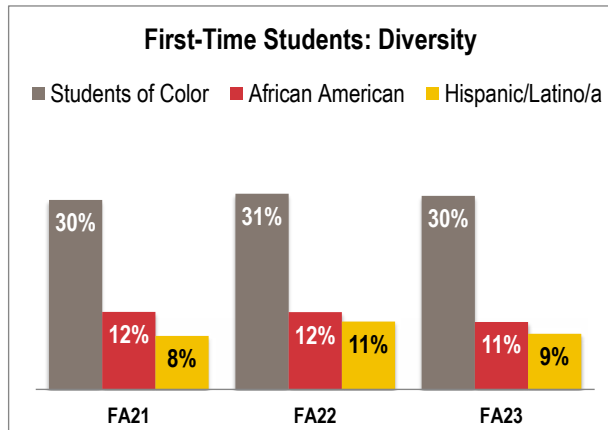
Fall 2023 figures based on final census (freeze) data, 9/25/2023



Board of Trustees Dashboard - February 2024

Student Characteristics in Enrollment

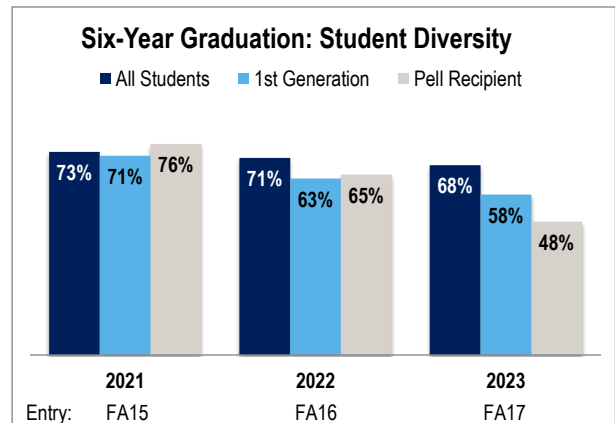
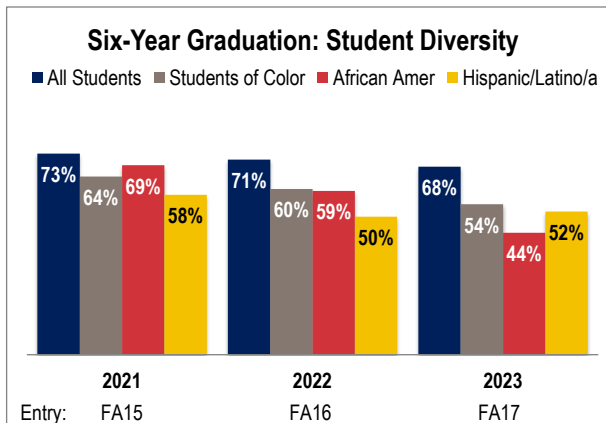
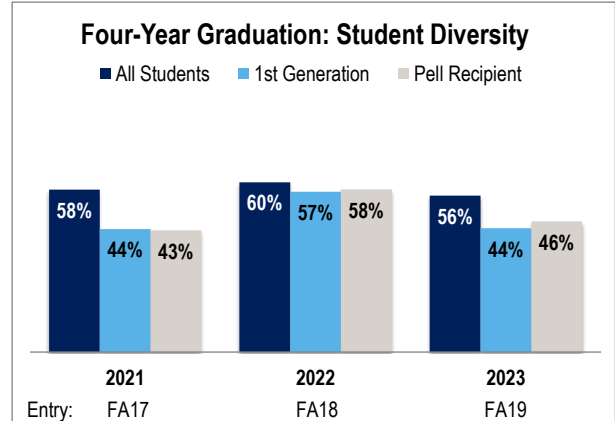
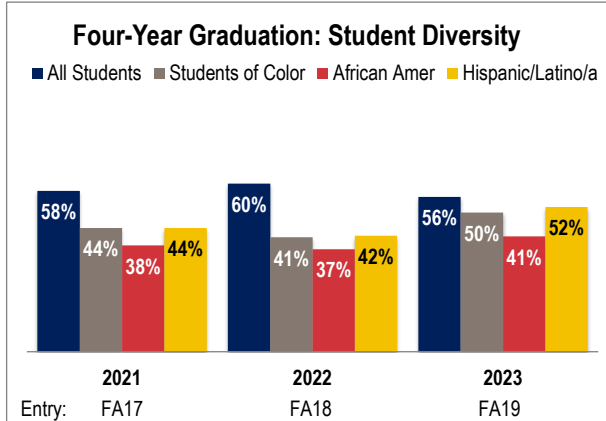
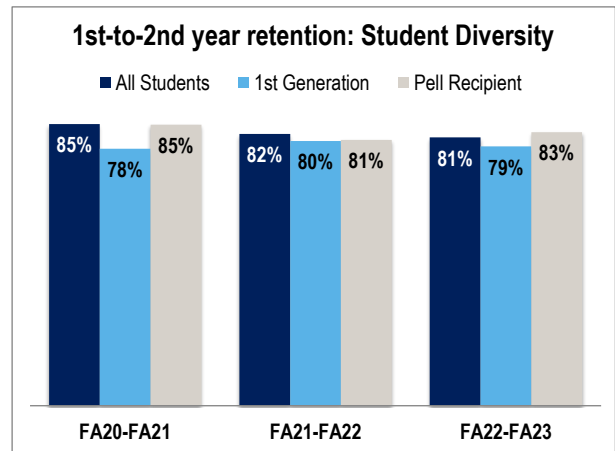
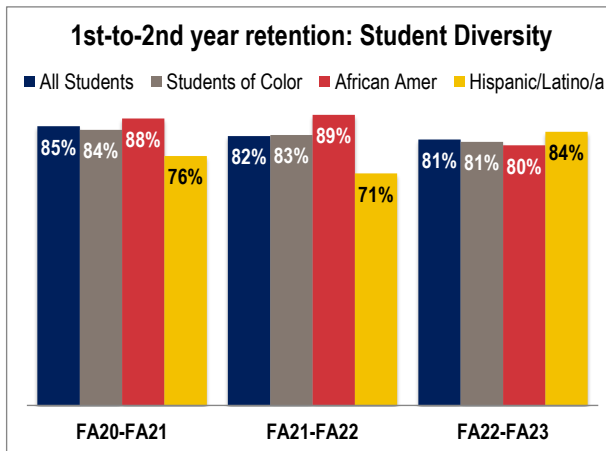
Fall 2023 figures based on final census (freeze) data, 9/25/2023



Board of Trustees Dashboard - February 2024

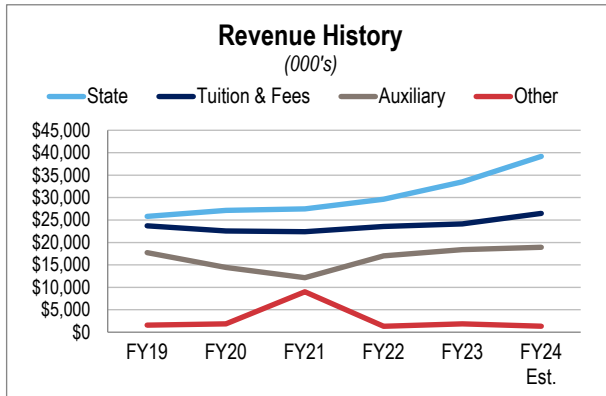
Student Retention and Persistence (First-Time Students)

Fall 2023 figures based on final census (freeze) data, 9/25/2023

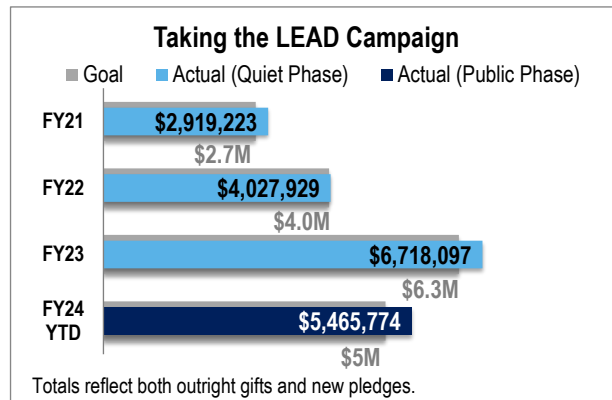
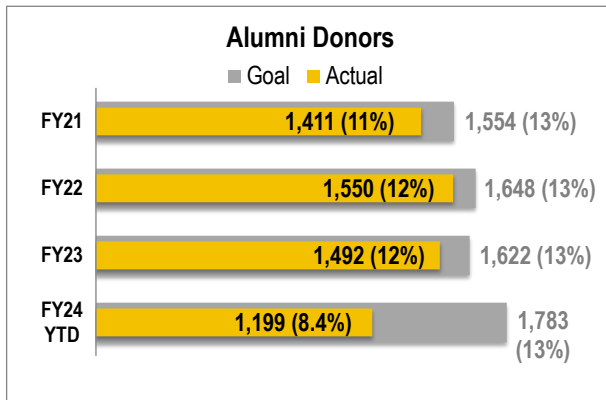


Board of Trustees Dashboard - February 2024

Revenue and Fundraising



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





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

**OPEN SESSION
MINUTES**

Date of Meeting: October 13, 2023

Status of Minutes: Approved December 4, 2023

Committee Members Present: Committee Chair John Wobensmith '93, Nicolas Abrams '99, John Bell '95, Lex Birney, Board Chair Susan Lawrence Dyer, Faculty Finance Delegate Charles Holden, Sven Holmes, President Tuajuanda Jordan, Melanie Rosalez '92, Ray Wernecke

Committee Members Absent: Anirban Basu

Staff Member: Paul Pusecker

Others Present: Jamie Athey, Betsy Barreto, Anne Marie Brady, Mary Broadwater, Donny Bryan '73, Jeff Byrd, Paula Collins, Carolyn Curry, Todd Eberly, Brandon Engle '18, Katie Gantz, Kristen Greenaway, Mary Grube, David Hautanen, Talib Horne, Jerri Howland, Dereck Rovaris, David Taylor, Chris True, Anna Yates

Executive Summary

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the meeting to order at 1:55 p.m. Committee attendance was taken. Attendees participated both in-person and via videoconference.

Discussion Items

FY24 Financial Results to Date: Revenues are 26.3% of the budgeted level, with state appropriations trailing behind due to a delay in processing the quarterly payment. All other major revenue categories are as projected at 51.9% of the 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. Debt service payments are approximately 83% of budget, as anticipated, and scholarship and waiver expenses are within projected expectations at 51% of the budgeted amount.

FY23 Operating Budget Closing and Status of Financial Statement Audit: Overall, expenses exceed revenue by \$3.027M. However, \$3.30M from the 2020 revenue bond supported approved limited-term/one-time operating expenditures and produced a net positive year-end position of \$272K. The fiscal year closed on June 30, 2023, and the year-end adjustments are complete.

Board Chair Dyer inquired whether the bond funds were used to offset the deficit. Committee Chair Wobensmith '93 noted that all bond proceeds are earmarked for programs that were

approved by the Board of Trustees. The proceeds are being allocated to the one-time expenses that were approved by the Board of Trustees. In other words, the bond proceeds are being used to invest in the College's programs. Moving forward, Committee Chair Wobensmith requested that all cumulative bond related expenses be provided to the Finance, Investment, and Audit Committee, beginning with the February 2024 meeting.

Audit firm Clifton, Larson, Allen, LLP remains on schedule with their audit work. 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: At the close of FY23, the College drew down \$3,309,272 from Wells Fargo Bank for approved bond supported expenses, leaving a balance of \$12.8M. Anticipated FY24 expenses to be supported by the bond currently total \$4.37M, with an expected remaining balance of \$8.42M. Updates will be provided at each Committee meeting.

This is the second year the College has utilized bond proceeds for strategic investments, as approved by the Board of Trustees. The impacts of these strategic investments should be visibly realized within the next few years.

Information Items

Periodic Audit by the Office of Legislative Audits: The Office of Legislative Audits initiated its regular fiscal compliance audit for the period beginning August 26, 2019 through July 15, 2023. The audit focuses on the major finance-related areas of operations and is based on assessments of materiality and risk. Areas subject to audit generally include revenue/cash collections, purchasing/disbursements, corporate purchasing cards, payroll/human resources, inventory control, and significant programs administered by the College. The audit also includes a technology component.

The final audit report, with management's response, will be issued as specified by state law, and made available to the public, in early 2024. These audits are intended to assist the Maryland General Assembly in exercising its legislative oversight function and to provide constructive recommendations for improving state operations.

Joint Investment Activities: As of August 31, 2023, the total market value of the Foundation's endowment, consisting of the JP Morgan portfolio (\$36.307M), the Student Investment Group account (\$665K), and WesBanco shares (\$200K), was \$37.172M. Of the endowment managed by JP Morgan, the fiscal year-to-date increase in market value of \$304K includes \$55K in contributions, \$88K in income, \$195K increase in investment value, and distributions of \$34K. The overall rate of return for the current fiscal year-to-date 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. Funds functioning as endowment total \$3.6M and \$1.0M represents the Blackistone Endowment. Invested endowment funds, managed by 19/19 Investment Council, 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 the College endowment is held in a cash investment pool by the Maryland State Treasurer.

Committee Chair Wobensmith suggested the College consider the possibility of investing in Treasury Bonds, which have a 5% - 5.5% return on investment depending on duration. Vice President Pusecker agreed to investigate the possibility and to determine whether it would be in accordance with the College's investment policy, as approved by the Finance, Investment, and Audit Committee and by the Board of Trustees.

Action Items

II.A. Approval of a Revision to the FY24 Current Fund Operating Budget: The proposed revision to the current fund operating budget for FY24 incorporates a carry-forward authorization for \$2,061,504 that was encumbered, but not expended, as of June 30, 2023, and amends the budget approved by the Board of Trustees in May 2023. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee Nicolas Abrams '99 and seconded by Trustee Sven Holmes. The motion passed unanimously.

II.B. Reconciliation of the FY24 Plant Fund Budget: The Committee was presented with proposed revisions to 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 a 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 plant fund currently carries \$1.918M in expenses and \$304K in encumbrances that are related to the Calvert Hall remediation and repairs due to the contractor related fire, for which the College is seeking reimbursement from the state treasurer's office. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee Nicolas Abrams '99 and seconded by Trustee Sven Holmes. The motion passed unanimously.

II.C. Approval of the 2023 Performance Accountability Report: The Performance Accountability Report, required by the State of Maryland, assesses the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes and provides data on specific metrics along with a narrative describing strengths and challenges. The report, with endorsements from both the Campus Life and the Academic Affairs Committees, was brought forward to the Committee for approval. 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.

Committee Chair John Wobensmith '93 asked for a motion to close the meeting. A motion was made by Trustee Nicolas Abrams '99 and seconded by Trustee Sven Holmes. The motion passed unanimously. The meeting adjourned at 2:27 p.m.



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

**OPEN SESSION
MINUTES**

Date of Meeting: December 18, 2023

Status of Minutes: Approved January 24, 2024

Committee Members Present: Committee Chair John Wobensmith '93, Nicolas Abrams '99, Anirban Basu, John Bell '95, Lex Birney, Board Chair Susan Lawrence Dyer, Sven Holmes, President Tuajuanda Jordan, Melanie Rosalez '92, Ray Wernecke

Committee Members Absent: Faculty Finance Delegate Charles Holden

Staff Member: Paul Pusecker

Others Present: Jamie Athey, Betsy Barreto, Mary Broadwater, Donny Bryan '73, David Cannavo, Kristen Greenaway, Robert Gauthier, manager, Clifton, Larsen, Allen, LLC, Mary Grube, Gail Harmon, Gabriel Mbomeh, Remi Omisore, principal, Clifton, Larsen, Allen, LLC, David Taylor, Anna Yates

Executive Summary

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the open session meeting to order at 11:07 a.m. The meeting took place via videoconference.

Mr. Remi Omisore, principal, Clifton, Larsen, Allen, LLC, provided a thorough presentation to the Committee and explained the audit firm's scope of engagement and responsibilities, as well as the audit process, the audit results, and the College's financial statements. The audit included an assessment of the control environment and an evaluation of key processes, all of which were found to be effective in both design and operation. Additionally, the College implemented GASB No. 84 successfully. Mr. Omisore noted that the audit firm received full cooperation from management.

At 11:27 a.m. Committee Chair Wobensmith '93 asked for a motion to reconvene the Committee meeting in closed session in accordance with Title 10, Subtitle 3 of the General Provisions Article, the Open Meetings Act, for the purposes set forth in the closing statement, specifically, to provide an opportunity for the Clifton, Larsen, Allen, LLC representatives to engage in discussion with Trustees regarding their assessment of how management is performing with respect to the financial health of the College and any issues related to fraud, waste, and abuse. The closed session adjourned at 11:59 a.m. and the Finance, Investment, and Audit Committee meeting reconvened in open session at 12:00 p.m.

Upon resuming the open session, Board Chair Susan Lawrence Dyer stated that the Committee would not vote on the action item at this time. Although the auditors do not anticipate any substantial discrepancies in the proposed financial statements, there are still a few components of the financial statements that need to be completed. The Committee will meet at a later date to review and take action on the FY23 Auditor's Report and Audited Financial Statements.

Action Items

IV.A. Acceptance of the FY23 Auditor's Report and Audited Financial Statements

The financial statements presented for review and approval reflected the financial transactions and position of the College for the period July 1, 2022 through June 30, 2023, and were prepared by the independent firm of Clifton, Larsen, Allen, LLP in accordance with generally accepted accounting principles, reflecting the GASB 34 and 35 reporting requirements. No action was taken at this meeting.

The meeting adjourned at 12:04 p.m.

Summary of Closed Session Held on December 18, 2023

Time: 11:28 a.m.

Location: Virtual

Purpose: To provide an opportunity for the Clifton, Larsen, Allen, LLC representatives to engage in discussion with Trustees regarding their assessment of how management is performing with respect to the financial health of the College and any issues related to fraud, waste, and abuse.

Motion to close meeting made by: Sven Holmes

Seconded by: Ray Wernecke

Names of members voting aye: Committee Chair John Wobensmith '93, Nicolas Abrams '99, Anirban Basu, John Bell '95, Lex Birney, Board Chair Susan Lawrence Dyer, President Tuajuanda Jordan, Melanie Rosalez '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: (8) To consult with staff, consultants, or other individuals about pending or potential litigation that are not subject to disclosure under the Maryland Public Information Act.

Topic Description: The Committee met with representatives from audit firm Clifton, Larsen, Allen, LLP to receive an assessment of how management is performing with respect to the financial health of the College, including identifying any issues related to fraud, waste, and abuse, and any concerns related to pending or potential litigation.

Persons present for discussion: Committee Chair John Wobensmith '93, Nicolas Abrams '99, Anirban Basu, John Bell '95, Lex Birney, Board Chair Susan Lawrence Dyer, Robert Gauthier, manager, Clifton, Larsen, Allen, LLC, Sven Holmes, Remi Omisore, principal, Clifton, Larsen, Allen, LLC, Melanie Rosalez '92, Ray Wernecke

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

**FINANCE, INVESTMENT, AND AUDIT COMMITTEE
FEBRUARY 3, 2024**

**ACTION ITEM 2324-13
APPROVAL OF THE FY25 PLANT FUND BUDGET**

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, contingent upon a favorable endorsement by the Technology, Buildings and Grounds Committee, of the proposed FY25 plant fund budget in the amount of \$1.662M. The primary source of funding comes from the student facility fee.

RATIONALE

The Technology, Buildings, and Grounds Committee is charged with the responsibility to establish priorities for capital projects. A cost breakdown by priority categories and a listing of FY25 plant projects is provided.

Note: In the past years, approval of the plant budget for the upcoming fiscal year was sought at the May meeting. With endorsement from the Chairs of both the Technology, Buildings, and Grounds and Finance, Investment, and Audit Committees, approval of the plant fund budget is being advanced for approval at the February meeting. This will enable the College to expeditiously begin major renovation and repair work this summer. Awarding contracts requires the development of solicitations, advertisement of the renovations/repairs to be completed, evaluation of the submitted proposals from contractors, making the contract award, and allowing time for contractors to procure materials and mobilize for work. This process often takes three to four months, which means the work cannot be completed in the summer timeframe if cannot secure project approval until May.

Acquiring approval in February will permit the College to begin these plant projects immediately at the beginning of the new fiscal year (1 July).

ST. MARY'S COLLEGE OF MARYLAND
FY25 PLANT PROJECT SUMMARY

FY25 Priority List

PROJECT	ESTIMATED COST
<u>CAPITAL PROJECTS</u>	
Campus Wide - Interior Signage Upgrades	\$50,000
Capital Planning Design and Construction Programming and Revisioning	\$100,000
Classroom Refresh Project	\$25,000
Margaret Brent Hall - Renovation Project	\$40,000
Calvert Hall - Lobby Renovation	\$100,000
TOTAL COST OF FACILITIES PROJECTS	\$315,000
MAINTENANCE AND REPAIR	
Miscellaneous Maintenance and Repair Projects - Unknown	\$30,000
Plant Contingency	\$30,000
Campus Wide - Roof repairs	\$40,000
Campus Wide - Building Automation	\$20,000
Campus Wide - ADA Automatic Doors	\$15,000
Campus Wide - Parking Lot Repairs/Maintenance	\$20,000
Lucille Clifton - Basement Waterproofing	\$20,000
O'Brien ARC - Rec Court Roof Replacement	\$250,000
Old Townhouses - Bathroom and Kitchen Renovations Phase 1 of 3	\$280,000
Prince George Hall - Chiller Replacement	\$250,000
UST Fuel Tank Removal - Campus Wide	\$100,000
TOTAL COST OF MAINTENANCE AND REPAIR PROJECTS	\$1,055,000

PROJECT	ESTIMATED COST
PROGRAM SUPPORT	
Miscellaneous Enhancements - unknown	\$12,000
Miscellaneous Site Improvements Projects - Unknown	\$10,000
Artist House - Building Repairs	\$15,000
Calvert Hall - Retaining Wall Tree Removal	\$10,000
Cobb House - Window Replacement	\$30,000
Kent Hall - Second Floor Carpet and Repaint	\$15,000
O'Brien ARC - Screen and Refinish Arena, Rec Courts, and Movement Room Floors	\$20,000
TOTAL COST OF PROGRAM SUPPORT PROJECTS	\$112,000
<u>RESIDENCE HALL RENEWAL PROGRAM</u>	
Miscellaneous residence hall repairs	\$30,000
PG Hall - Bathroom Renovations Phase 1	\$50,000
Residence Hall - Fire Alarm Upgrade Phase 5	\$100,000
TOTAL COST OF RESIDENCE HALL PROJECTS	\$180,000
TOTAL COST OF PRIORITY A PROJECTS	\$1,662,000



**BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE**

**OPEN SESSION
REPORT SUMMARY**

Date of Meeting: February 2, 2024

Date of Next Meeting: May 10, 2024

Committee Chair: Nick Abrams '99

Committee Members: Carlos Alcazar, John Bell '95, Hudson Christensen '25, Board Chair
Susan Dyer, Peg Duchesne '77, Katharine Fritz '04, President Tuajuanda Jordan, Jesse Price '92,

Staff Members: Jerri Howland and Dereck Rovaris

Dashboard Metrics

None

Executive Summary

Information Items:

Guest Speaker – SGA President

SGA President Lily Riesett was invited to present on the student's prospective, what makes them happy and what are their concerns.

Vice President for Student Affairs

Vice President Howland will provide an update of the new hybrid security model, as well as discuss status of MOUs for Public Safety Service with the St. Mary's County Sheriff's Office, Historic St. Mary's City, and Trinity Church. Dr. Howland will propose new model for selecting the Student Trustee.

Discussion Items: N/A



**BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE
FEBRUARY 2, 2024**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A.** Guest Speaker – SGA President
 - B.** Introduction of Student Trustee Hudson Christensen
 - C.** Vice President for Student Affairs Report

- II. ACTION ITEMS**
 - N/A

- III. INFORMATION ITEMS**
 - A.** Approved minutes from October 13, 2023
 - B.** Vice President for Inclusive Diversity, Equity, Access and Accountability (IDEAA) Report
 - C.** MOU's with the Sheriff's Office, Historic St. Mary's City



BOARD OF TRUSTEES

STUDENT BODY PRESIDENT LILY RIESETT

I want to begin by thanking Dr. Jordan for selecting me to report on the state of the Student Body at a time when we do not have an acting Student Trustee. I believe my experience with the Student Body will provide insight into the inner-workings of our campus community.

Passed Legislation

In the 2023-24 legislative session, the St. Mary's Student Government Association successfully passed 13 bills, 2 executive orders, 1 resolution, and 1 constitutional amendment. A few of these are similar to "line items;" though it is not in writing they have to be passed, and it has become an expectation that SGA acts on certain initiatives. These include funding for President Jordan's free flu shot clinic, emergency funding for the Class of 2024 as they prepare for Senior events, and funding for the school to bring the African dance group, Step Afrika, to campus for a Spring semester performance.

The Senate was very successful in proposing and passing new legislation for the Student Body. To start the year off on a positive note, we passed:

- Bill F23:02 to provide students with free coffee from Brewed Awakening one Friday in October. While it might have been simple, students loved seeing the SGA care for them in little ways like this.
- Bill F23:03 was passed to provide \$50,000.00 every two years, for eight years, to be used to bring a well-known artist to campus for a concert. This was passed in tandem with an executive order which created a concert planning committee.
- Bill F23:05 passed to provide the Office of the President with \$125,000.00 to go towards the purchasing of a charter bus to use for transportation between the campus and major metropolitan areas. Two bills provided funding for a new ice machine in Brewed Awakening and a microwave in the Commuter Lounge.
- Bill F23:08 funded 22 students to participate in a CPR class held by the Public Safety Office.

Our most recent legislation placed new benches on campus, an interfaith prayer room in the campus center, and recreational equipment at the Waterfront.

Student Groups

With assistance from our Club Coordinator, Alexandra Minor, we had 5 new student groups created. These included the Public Art Collective, a group dedicated to bringing large-scale, engaging art to students, the Photography Club, a group that facilitates informational photography sessions, and the Historic St. Mary's City Volunteer Club, a group of HSMC volunteers who would like to connect campus better to its historic roots.

As a SGA, we are looking for more ways to vet potential student groups so we are placing our time and energy into clubs that will have longevity and effectively serve the entire student body. We don't want to limit what students can be involved in, but we are trying to define what needs to be considered a school-sponsored group versus a cohort of peers hanging out. This Spring, we will be experimenting with new guidelines for creating student groups.

Student Concerns

SGA is fortunate to have the space to hold open forums for our constituents to gauge student opinions of the campus community, and fortunately, many students use this resource. It is important to highlight a few concerns that have been brought up consistently throughout the semester.

The biggest concern on campus is the lack of gymnasium space. Our student-athletes are so excited to have had a lifting program introduced for all Varsity athletes and have loved getting to work with the coach so far. This has caused a much higher volume of athletes in gym spaces, making it difficult for all gym patrons to have the space they need to work out. A perk of coming to St. Mary's is free access to the gym; however, students do not feel like they are able to utilize this because of the lack of space.

Another student concern is the lack of open and available housing for on-campus students. In previous years, there have been open dorms that could be utilized for COVID outbreaks and other emergencies with one's living space. Students were made aware that those spaces would not be nearly as available this year, and are nervous about the shrinking spaces in the coming years.

Finally, students are concerned with the introduction of the private security firm, Valentis, on campus. The Office of Public Safety has done a fantastic job of building relationships with students, and many of us feel comfortable coming to them in an emergency situation. That is not the same relationship created with Valentis. Many students feel like interacting and getting to know students is a huge part of public safety, and wish they could know more about this program and these officers.



BOARD OF TRUSTEES STUDENT AFFAIRS

VICE PRESIDENT'S REPORT

The mission of the division of Student Affairs is to provide students with the environment and opportunities that facilitate belonging and engagement at St. Mary's College of Maryland. To accomplish our mission, we must place students first in everything we do and make campus safety, student engagement, and wellness the priorities. Likewise, by placing our students first, it is imperative to pay attention to where they live (on and off-campus), learn, and socialize.

Student Affairs has been challenged (consistent with national trends) with hiring deficits in some units (Public Safety, Student Activities, and Residence Life); other units however (Health Services and Counseling Services) have been very successful in recruiting new staff due in large part to the support from the President to increase salary ranges to be closer to competitive ranges. Our staffing levels (see **Appendix A** for unit organizational charts for context) impact our ability to meet our mission, assessment goals, implement new initiatives, and to provide program and services to students. Student Affairs staff accomplish a lot and show a commitment to our students; staff retention must also be a focus to do what we must for our students. Below is a summary of life on campus for students.

We started spring semester with approximately 1,262 students (*as of January 10*) living in campus housing (compared to 1,169 in spring 2023; 1,159 in spring 2022; and 857 in spring 2021); this number is an increase of **93** students over last year this time. With more students living on campus, to ensure our students are having the best experience possible on campus, the Office of Residence Life (ORL) partners with several offices around campus to provide relevant and up-to-date training for Resident Assistants (RAs) and programming.

The Offices of Student Activities (OSA) and ORL will continue to create a combined selection and training process for the Orientation Leaders (OLs) and Residence Assistants (RAs) to promote team building, and Public Safety Officers (PSOs) continue to collaborate and participate in the ongoing training of both OLs and RAs. RAs have provided positive feedback regarding their partnership with the Office of Public Safety (OPS) and expressed improvement in communications.

Through a new and improved Residential Programming Model, ORL is focusing on programming and education efforts within each community which encompass the following areas of importance: *Res-Life* ('adulting skills' such as healthy eating habits, education on alcohol use, personal relationships, resilience, etc.); *Community Responsibility* (identity formation, pro-social interactions within the community, etc.) and *River to Road* (building a foundation for life after college). These three programming areas function as ORL anchors

throughout the year to keep residence life moored to their student communities and home on campus.

Programming efforts by RAs have provided weekly programs in the traditional halls and biweekly programs in the suites and houses to encourage students to engage with their community. The new RA compensation (which provides compensated housing to second- and third-year RAs) has yielded a stronger retention rate of trained RAs from fall and spring semesters. Only two RAs resigned in the fall; one graduated, and one is taking part in the Disney Internship Program. ORL hopes to see an increase in spring to fall retention rates, which will be assessed in the RA selection process in February.

New this past fall, Dorchester Hall welcomed its first class of women to the building – traditionally, Dorchester Hall was all men. The change, necessitated by our increasing number of incoming female students compared to male students in recent years, was successful. In tandem with this change, ORL is working with the Physical Plant to update the aesthetics of Dorchester Hall. The third-floor bathrooms were renovated to provide more toilet stalls, remove urinals, and the main floor lobby was refurbished with a new floor, new window valences and new paint. ORL is also expecting new lobby furniture to arrive this spring semester. Notably, there was a decrease in low level policy violations in the building and in reported complaints of vandalism and damage.

ORL is also planning to expand Prince George Hall's Open and Inclusive Housing to encompass all (*or most of*) the second floor of the building. In fall 2021, the first floor was converted to Open and Inclusive Housing. This will increase the number of non-gender specific room locations in the traditional halls and provide additional single room options to students who require the Open and Inclusive environment. For the past two years, ORL has filled the first-floor rooms, and there is an interest by more students to utilize this option.

Campus Safety

The Office of Public Safety (OPS) continues to implement its new [hybrid security model](#), marked by substantial progress and strategic planning. This includes a policy review, officer training, a campus review board, and hiring Special Police Officers (SPOs).

Valentis

Valentis is the private security firm the College hired to provide armed security officers, the first step in implementing the new security model. Since October 9, Valentis has actively patrolled campus with a round-the-clock officer presence (one armed officer per shift). Collaborative efforts between OPS and Valentis have led to finalizing training protocols, performance expectations, and a comprehensive review of policies and procedures.

Public Safety Policies

Collaborating with Lexipol, a reputable company specializing in policy development for law enforcement and public safety agencies, the OPS has begun a thorough overhaul of more than 170 policies to adapt to the new security model, including body-worn cameras and weapons. The initial focus has been on high-liability policies such as use of force, review boards, emergency

operation plans, and standards of conduct, among others. All high-liability policies will be sent to Office of Attorney General for review.

Training for Officers

OPS made significant strides in training initiatives this academic year under Chief Martinez. Officers have completed essential courses like the **Tactical Combat Casualty Care Course** and the **Downed Officer Course**. Dispatchers have successfully undergone certification training accredited by the Association of Public Safety Communication Officials (APCO), enhancing their communication skills, information gathering techniques, and professional etiquette. Upcoming trainings contain an **Active Shooter Training** slated between March and April, followed by **Emotional Intelligence** sessions shortly thereafter, with a **De-escalation Training** planned for June. Captain Coons and Sgt. Sellers have also completed a Domestic Violence course. Sgt. Sellers is the new Training Coordinator for OPS; in his role he will design an annual training program for all officers (PSOs and SPOs).

Public Safety Advisory Board

Establishing the Public Safety Advisory Board (PSAB) was a pivotal step ~~forward~~ in the hybrid security model implementation plan and includes two faculty representatives, two staff representatives, and three student representatives. The PSAB had its first meeting on November 14, the next meeting is scheduled for January 26, 2024. The PSAB is charged with formulating programming initiatives, exploring best practices to improve community relations, educating their constituents on OPS policies and procedures, and creating lines of communication. The more educated we are about OPS, the better we will be at keeping each other safe. The overarching objective of the PSAB is to bolster the legitimacy and credibility of the OPS within the campus community and promote community policing.

Special Police Officers

Dr. Felix Martinez, Chief of Public Safety, successfully completed all components of his Wear and Carry Licensed process and SPO sworn certification and is now an armed SPO on campus. Additionally, Assistant Director Chris Coons, now Captain Coons, and Sergeant (Sgt.) Gerald Sellers have met significant milestones, having passed the physical agility requirements, and completed the psychological evaluations, to become armed SPOs. Chief Martinez is awaiting results from psychological testing and completion of their medical examinations within the next two weeks which will be the final step in the SPO process. After completing all prerequisites, Capt. Coons and Sgt. Sellers will become ~~to~~ SPOs with official armed roles in OPS, as both have completed their Wear and Carry License process. By March, OPS will have three armed SPOs on campus in addition to Valentinis. The next SPO academy will be in May at Montgomery College, and OPS hopes to send two more additional officers.

Student Engagement

The OSA offers opportunities for student engagement. By working together, the SGA's Programs Board and OSA sponsored two exciting events such as Fall Festival, as an alternative to Hallowgreens, with a scary movie film festival going into the night, and a Winter Wonderland, which included a train that traveled through campus, snow machines, ice skating, a student bazaar, and a sound/light show choreographed to holiday music. While the weather was cold and raining students really enjoyed the Winter Wonderland and would like it to be an annual event.



OSA also partnered with Bon Appetit to host two cooking classes. Themes for the cooking classes included making Thanksgiving sides and cookie decorating. More cooking classes are planned for spring.

The Learning Commons (LC) continues to be a popular place for students to study and gather and is the hub or central meeting space for students living on the North Campus. Entertaining and engaging programs also included events at LC, board game night, trivia night, bingo nights, and crafts night. Toward the end of the fall semester, Open Mic Nights were added to the calendar of events on every other Sunday. OSA plans to increase the number of Open Mic Nights this spring semester due to popular demand. Access to LC was increased to 24/7 after security cameras were installed.

Student Government

SGA had a productive fall semester. Two-thirds of the 2022-2023 SGA senate were seniors, and the current SGA (mostly underclassmen) brings lots of great ideas on how they can improve the student experience on campus. Student Senators passed three major funding bills in the fall:

1. To host a major concert for the campus every two years for the next eight years;
2. To support partial funding for the new charter bus; and
3. To purchase ten new benches to be installed around campus.

Other smaller funding bills included free coffee at Brew'd Awakening for the campus on the morning of October 27, 2023; funding for students to participate in a CPR certification course; and funds for supplies for the new Interfaith Room in the Campus Center.

The SGA also approved four new clubs:

- Public Art Collective Club
- Photography Club
- HSMC Student Volunteer Society
- Badminton Club



On November 15, in partnership with the Maryland Higher Education Commission (MHEC) Hunger-Free Campus Grant, OSA, Student Affairs, and IDEAA hosted the grand opening of the food and clothing pantry, with its new name -- *Solomon's Shoppe*, in its new location in Waring Commons. The grand opening coincided with National Hunger Week (November 13-17).



In the new location we were able to add a refrigerator (to offer items like milk and eggs), freezer (for microwavable meals), small table and chairs (for students to eat in between classes), and professional clothing (for class presentations and/or job interviews). *Solomon's Shoppe* is supported by food and clothing drives and in partnership with the Feed St. Mary's Maryland Food Bank. Our PHEs, OSA, and the Center for Career and Professional Development (CCPD) plan to provide programs, resources, and demonstrations in Solomon's Shoppe in partnership with community partners.

Center for Career and Professional Development

As part of Spring 2024 Career Week, CCPD is excited to host the first ever St. Mary's College Internship Film Festival in the Dodge Performing Arts Center to feature SMCM interns and CCPD employer partners. We are working with employers in the community who have provided internships to St. Mary's College students—regardless of funding source—to sponsor this new initiative and increase awareness of our internship program.

This will be an annual event hosted by the CCPD to showcase videos created by students about their internship experiences. The most impressive videos will be shown at the festival for the audience to vote on, and students will have the opportunity to win prizes. Following the film portion of the festival, attendees are invited to join a reception with light refreshments.



Professional Pathways

The Professional Pathways courses are a key component of the College's signature Learning through Experiential and Applied Discovery (LEAD) curriculum. These courses prepare students to successfully bridge from college to career. New CORE-P 201 courses in spring 2024 include:

- ***Visual Arts Opportunities***, taught by Jamie Naluai, Professional muralist and owner of Just Paint Now.
- ***Public Health Careers***, taught by Clara Richards, MPH
- ***Careers in Law***, taught by Marsha L. Williams, Esq.

CORE-P 201 students in Leslie Taylor's course, ***Discover Navy Opportunities***, had the honor and privilege of participating in an **exclusive** tour of the Naval Air Warfare Center Aircraft Division (NAWCAD) facilities at Naval Air Station Patuxent River (NAS Pax River) in October. Read all about the experience in *InsideSMCM*: [CORE-P Students Tour Naval Air Warfare Center Aircraft Division](#).

CCPD continues to build upon the success of the **Signature Honors Internship Program (SHIP)** see summary of internships by semester below.

INTERNSHIPS BY SEMESTER *(as of 12.31.23)*

	SU23	FA23	SP24
Total Internship Requests/Opportunities That Meet NACE Standards & Criteria	193	182	194
Total Internships Approved for SHIP / Grant Funding	166	99	113
Total Internships Filled <i>(SP24 in hiring phase)</i>	140	112	33*
SHIP Funded Internships Filled - Total	66	75	33*
<i>SHIP - On-Campus Internships Filled</i>	<i>35</i>	<i>55</i>	<i>24*</i>
<i>SHIP - Off-Campus Internships Filled</i>	<i>31</i>	<i>20</i>	<i>9*</i>
Funded by Other Sources Internships Filled - Total	56	39	0*
<i>Federal Work-Study (FWS) eligible interns</i>	<i>0**</i>	<i>18</i>	<i>0*</i>
<i>TheDream.US eligible interns</i>	<i>2</i>	<i>2</i>	<i>0*</i>
<i>The Patuxent Partnership SoMD 2030 Workforce Dev</i>	<i>5</i>	<i>0</i>	<i>0*</i>
<i>Off-Campus Internships - Supported by CCPD</i>	<i>49</i>	<i>19</i>	<i>0*</i>
Credit Bearing Internships (On & Off Campus)	18	3	7*

* As of December 31, 2023. Hiring & negotiations for SP24 internships is currently underway.

** Federal Work Study (FWS) funding cannot be used during breaks.

Success of the SHIP Internship program has led to a large increase in requests / applications for funding through our program - both on-campus and off-campus.

REQUESTS FOR SHIP FUNDING (FY24)	ON CAMPUS REQUESTS	# INTERNS REQUESTED	OFF CAMPUS REQUESTS	# INTERNS REQUESTED
FY24 SU23	\$ 79,472	39	\$ 58,672	29
FY24 FA23	\$ 268,966	150	\$ 68,980	32
FY24 SP24 (Still Receiving Requests)	\$ 260,786	149	\$ 95,700	45
FY24/FY25 SU24 (Still Receiving Requests)	\$ 79,472	39	\$ 104,492	48
TOTAL REQUESTS FOR FUNDING (To Date)	\$ 609,224	338	\$ 269,172	125

Up next for CCPD is Career Week, March 18 – 26.



Wellness

Counseling and Psychological Services (CAPS) continues to offer a variety of services to the campus community: Individual and group counseling, Therapeutic and educational workshops, Consultations to staff and faculty, Case management services, The Peer Health Educator and peer counseling program, and Protocol 24/7 Campus Helpline.

CAPS final service totals (see below) for the fall 2023 semester show an increase in urgent appointments by six but an overall decrease in therapy appointments by 56 compared to the fall 2022 semester. Another important note is the decrease in appointments with the Psychiatric Nurse Practitioner for medication management (by almost 30 students). We will monitor this trend to assess if the decrease is due to fewer students coming to campus already on medication management or is it something else? Peer-to-peer counseling utilization increased as the semester continued. While it's a new program managed by PHEs this year, it shows our students tend to benefit from peer interactions when experiencing a mental health crisis.

CAPS Service Totals	Fall 2022	Fall 2023
Walk-Ins	83	55
Urgent appointments	14	20
Therapy (<i>individual in-person or virtual appointments</i>)	263	207
Intake (<i>new or returning assessments</i>)	124	101
Psychiatric assessments	42	37
Medication management/ monitoring appointments	93	64
Group sessions	40	34
Consultations	37	34
Case Management intakes/follow appointments	30	25
PHE Peer-to-Peer Counseling	(service not started)	34
Mandated Assessments	4	0

Informational sessions on topics such as anxiety and stress reduction continued to be provided to The Office of Student Success Services SAILS (Seahawk Academic Improvement & Learning Strategies) class, neurobiology classes and two CORE P classes.

Support and referral services continued to be provided by CAPS which include the 24/7 campus help line, Protocall, and Welltrack Connect, a referral system that links students to mental health providers off campus for students 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 or (ISP) via the front page of the Wellness Center [website](#).

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 PHEs were trained and certified in August. CAPS offers workshops for interested groups on topics such as suicide prevention.

As you may recall, the College received a [grant](#) to participate in the Jed Foundation (JED) Campus program in fall 2022. The JED Campus Program is a 4-year collaboration (which follow 4 stages: needs assessment, strategic planning, implementation support, and evaluation and sustainability) between JED and key stakeholders from across the campus community. JED works to protect emotional health and prevent suicide for our nation's teens and young adults. The College is in year one (of four) of JED Campus. We hosted a JED Campus Town Hall on October 20 to officially launch the JED Campus Strategic Plan. Jess Jolly, Director of CAPS and Elizabeth (Libby) Williams, Professor of Psychology, are co-chairs for the strategic plan with taskforce members representatives from the full campus community.

Connection to our local community-remains vital for ensuring 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) help CAPS to stay up to date on supports within the community and changes that are needed to provide effective and accessible care to the campus community.

The PHE program provided daily walk-in sessions and provided 34 peer-to-peer counseling sessions this semester. In addition to peer counseling, the PHEs partnered with on-campus groups and facilitated events to promote wellness on campus through workshops and presentations.

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

Health Services

As the national public health response to COVID-19 was downgraded beginning May 11, 2023, Health Services continued offering medical appointments for rapid antigen testing on symptomatic individuals and PCR testing through three commercial laboratories. Those with symptoms managed mild symptoms independently. No hospitalizations were reported due to COVID-19, and no on-campus isolation spaces were utilized.

St. Mary's County Health Department no longer required reporting of COVID-19 cases unless the campus or surrounding community experienced a surge in cases. No COVID-19 outbreaks this academic term were reportable. However, all clinically diagnosed cases of COVID-19 infections were reported to the Maryland Department of Health via the *Simple Report* system as required by law.

Health Services continues to spearhead the Narcan program in the Residence Halls and the Safe Medication Disposal and Needle Box Exchange programs at the Wellness Center. See “Health Services Programming Fall 2023 and other initiatives” in **Appendix C** for the inclusive list of programming.

Health Services continues to offer reproductive healthcare services on campus, including sexually transmitted infection (STI) testing and treatment, contraceptive care (including same-day ECP at no cost), hormone therapy injections, pregnancy testing, referrals, and education regarding high-risk behaviors. Barrier contraception is available in the residence halls 24/7. Cases of communicable STIs were reported to the MDH as required by law. The staff Nurse Practitioner traveled to Atlanta, GA, to attend the “Contraceptive Technology” conference to expand knowledge and skills.

A tri-county coalition of health department providers and clinicians in the private sector gathered with the Health Services team and Organon Pharmaceuticals to attend a Nexplanon insertion training and certification program. SMCM students can now remain on campus to receive long-acting reversible contraceptive care. This is one example of the expanding services offered by Health Services requiring the coordination of nursing case management.

Over the past year, Health Services maintained permanent staff positions that foster patient-centered care for students. Due to stable staffing, Health Services could administer 250 doses of influenza vaccine on campus this season without contracting the service out to MedStar SMH. This is a cost savings for the College and promotes trust among the student body through the continuity of care. See below the top 10, in order of severity, reasons for student visits to Health Services and clinical service utilization totals:

TOP 10 DIAGNOSTIC CODES

	FALL 2022	FALL 2023
1	Upper Respiratory Infection	Contraceptive Management
2	Sexually Transmitted Infections and Screening	Upper Respiratory Infection
3	High Risk Sexual Behavior	Acute Pharyngitis
4	Sore Throat	Sexually Transmitted Infections and Screening
5	Urinary Tract Infection	Acute Vaginitis
6	Impacted Cerumen	Urinary Tract Infection
7	Hormone Replacement Therapy	Hormone Replacement Therapy
8	Emergency Contraception Pill	COVID-19
9	Influenza	Acute Cough
10	Sports Physicals	Dizziness

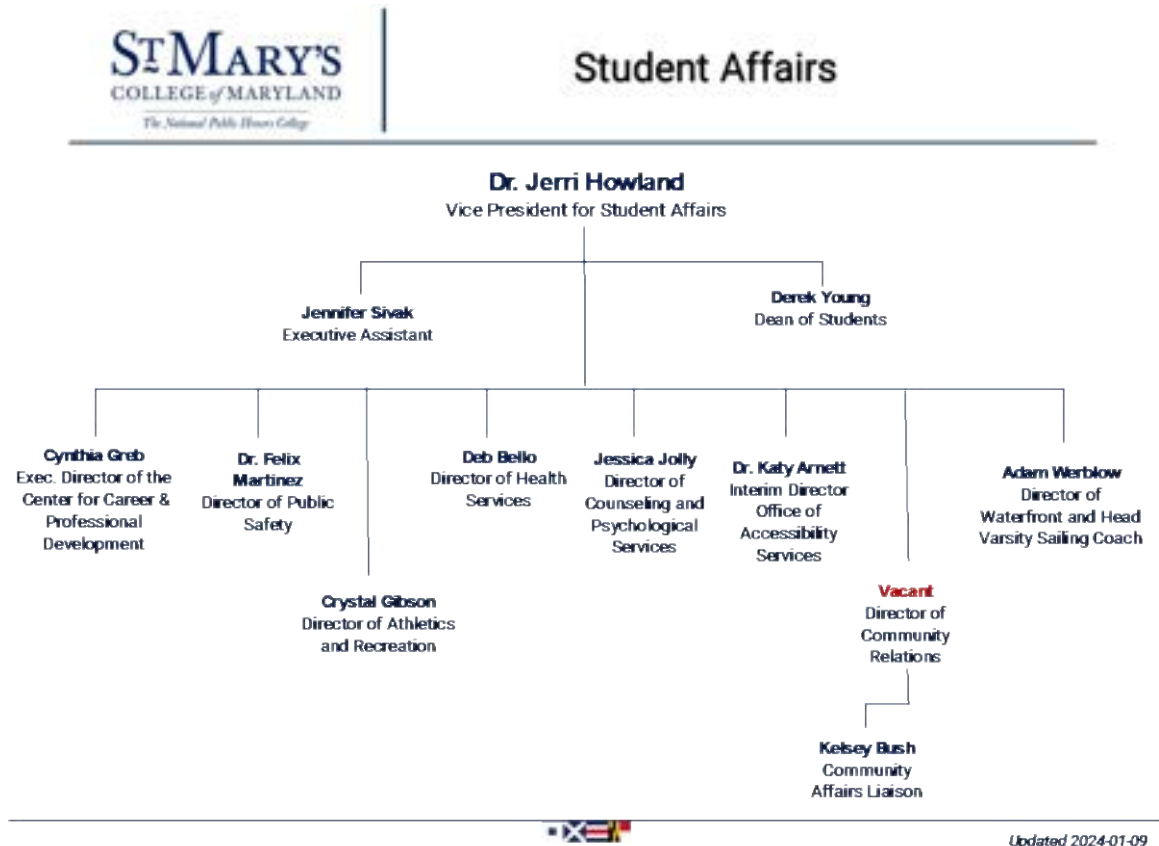
**FALL 2022 vs. FALL 2023
CLINICAL SERVICES UTILIZATION**

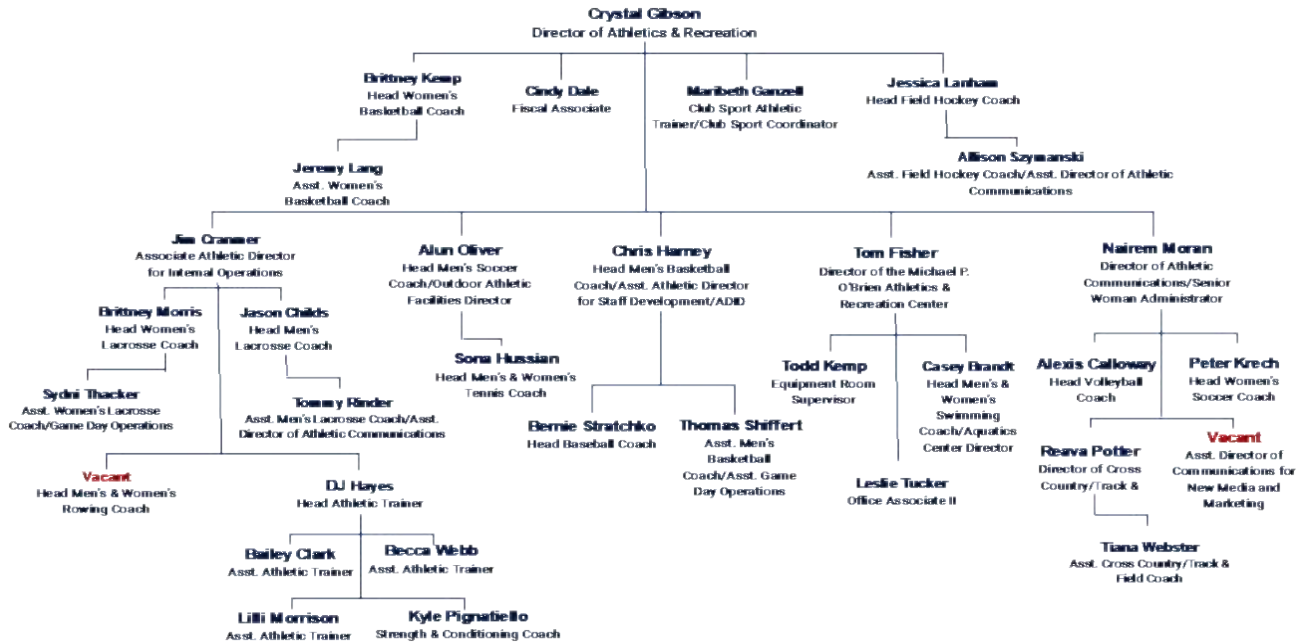
FALL 2022		FALL 2023		INCREASE QUANTITY	% INCREASE
TOTAL CLINICAL APPOINTMENTS	437	TOTAL CLINICAL APPOINTMENTS	594	+157	36%
TOTAL IN-HOUSE CLIA WAIVED LAB TESTS	217	TOTAL IN-HOUSE CLIA WAIVED LAB TESTS	340	+123	57%
TOTAL 3 RD PARTY LAB TESTS (ACUTIS, LABCORP, QUEST, MARYLAND STATE LAB)	244	TOTAL 3 RD PARTY LAB TESTS (ACUTIS, LABCORP, QUEST, MARYLAND STATE LAB)	310	+66	27%
INFLUENZA VACCINE DOSES (MEDSTAR HEALTH CONNECTIONS)	231	INFLUENZA VACCINE DOSES (SMCM HEALTH SERVICES STAFF)	250	+19	8%
COVID-19 BIVALENT BOOSTER VACCINE DOSES (SMCHD)	104	*COVID-19 BIVALENT BOOSTER VACCINE DOSES	N/A		
MONKEYPOX VACCINE DOSES (SMCHD)	7	*MONKEYPOX VACCINE DOSES	N/A		
Tdap VACCINE DOSES- students only (WELLNESS CENTER)	7	Tdap VACCINE DOSES- students only (WELLNESS CENTER)	12	+5	71%
(+) COVID and FLU A/B telehealth consults and isolation dispositions	133	*(+) COVID and FLU A/B telehealth consults and isolation dispositions	N/A		
TOTAL SERVICES	1,380	TOTAL SERVICES	1,506		
<i>*Adjusted for services not offered equally each Fall term</i>	<i>1,136</i>		<i>1,506</i>	+370	33%

Student Affairs has coordinated its efforts with units around campus to provide a seamless experience for students. We believe our efforts, focus on safety, engagement, and wellness and exciting new programs are indeed providing the best experience ever.

APPENDIX A

Student Affairs Organizational Charts





Office of Accessibility Services

Katy Arnett

Interim Director
Office of Accessibility Services

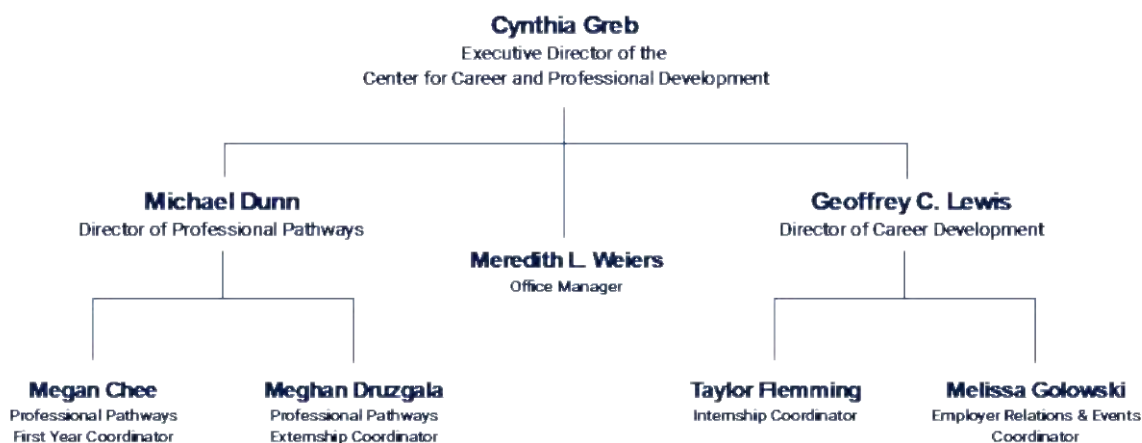
Joyce Knott

Office Associate II

Vacant

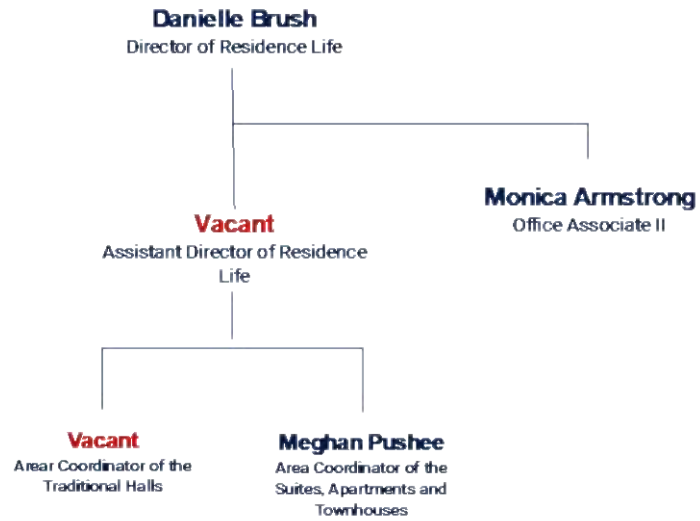
Coordinator for Accessibility Services

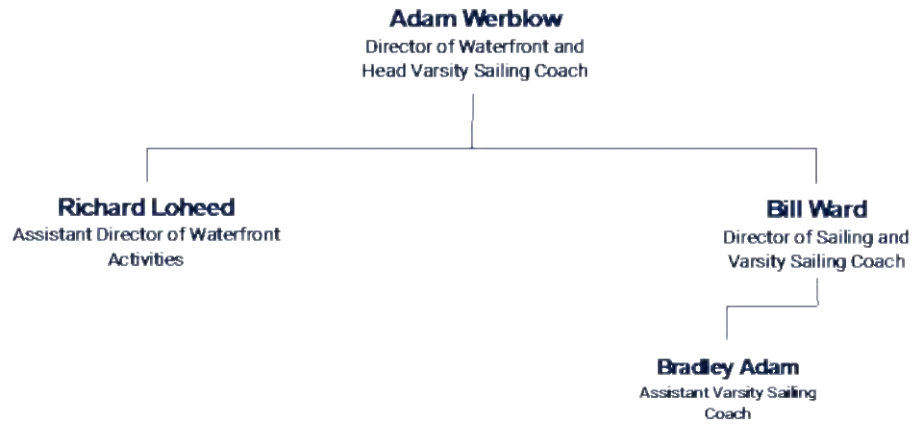


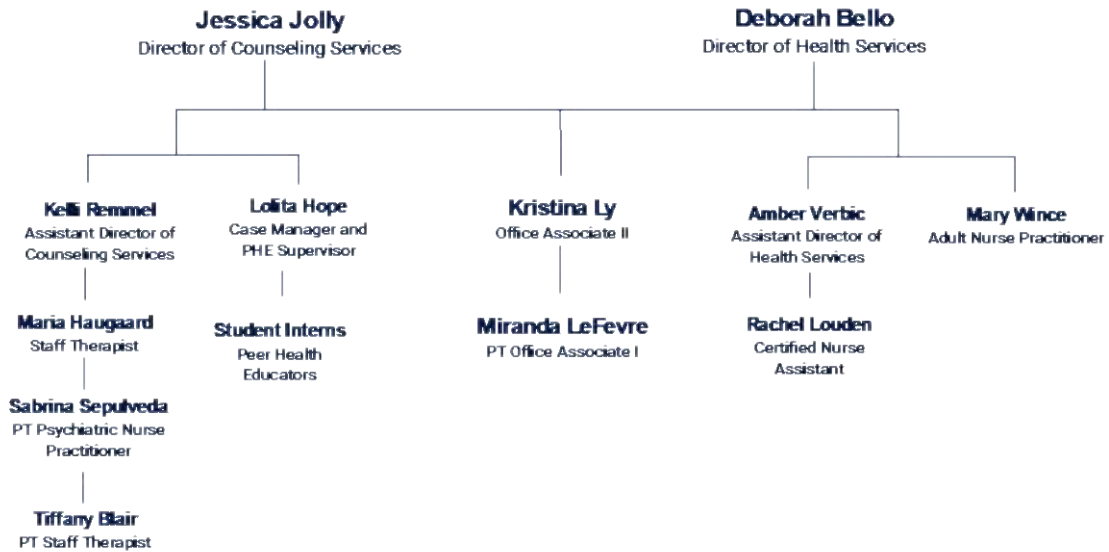




Residence Life







APPENDIX B

JED Strategic Plan Summary



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

JED Campus



JED Campus Program

- An intensive 4-year collaboration between JED and key stakeholders from across a campus community to assess and strengthen mental health, substance misuse and suicide prevention systems on campus
- JED provides assessment tools, expert guidance and customized technical assistance to support implementation of recommended practices
- JED's online resource center and learning community provide data and insights that engage and inform disciplines across the community
- JED Campuses include the full range of America's community, public, private, secular and religious institutions





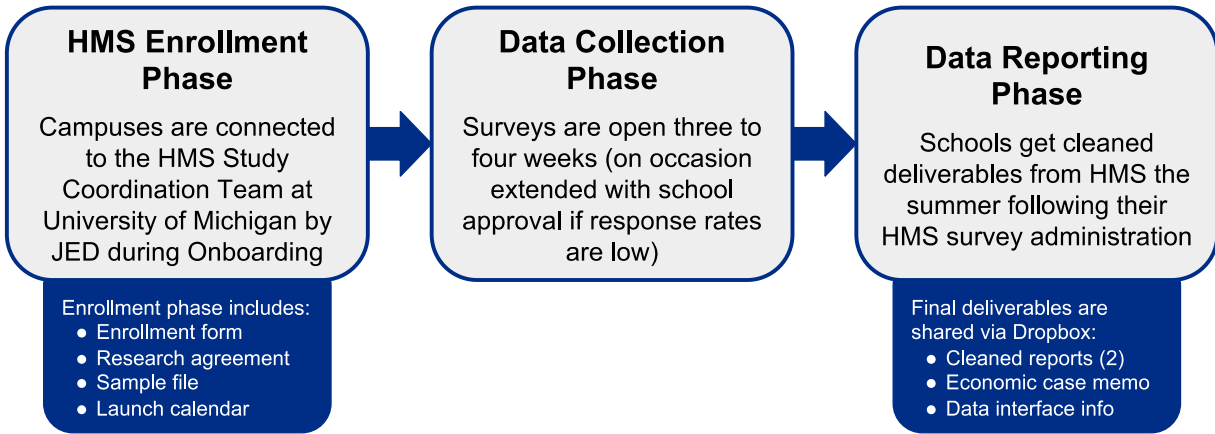
Measuring Student Outcomes: The Healthy Minds Study (HMS)

Main Topics (validated screening tools)

- Mental health (depression, anxiety, self-injury, suicidality)
- Lifestyle/health behaviors (substance use, exercise, sleep)
- Attitudes/awareness
- Service utilization
- Academic/social environment
- Diversity/Inclusion



Healthy Minds Study Process



APPENDIX C
Health Services Programming and Other Initiatives

Fall 2023

“Welcome Back” parking lot event w/ SMCHD Harm Reduction
NARCAN training for RA/RHCs and individuals
Influenza vaccination administered by SMCM staff
“Midnight Breakfast”/destressing tabling event
Nexplanon training with the tri-county health department, private practice partners, and
Organon Pharmaceuticals
November Wellness specialty Clinic “Skin Health”
Wellness Day lunch nature walk
Non-perishable food drive for campus pantry and coat drive for The Mission homeless shelter
“Caring Corner” offers free healthcare and personal supplies in the lobby and is now co-
sponsored by Bill Roberts and the Health Disparities grant
Needle box exchange program
Safe medication disposal station in the lobby
Hep C/HIV testing on-site w/SMCHD Harm Reduction division
PHE STI training by NP and “Sex Week” NP panelist
Inaugural Patient Experience 1:1 sign-up with Director of Health Services
Fall “Pop-in” and De-Stressor event parking lot
Various tabling events and presentations for open houses and other Admissions events
Continued support in Study Aboard open houses, NP, and RN panelist



**BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE
FEBRUARY 2, 2024**

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

Office Relocations, Staffing Update, and Customer Service

The Offices of Equity Programming (now in Lucille Clifton House) and Title XI (now located in Glendenning Annex) have swapped locations due to increased staffing and privacy issues, respectively.

IDEAA made several new hires in January following competitive searches including the Coordinator of Equity Programming, the Office Associate II for Equity Programming, and the Coordinator of Multicultural IDEAA Programming. These positions are critical to the ongoing successful operation of IDEAA support programs.

Programs, Resources, and Training

- Policy Equity Review Committee (PERC) - work has begun on a web-based Policy Library to be housed on the SMCM Website. This library will contain all College policies in a consistent format, and provide a ready reference for information on each policy
- Hunger Free Campus Initiative (MHEC Grant) - on Nov. 17 in conjunction with Student Affairs, the new food pantry, “Solomon’s Shoppe”, offering gently worn clothing in addition to food and toiletries was opened in Waring Commons. This joint effort has provided immediate assistance to many in need.

Office of Equity Programming

The DeSousa-Brent Scholars Program (DB) set two goals for the fall. The first was to right-size the staff, which was achieved; DB now has a full-time Academic Advisor and a Program Coordinator. The Academic Advisor has nearly completed degree audits for all cohorts and is working on a calendar of academic touchpoints. The Program Coordinator created four cohort-specific programs: the Fall Festival, the DB Farewell, the Dream to Succeed program, and the DB Connect Mentor programs. Each of these programs provides unique opportunities for a student to engage with their respective cohort and other DB scholars and staff.

The second goal was to increase retention and persistence using Participation Agreements and the DB Directory. Sixty-one percent of the first-year students submitted their Participation Agreements on time with the other 39% due on 1/15/24. The Participation Agreements outlined requirements (*attending five or more study sessions, meeting with faculty for any midterm*

deficiency grades, and completing an advising plan) that first-year students must complete to remain in good standing with the program. Regarding the DB Directory, 89 Scholars have entered their information (major, club, organizations, and athletic teams), and nearly all have taken on leadership roles in their respective clubs and organizations in addition to some assuming student employment positions in 14 different offices on or off campus.

Academically, the overall cumulative grade point average for DB is 3.08. While this is not outperforming underrepresented, first-gen, or Pell student cumulative numbers, DB first-year scholars (entered Summer 2023) have significantly higher GPAs than their first-year counterparts in all three groups. This can be partially attributed to new DB students participating in the 10-day Summer Light Program which included college prep activities, campus acclimation experiences, and course credit. Additionally, these first-year students were more closely monitored during this first year of study than succeeding-year cohorts. This success is also a reflection of new program leadership, staffing, and programs. Once again, DB is starting to demonstrate the importance of this type of programming.

Fall 2023 Term GPA

By Fall Class Standing (by credits)

	First Year		Sophomore		Junior		Senior		Total	
	N	GPA	N	GPA	N	GPA	N	GPA	N	GPA
All Degree-Seeking Students	471	3.16	311	3.11	388	3.32	367	3.46	1537	3.26
DeSousa-Brent Scholars	48	3.14	42	2.87	49	3.15	33	3.19	172	3.08
Not DBSP	423	3.17	269	3.15	339	3.35	334	3.48	1365	3.29
Underrepresented Races	118	2.96	69	2.99	75	3.14	65	3.28	327	3.07
White	300	3.24	199	3.20	262	3.40	263	3.53	1024	3.35
First Gen	117	2.94	53	3.06	50	3.28	64	3.39	284	3.12
Not First Gen	304	3.25	211	3.17	285	3.36	264	3.50	1064	3.33
Pell Recipient	91	2.84	29	2.99	55	3.20	68	3.46	243	3.11
No Pell	332	3.26	240	3.17	284	3.37	266	3.49	1122	3.32

One final note regarding DB Scholars retention and persistence is the creation of the DB Capital Project. Based on the works of two sociologists, Pierre Bourdieu (1986) and Tara Yosso (2005), Scholars were asked to reflect upon the fall semester experience. From that reflection, Scholars submitted the most significant learning experience (capital) they had in the fall, both positive and negative, to pass on to the cohort behind them. The goal is for each cohort to pass on knowledge to those following behind them to help new cohorts avoid pitfalls, make full use of available resources, and to recognize multiple paths to achievement. **Appendix A** contains samples of some of their insightful DB Capital Contributions.

Sum Primus Scholars Program – The Office of Equity Programming works with Student Affairs to administer the Sum Primus Scholars Program - entering students are under the supervision of Student Affairs; second- through senior-year programming and oversight are provided by Equity Programming. The second-year students were scheduled to match with mentors but were unsuccessful due to poor staff oversight and students lack of follow-through. The new Equity Programming Coordinator will now be responsible for ensuring that these matches take place, in addition to delivering new second, third, and fourth year programming.

Landers Scholars Program: Each year Landers Scholars are required to complete 12 hours of community service, roughly six hours each semester. This semester, Landers Scholars engaged in a variety of different service activities on and off campus: Habitat for Humanity, Kate Chandler Community Farm, The Baltimore Animal Rescue and Care Shelter (BARCS), Frederick Rescue Mission, and the Feral Cat Rescue. Results of a Google Survey sent at the conclusion of the fall semester offered suggestions to improve this new component of service: create a webpage with community service opportunities, especially for unhoused and low-income populations; identify more opportunities on campus; and create additional service networking opportunities. In partnership with the newly hired Coordinator of Equity Programming, the Director can begin improving the service opportunities that Landers Scholars can complete.

Multicultural Programming

Multicultural Programming was moved to IDEAA from Student Activities in May of 2022. This programming is specifically provided to increase the retention of students from a variety of identity groups and to educate all on the rich and varied cultures found at St. Mary's College of Maryland. Over the last 5 years, students of color graduated in 6 years at a rate of 66%. During that same time span, the 6 year rate for all students was 75%. Effective multicultural programming can help to close that gap. While multicultural programming is difficult to quantifiably correlate to graduation success, having students who feel a sense of belonging due to this type of inclusive programming has been shown to improve these students' persistence. In January of 2023, the inaugural Coordinator of Multicultural IDEAA Programming was hired. That individual began working on several initiatives including further development of programming for various identity groups and a redesign of the Rainbow Room and the Multicultural Room in the Campus Center. The work was incomplete as that individual resigned just prior to the start of the fall semester. Nonetheless, in the fall, with the help of student interns and other IDEAA staff, the redesign/remodel of the Rainbow Room was completed as was the Multicultural Room (which was renamed, the Unity Room). This same group helped Multicultural Programming to host or co-host 5 cultural heritage and awareness events in the fall. 301 students and 24 faculty/staff participated in those events. Following a competitive search, Alise Maxie was hired as the Coordinator of Multicultural IDEAA Programming and began working on January 8, 2024.

The Office of Title IX Compliance and Training

Bias Prevention and Support

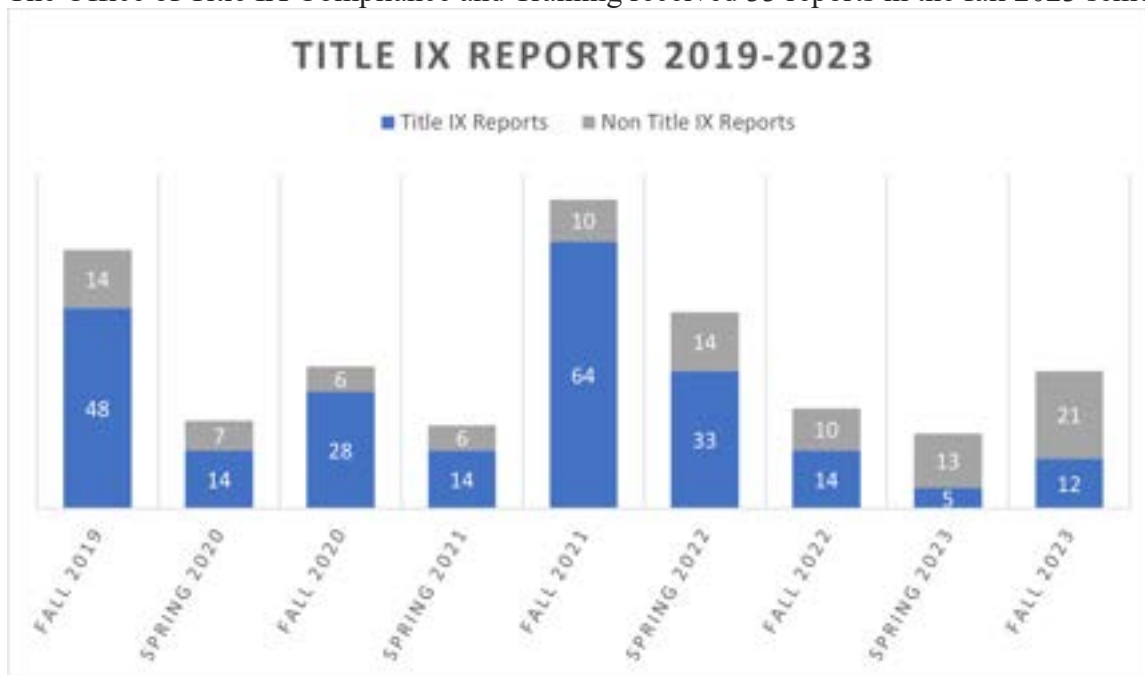
The Bias Prevention and Support Team received 8 reports during the Fall 2023 semester.

- Three (3) reports involved Islamophobia
- Two (2) reports involved Country of Origin
- Two (2) reports involved Ability
- One (1) report involved Religion

Of significance, no reports were received from students or staff from the African American, Asian and Asian Pacific Islander, or the Latino/Hispanic communities. This is not to suggest there were no incidents experienced by any members of these various identities, yet it is noteworthy that no incidents rose to the level where someone came forth with a report. Further there were no reports filed related to the inappropriate use of dead names. While this was a recurring problem in the past, the absence of any reports in this area can be directly attributed to Student Affairs' efforts to continual sharing of chosen/preferred name rosters with professors and extensive education on the use of preferred names.

Title IX Reporting

The Office of Title IX Compliance and Training received 33 reports in the fall 2023 semester.



Title IX Programming/Training

The Office of Title IX Compliance and Training facilitated 32 in-person prevention and training events in the Fall 2023 semester, and 1533 students and 88 faculty/staff participated. This number of students is significantly higher than in recent years, when we would see just over 800 annually.

Appendix A

Sample DB Capital Contributions

“I found that it’s okay to struggle in classes other people find easy and that’s it’s okay to get help in those classes. My strengths and weaknesses will not be the same as my peers. But there is no reason to be embarrassed by getting help for classes that others don’t need help with.”

“I suppose one major thing that I learned was that no matter where you go, as long as you open yourself up, there will be people who will be there for you regardless of circumstance.”

“The knowledge I’ve learned from across the semester is the value of surrounding yourself with people who also want to succeed. Never be afraid to separate from those that you feel limit or emotionally affect you in a negative way. Step out of your comfort zone if something feels too hard; challenge yourself to try it! It may surprise you. Never be afraid to step up as a leader and take charge and share your ideas. Complaining in silence or anonymously rarely resolves a conflict. Don’t be afraid to exhibit traits of the entrepreneur and sell yourself and the value you have. Everyone has something they need in you. Be the mentor figure or hero you wish was present in your life, someone either on the campus (or) beyond (may) need it.”

“In my fall semester as a CORE 101 peer mentor during my senior year, one impactful lesson that stood out was the realization of the vast difference in proficiency and attitude between (my) first-year and myself as a senior and my fellow upperclassmen. In my fall semester as a CORE 101 peer mentor during my senior year, one of the most impactful lessons I learned revolved around the significant evolution in the approach to fundamental aspects of academia, such as registering for classes, essay writing, and interacting with professors. Seeing the stark difference and helping the first years with things I hadn’t even truly realized I had a deep understanding of was a profoundly rewarding and eye-opening experience. These moments made me realize that growth, whether in academics or personally, isn’t just a given but happens in these clear steps. It brought out this idea that mentorship is this cyclical thing where, as a mentor to first-year students, you gain these deep insights into your own journey. Transitioning from being mentored to mentoring provided a unique perspective, solidifying this notion that the journey from a first-year student to a senior is this transformative ride that’s tricky to fully understand until you’re right in the middle of it. Looking up to those ahead, whether a sophomore, senior, or grad student, feels abstract until you find yourself in their shoes.”



**BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE**

**OPEN SESSION
MINUTES**

Date of Meeting: October 13, 2023

Status of Minutes: Approved

Campus Life Committee Members Present: Committee Chair Nicolas Abrams '99, Carlos Alcazar, John Bell '95, Board Chair Susan Lawrence Dyer, Peg Duchesne '77, President Tuajuanda Jordan, Jesse Price '92, Kristina Howansky

Campus Life Committee Members Not Present: Isabella Woel-Popovich '24, Katherine Fritz '04,

Staff Members: Jerri Howland and Dereck Rovaris

Others Present: Betsy Barreto, Paula Collins, Carolyn Curry, Judith Fillius '79, Katie Gantz, Elizabeth Graves '95, Kristen Greenaway, David Hautanen, Sven Holmes, Talib Horne '93, Mary Broadwater, Paul Pusecker, David Taylor, Jennifer Falkowski, Jeff Byrd, Kristina Howansky, Gail Harmon, Chuck Steenburgh

Executive Summary

Campus Life Committee Chair Nick Abrams called the meeting to order at 1:00 p.m.

Discussion Items

Vice President for Student Affairs

Dr. Howland gave an update on the Wellness Center. Both health services and counseling and psychiatric services have seen an increase in appointments. The health services reports 146 appointments, a 37% increase over last year. Counseling and psychiatric services has also seen a rise in appointments, with 59 in-person or virtual therapy sessions and 39 new intakes. Peer-to-peer counseling is doing very well. Overall, our students are happy and are engaging more.

Jessica Jolly and Libby Williams will host a JED Campus town hall meeting during *Live Well* on November 1, where they will present the JED Strategic Plan to the campus community.

The Center for Career and Professional Development (CCPD) will host Career Week October 16-20. Reservations for employers is at capacity for the Career Fair on October 25, with 80 tables reserved. CCPD has seen an increase in fall internships; we have 52 students participating in on-campus internships and 19 students participating in off-campus internships.

The Office of Public Safety has a new director, Dr. Felix Martinez, who started on July 17.

Body worn cameras have been purchased and are in use by all Public Safety Officers.

Valentis, the private security firm, began working on campus on October 9. There will be three armed security officers on campus, one per shift. An email was sent to the campus before the security firm arrived with a link to the new campus security model and photos of Valentis's uniform and their vehicle to ensure the campus community can identify them.

The Office of Public Safety is working with Human Resources to complete the SPO position description. Three current officers will meet or have completed the process to become an SPO. Assistant Director Coons has completed his application for Special Police and his wear and carry application. Sgt. Sellers is currently certified and has his wear and carry permit, and Director Martinez has submitted his application for SPO.

Verkada, camera surveillance vendor, has completed the installation of the new security cameras throughout the campus. Cameras focus on stairways, hallways, and entryways.

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

Vice President for Equity and Strategic Initiatives

Dr. Rovaris reported that just before the Fall semester, four of his staff left: the Director of Accessibility Services, Coordinator of Accessibility Services, Coordinator of the DeSousa Brent Scholars Program, and Coordinator of Multicultural Programming. An interim director was appointed, and searches are currently underway for the remaining positions.

The Office of Accessibility Services continues to work with Facilities to update non-functioning ADA equipment, inadequate signage, and access issues.

The Policy Equity Review Committee (PERC) has completed the evaluation phase. Three hundred ninety-three policies have been reviewed, with 115 of those policies to be left as is. Two hundred forty-two need to be discussed with the department/division that they pertain to and 36 need more detail. In November, we will share with the appropriate vice president which policies must be addressed. Policies are scattered and must be cleaned and housed in a "library." Web Services is working to create a new policy website where all policies will be listed and linked to the appropriate web page. Going forward, the committee will review college policies every three years to determine if they are still viable.

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

Action Items

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

The Campus Life Committee recommends that the Board of Trustees approve the 2023 Performance Accountability Report for submission to the Maryland Higher Education Commission.

The motion to approve the endorsement was made by Trustee Peg Duchesne and seconded by Trustee Carlos Alcazar. The motion passed unanimously.

Campus Life Committee Chair Abrams asked for a motion to adjourn the open session of the Campus Life Committee to go into a closed session meeting pursuant to Md. Gen. Prov. Code Ann §3-305(b) and specifically, to discuss the status of the Student Trustee.

The motion was made by Trustee Carlos Alcazar and seconded by Trustee Peg Duchesne. The motion passed unanimously.

The open meeting adjourned at 1:40 p.m., and the closed session began.



St. Mary's College of Maryland

The Public Honors College

Memorandum of Understanding

This Memorandum of Understanding ("MOU") made this 2nd day of December, 2014, by and between St. Mary's College of Maryland ("SMCM" or "the College"), Department of Public Safety ("DOPS"), and the St. Mary's County, Sheriff's Office ("Sheriff's Office") is to establish the criteria under which the Sheriff's Office will provide services and enforcement of the criminal laws for the College, DOPS. This document will supercede any previous MOU between the parties therein.

The Sheriff's Office is the primary law enforcement agency in St. Mary's County. It provides all traditional law enforcement services. The Sheriff's Office investigates most major crimes, generally referred to as Part I Crimes, all sexual offenses, and controlled dangerous substance distribution or possession of quantities that indicate distribution. For the purpose of this document, Part I Crimes are identified as follows: murders, rapes, robberies, thefts, burglaries, motor vehicle theft, and arsons. Arson cases will be investigated jointly with the Office of the State Fire Marshall; serious misdemeanors, whenever the situation deems it necessary, and the College requests a Sheriff's Office investigation.

In acknowledgement of the "Dear Colleague Letter" issued in April, 2011, by The Office of Civil Rights ("OCR") in the U.S. Department of Education on student-on-student sexual harassment and sexual violence against students in accordance with the requirements of Title IX, a school has an independent responsibility under Title IX to investigate (apart from any separate criminal investigation by local police) and to address sexual violence. In addition to reporting obligations under the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 U.S.C. Section 1092, et.seq. (1990), Title IX of the Education Amendments of 1972, 20 U.S.C. Section 1681, et. seq. (1972), and the Reauthorization of the Violence Against Women Act (VAWA) of 2013, now require colleges and universities to compile statistics for incidents of sexual assault, domestic violence, dating violence and stalking.

In the case of a report of sexual misconduct made at the College, the agreed upon procedure will be as follows:

If the victim request a criminal investigation, DOPS will notify the Sheriff's Office and advise them of this requested course of action. DOPS will be present during the Sheriff's Office interview with the victim so that DOPS can obtain the needed information for their report and avoid repeating the process separately which may cause undue stress on the victim and may unnecessarily duplicate efforts.

Effective with signing this agreement, the Sheriff's Office agrees to do the following:

1. When requested by the College, the Sheriff's Office will respond to all Part I Crimes, sexual offenses and serious misdemeanors. If the Sheriff's Office is requested it will conduct the initial and follow-up criminal investigation.
2. If the victim of a sexual assault elects not to pursue criminal action, or chooses to remain anonymous under VAWA, the Sheriff's Office will not conduct an investigation until such time the victim requests a criminal investigation be initiated.
3. If a victim does request law enforcement action, the Sheriff's Office will keep affected members of the SMCM DOPS apprised of the investigation(s) from the initial report through final court disposition. The communication will include SMCM DOPS staff deemed necessary or appropriate. Further, Sheriff's Office personnel will notify the SMCM DOPS staff when conducting investigation(s) on College property, as practical.
4. The Sheriff's Office will provide the SMCM DOPS access to the National Crime Information Center (NCIC) and Maryland Electronic Telecommunications Enforcement Resource Center (METERS) for information needed. All access and information will be provided within the guidelines established by the NCIC and METERS systems.
5. The Sheriff's Office will transport individual(s) arrested in conjunction with a joint investigation(s), or other arrest by the SMCM DOPS officers where the subject is combative, violent, or when assistance is requested by the College and the SMCM DOPS.
6. The Sheriff's Office will provide training to the SMCM DOPS officers upon request and approval of the Sheriff.

7. If at any time the Sheriff's Office needs access to needed areas on campus, or needs to make contact with College faculty, staff, or students, on campus, for the purpose of conducting an investigation, Sheriff's Deputies will first make contact with the SMCM DOPS and a SMCM DOPS officer present with them, as practical.

The Sheriff's Office will maintain care and custody of all evidentiary property to cases assigned to the Sheriff's Office. SMCM DOPS will maintain care and custody of all evidentiary property to cases that have not been turned over to the Sheriff's Office.

St. Mary's College of Maryland (SMCM) Department Of Public Safety (DOPS) agrees to the following:

In alleged incidents of sexual assault, the College and SMCM DOPS reserve the right to conduct initial fact finding interviews to determine the validity of the allegation and to explain to the alleged victim all options available to him/her, including but not limited to, the choice to pursue or not to pursue law enforcement action in accordance with Title IX Sexual Assault guidelines. In the event that the alleged victim chooses to remain anonymous, or not to pursue law enforcement action at that time, the SMCM DOPS will require the alleged victim to write and sign a written statement to that fact. In either option, in accordance with the Reauthorization of VAWA of 2013, and in support of maintaining accurate criminal offense statistical data, the SMCM DOPS will provide the Sheriff's Department with a redacted copy of the sexual assault incident report, and any follow-up investigation that confirms or disproves a sexual assault occurred.

1. In the event that the College requests the assistance of the Sheriff's Office, SMCM DOPS will provide crime scene security and witness isolation until the arrival of a Deputy Sheriff.
2. Upon request from the Sheriff's Office, the SMCM DOPS will provide access to needed areas on campus for the Sheriff's Office to conduct required investigations.
3. SMCM DOPS will provide a liaison that is knowledgeable of the offense or events surrounding the offense to assist the Sheriff's Office, including actions taken from the time of discovery until the arrival of the first Deputy.

4. The SMCM DOPS will provide the Sheriff's Office or Emergency Operations Center dispatch personnel with any pertinent information requested in order to protect or preserve life and/or assist in the apprehension of a suspect if such information is available.
5. SMCM DOPS will provide access to College facilities if available or possible for training for Sheriff's Office personnel, and if feasible allow inclusion of SMCM DOPS personnel.
6. The College and the Sheriff's Office acknowledge that there may be amendments to the various Acts at issue in this MOU that require amendments to this MOU from time to time in order to fully comply with federal and state laws, Office of Civil Rights, and federal guidance and practices and procedures at the College. Any such amendments will be viewed as a supplement to this MOU and shall not render this MOU void.



Clinton E. Brantley
Director of Public Safety
St. Mary's College of Maryland



Timothy Cameron
Sheriff
St. Mary's County, Maryland



Dr. Tuajuanda C. Jordan
President
St. Mary's College of Maryland



Leonard Brown
Dean of Students
St. Mary's College of Maryland



Agreement for Public Safety Services

HISTORIC ST. MARY'S CITY & ST. MARY'S COLLEGE OF MARYLAND

July 22, 1999

Introduction

In 1997 the Maryland legislature recognized a strategic alliance between St. Mary's College of Maryland (SMCM) and Historic St. Mary's City (HSMC). This affiliation between the College and the City encouraged educational partnerships and operating support between adjacent institutions who enjoy adjacent facilities located on lands occupied in the 17th Century by citizens of Maryland's first capital.

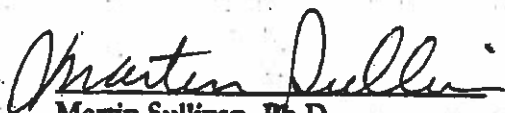
Early affiliation activities assured the successful support by SMCM for accounting, procurement and personnel operations of HSMC. The original contract between the City and the College allows for expansion to include other services. Additional service is hereby proposed, as an addendum to our existing contractual agreement for the provision of public safety and security to HSMC.

The Agreement

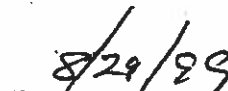
The following agreement between Historic St. Mary's City, hereafter referred to as HSMC and St. Mary's College of Maryland, hereafter referred to as SMCM, set forth the terms and conditions under which SMCM will assume public safety and security services for specific portions of HSMC.

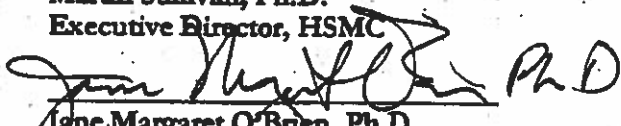
1. The following HSMC buildings will be alarmed in a manner that reports to the SMCM dispatchers console at the Office of Public Safety:
 - A. Visitors Center
 - B. Hammett House
 - C. Administration Building
 - D. Research Center
 - E. Building housing the restaurant and kitchen at Farthings Ordinary
2. All expenses related to installing the alarms and causing them to report to SMCM Office of Public Safety will be the responsibility of HSMC.
3. SMCM will patrol the following areas of HSMC during the hours of 5:00 P.M. and 10:00 A.M. daily:
 - A. The area of Farthings Ordinary to include the State House, The Dove and the dock area. Officers will board the Dove as conditions require, particularly in late evening hours.
 - B. The area of Hogaboom Lane containing the Visitors Center and adjacent small buildings.
 - C. The administration building and research center located between Hogaboom Lane and Rosecroft Road.
 - D. The Town Center, Indian Hamlet and Chapel areas.

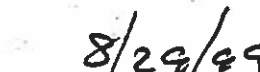
4. Public safety patrol for HSMC will be consistent with that provided SMCM regarding method and frequency. Officers in College-provided vehicles or bicycles or on foot will conduct regular inspections during scheduled shifts (usually eight hours). On each shift staffing will include a combination of state commissioned officers with full arrest and detain authority, and noncommissioned security officers. The communications desk is staffed with a dispatcher 24-hours a day, seven days a week.
5. SMCM will respond to all fire or trouble alarms at the above locations, regardless of the time of day.
6. SMCM will respond to any call for police or emergency service to the above areas and the Spray Plantation, regardless of the time of day.
7. SMCM will enforce parking regulations in the Farthings Ordinary and Visitors Center areas.
8. SMCM will only patrol areas of HSMC specified, during the time period specified in this agreement.
9. HSMC will arrange separately for public safety management of special events sponsored by HSMC (for example, Maryland Days).
10. HSMC will be responsible for interior building security.
11. HSMC will provide keys to each building alarmed in the area covered by this agreement to provide emergency only access to SMCM Public Safety Officers.
12. Either party may cancel this agreement at any time, with the agreed upon prorated fees returned to HSMC.
13. This agreement may be modified at any time upon the agreement of both parties.
14. This agreement will be effective August 1, 1999 and will be reevaluated August 1, 2000.
15. In consideration for the above, HSMC will provide a fee to SMCM of thirty thousand dollars (\$30,000) per year while the agreement is active, to be paid monthly in a manner consistent with the current HSMC/SMCM administrative agreement.



Martin Sullivan, Ph.D.
Executive Director, HSMC


8/29/99
Date


Jane Margaret O'Brien, Ph.D.
President, SMCM


8/29/99
Date

July 23, 1999



BOARD OF TRUSTEES OPEN SESSION

MINUTES

Date of Meeting: October 14, 2023

Status of Minutes: Approved

Board Members Present: Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Paula Collins; Carlos Alcazar; John Bell '95; Peter Bruns; Donny Bryan '73; Peg Duchesne '77; Judy Fillius '79; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne '93; Kimberly Kelley; Jesse Price '92; Aaron Tomarchio '96; Danielle Troyan '92; Ray Wernecke.

Virtual Attendees: Nicolas Abrams '99; Anirban Basu; Arthur "Lex" Birney; Elizabeth Graves '95; Melanie Rosalez '92; John Wobensmith '93.

Board Members Absent: Kate Fritz '04; Steny Hoyer; Isabella Woel-Popovich '24.

Others Present: Betsy Barreto; David Taylor; Katherine Gantz; Carolyn Curry; David Hautanen; Jerri Howland; Paul Pusecker; Derick Rovaris; Brandon Engle; Jeff Byrd; Ann Marie Brady; Hudson Christensen '25; Jennifer Falkowski; Kaylah Lovitts.

Chair Dyer convened the open session at 11:05 a.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; Paula Collins; Carlos Alcazar; John Bell '95; Peter Bruns; Donny Bryan '73; Peg Duchesne '77; Judy Fillius '79; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne '93; Kimberly Kelley; Jesse Price '92; Aaron Tomarchio '96; Danielle Troyan '92; Ray Wernecke.

Virtual Attendees: Nicolas Abrams '99; Anirban Basu; Arthur "Lex" Birney; Elizabeth Graves '95; Melanie Rosalez '92; John Wobensmith '93.

Board Members Absent: Kate Fritz '04; Steny Hoyer; Isabella Woel-Popovich '24.

Others Present: Betsy Barreto; David Taylor.

The actions taken in the closed session were confined to the: (1)(i) The annual Presidential review and a faculty appointment review that included discussion of the compensation, promotion, and performance evaluation of appointees, employees, or officials over whom it has jurisdiction; (7) Litigation report that included consulting with counsel and obtaining legal advice on a legal matter; (8) Litigation report that included consulting with staff, consultants, or other individuals about pending or potential litigation.

For the first item of the closed session, President Jordan, Ms. Barreto, and Mr. Taylor were recused; they returned for the remainder of the closed session.

Executive Summary: Chair Dyer welcomed five new trustees to the open meeting – including Arthur “Lex” Birney; Kristen Greenaway; Talib Horne; Kimberly Kelley; and Kate Fritz. She also welcomed the new President of the Faculty Senate, Dr. Todd Eberly, professor of political science and coordinator of the public policy program. New faculty and staff liaisons to the committees include staff members Caleb Shankle for Admission/Financial Aid and Connie Gibson for Technology/Buildings/Grounds; and faculty members Kevin Emerson for Technology/Buildings/Grounds; and Chuck Holden for Finance/Investment/Audit.

The Trustee dinner (Friday) was lauded with the Ark and Dove award presented to Dallas Dean and the acknowledgement of newly tenured faculty; the recent dedication of the William Seale Rowing Center was another celebratory special event in recent weeks.

Chair Dyer thanked the staff who helped coordinate the structure put-in-place for the October 13 committee meetings. The Board will continue to analyze, assess, and discuss what worked, what might need work, and it welcomes trustee thoughts. The institution is strong and the pride and accomplishments apparent.

President’s Report – President Jordan welcomed the new trustees and thanked the executive assistants whose work behind the scenes is critically important. She commented that “The Rising Tide” strategic plan is rolling out and the Middle States accreditation/data gathering continues. We’ve just publicly launched our \$20M fundraising campaign, “Taking the Lead,” with two-thirds already raised and we are confident we will hit the goal. The campus looks great, enrollment is booming, and President Jordan applauded her excellent team.

Committee Reports

Finance, Investment & Audit – Chair John Wobensmith gave a meeting summary and proposed three action items for Board review and approval.

ACTION ITEM 2324-02: REVISION OF FY24 CURRENT FUND (OPERATING)

UNRESTRICTED BUDGET – The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, of revisions to the current fund (operating) budget for fiscal year 2024 as presented in the attached. 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. On a motion by Chair Wobensmith, a second by Sven Holmes, and a vote, action item 2324-02 was unanimously approved.

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

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, revisions to the plant fund budget for FY24 as outlined in the attachment. Five major projects with a value greater than \$200K continue with an FY24 balance remaining of \$1.9M. Projects with a value greater than \$200K require explicit Board 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. The plant fund currently carries \$1.98M in expenses and \$304K in encumbrances associated with the Calvert Hall remediation and repairs due to a 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. On a motion by Chair Wobensmith, a second by John Bell, and a vote, action item 2324-03 was unanimously approved.

ACTION ITEM 2324-04: APPROVAL OF 2023 PERFORMANCE ACCOUNTABILITY REPORT – The Finance, Investment, and Audit Committee, having received approval of the Academic Affairs Committee and the Campus Life Committee, recommends to the full Board the approval of the 2023 Performance Accountability Report (PAR) for submission to the Maryland Higher Education Commission. The 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, 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. On a motion by Chair Wobensmith, a second by Peg Duchesne, and a vote, action item 2324-04 was unanimously approved.

Trustee Governance – Chair Paula Collins gave the report; there were no action items. We seek nominations for the Ark and Dove Award, which typically is presented in October. If you have candidates to recommend, please put it in writing and send to Chair Collins or President Jordan. She also reported on Board vacancies to arise in 2025, and that we will seek several new trustees based on normal turnover/expiration of terms. We seek to enhance our Board diversity to better reflect the demographics of the State of Maryland. The committee also discussed a Board survey tool to complement our other review processes and be better aligned with best practices.

Academic Affairs – Chair Peter Bruns gave the report; there were no open session action items. The new academic structure is in place and making substantive progress with the addition of three academic fiscal administrators in support of the associate deans. Chair Bruns asked Vice President Gantz to discuss academic program snapshots and the annual program analysis process.

Vice President Gantz reported that an ad hoc committee of faculty, administrators, and trustees met last year to review the metrics and the process; the metrics include a comprehensive list of academic and financial measures. Logistical and structural challenges have complicated efforts to determine individual program costs, and all are working with President Jordan and Anne Marie Brady to help with this aspect of the review process.

Rather than a formal evaluation, the annual program analysis is framed as a developmental annual discussion and a scheduled "check-in" between the program and Academic Affairs to monitor the trends and inform future directions. Now with an earlier timeline, the process begins in August and delivers snapshot data and a high-level summary to the Board in February.

The snapshots are prepared over summer and shared with the programs to discuss in their department retreats (August); the programs then review the snapshots and respond to Academic Affairs with a modified SWOT analysis (September). The associate deans have until the end of the month to review the analyses and respond with their own recommendations; they then meet with program chairs to discuss program goals (those of the chair and of the associate dean) growth plans, and resource needs for their budget preparation requests, hiring, new program proposals, and course schedules for the next academic year.

Per Pillar A of the Strategic Plan, a call for new programs is forthcoming this fall, as well as for “globalization at home” initiatives – including courses, study tours, and applied experiences. Program analysis discussions will be held with the associate deans, and selected new proposals then get funded for curricular development, market analysis, and then on to get MHEC approval.

The Board discussion suggested that market trends and what the coming students seek as innovative and exciting is essential. Vice President Gantz emphasized that new program proposals are carefully vetted with future SMCM student interests in mind, with Marine Science as a good example. Data science continues to be a discussion topic raised by trustees; the issue for SMCM is how to define its application for various academic areas and what is appropriate for the College. Chair Dyer reminded all that program review is not just addition, however – it’s also subtraction. President Jordan affirmed that the program array must remain dynamic; conducting regular assessment will keep us from having to do program prioritization ever again.

Admission/Financial Aid – Committee Chair Wernecke gave the report. There were no action items. He reported the enrollment results yielded the largest class in seven years and was the most diverse. He complimented the team for turning challenges into opportunities – despite the anticipated drop in the college population nationwide in 2025.

Vice President Hautanen elaborated on the current enrollment and trends – with the fulltime student headcount reaching 1570 undergraduates and 9 MAT students for fall semester; this includes 442 new first-time students and 72 transfer students for fall semester. We had 100 more students apply for fall 2023 admission than one year ago. VP Hautanen commented on the decline in MAT students in recent years (from 24 in 2021 to 9 in 2023); part of this might be due to employment trends for teachers, who are opting to go straight in to their first classroom jobs rather than to pursue an MAT.

Among enrolled students, 31% are students of color and 28% Pell eligible. Maryland residents are 85% of the student body (and from 22 of the 24 counties). Almost 15% of first year students are from out of state, with Virginia having the most, followed by Pennsylvania, California, and Massachusetts. The new students are 62% female and 38% male. The average GPA was 3.6-3.8 (unweighted) and 3.9-4.2 (weighted) the average SAT range was 1220 to 1310. Among new transfer students, 28% are from 4-year institutions and 72% from 2-year institutions (which includes 35% from the College of Southern Maryland). As we focus on fall 2024 – inquiries are up 24% and campus visits up 11% thus far.

Institutional Advancement – Committee Chair Gail Harmon gave the report. We have a new strategic plan “The Rising Tide” – and we will become a college of choice and brand leader as

The National Public Honors College. We want to become the cultural hub of Southern Maryland, and to support this, some 21,000 have attended events on campus. Hawktoberfest (fall family weekend) is coming up (October 20-21) and has been highly successful with parents and alumni in recent years. Please read the reports of the Foundation and the alumni association that are in your materials. We launched the “Taking the LEAD” comprehensive campaign on September 22; we already have raised \$13.6M (in the quiet phase) toward the \$20M goal and will raise some \$6.4M to reach the goal.

Campus Life – Committee Chair Nick Abrams gave the report. Vice President Howland gave an update on student mental health and the wellness center. Vice President Rovaris gave an update on diverse issues, IDEAA programming, as well as an extensive effort (led by the Policy Equity Review Committee) to review 393 policies with an equity lens and identify which should be revised, updated, or left alone. A new policy website (and library) will be a constructive outcome.

Vice President Howland introduced the new director of Public Safety, Dr. Felix Martinez. He previously served with the Riverdale Park Police Department for the past three years and was effective in enhancing police-community relations. He earned a BA in General Studies with a concentration in crime and criminology from Southern New Hampshire University; a Master of Professional Studies in Homeland Security and Criminal Justice leadership from St. John’s University; and a Doctor of Education in Educational Leadership, focusing on community policing. He began in July 2023 and has been active in bringing change. Dr. Martinez outlined significant changes underway – including the introduction of body worn cameras; additional training for officers; updating and drafting policies for the Public Safety office, including the more extensive training for Special Police Officers (SPOs). The introduction of armed security officers (via the Valentis Security Firm) has brought an additional aspect of campus safety for the entire community, as has the installation of 219 security cameras around campus as a tool for crime prevention or to collect evidence; the cameras are positioned to not be intrusive into individual privacy. And another important effort is underway – to create a Public Safety Advisory Board to include faculty, staff, students, officers, and alumni and will meet monthly. Very importantly, Dr. Martinez emphasized that officers will be trained in emotional intelligence and in de-escalation. Officers must understand the student perspective and where they are coming from; we want only the best candidates to fill our officer positions.

Technology/Buildings/Grounds – Committee Chair Donny Bryan gave the report. There were no action items. Work on the next Facilities Master Plan 2025-2040 is beginning in parallel with the strategic plan, “The Rising Tide.” Collecting data and outlining objectives will soon begin; the campus tour on Friday was in support of this. The completion of the Route 5 pedestrian and bicycle path is a significant after eight years of work, ensuring an attractive, lit, and safe pathway past St. John’s Pond to the intramural fields. The Nancy R. and Norton T. Dodge Performing Arts Center continues to be a vibrant center of activity; it also has received two awards – a LEED Silver certification from the US Green Building Council; and a Public Building of the Year award from the American Institute of Architects. The State provided \$300K for the installation of public art in the performing arts center lobby; after competitive submissions, community artist Aurora Robson was chosen for her design – a hanging mobile of oyster shells made from recycled plastics. Installation will begin next year.

Vice President Pusecker then introduced Assistant VP of Information Technology, E. Jenell Sargent, to update the Board on the Enterprise Resource Planning (ERP) System with a PowerPoint presentation. The project stemmed from the need to replace a 25-year-old legacy Jenzabar software system (that had hundreds of customizations that would no longer be supported after 2024). Following a request for proposal process, only two firms were rated as technically excellent - Campus Management and Workday. Campus Management was chosen, with a \$2.4M base cost for four years, as opposed to the Workday base at \$7.1M. Following extensive data collection, validation, and testing (and the COVID interruption), the initial implementation/phase one began in July 2023. The first implementation phases have focused on finance, human resources, and payroll; this will be followed by student information systems in 2024. Through June 30, 2023, some \$6.2M has been spent, offset by \$1.1M from the state and \$1.5M in salary savings by leveraging five vacant OIT positions over the past three years, producing a net cost to the College of \$3.6M to date.

After a brief period of questions from the Board, Chair Dyer thanked Assistant VP Sargent and VP Pusecker for the update; expressed the Board's appreciation for the significant staff investment in this important project; and stated that the Board be kept informed. She then made a motion to conclude the open session Board meeting; Trustee Bryan seconded; and on a unanimous vote, the meeting concluded at 1 p.m.



**BOARD OF TRUSTEES
SPECIAL MEETING
OPEN SESSION**

MINUTES

Date of Meeting: October 4, 2023

Status of Minutes: Approved

Board Members Present/Virtual: Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Paula Collins; Nick Abrams '99; Carlos Alcazar; Peter Bruns; Donny Bryan '73; Elizabeth Graves '95; Kristen Greenaway; Sven Holmes; Kimberly Kelley; Jesse Price '92; Danielle Troyan '92; Ray Wernecke; Lex Birney; Judy Fillius '79; Talib Horne '93; Melanie Rosalez '92; John Wobensmith '93; Isabella Woel-Popovich '24.

Board Members Absent: Anirban Basu; John Bell '95; Peg Duchesne '77; Kate Fritz '04; Gail Harmon; Steny Hoyer; Aaron Tomarchio '96.

Others Present: Betsy Barreto; Mary Broadwater; David Taylor; Elena Langrill.

Chair Dyer called the meeting to order at 10:02 a.m. The purpose of the meeting was to discuss an administrative matter – the structure of committee meetings and who can or should attend while still complying with provisions of the State of Maryland's Open Meetings laws.

Recent/past practice has been that for committee meetings, any trustee is welcome to attend and become more fully informed of the meeting content and discussion. The feeling was this provided an opportunity to better understand issues before they came to the full Board as information or action items; that the quality of information absorbed would be enhanced with more informed trustees.

According to Maryland Open Meeting Laws, however, having a quorum of the Board present for any committee meeting or gathering (where state/public business is being discussed) would entail that the meeting become classified as a full Board meeting; appropriate public notifications would also be required in advance. Case law examples are available and were cited as reasons for this interpretation. Even if such an occurrence was not "intended" – having a quorum of Board members present would change the nature of the meeting.

Among the options discussed were that trustee attendance at committee meetings could be limited to ensure that a quorum was not reached; or that committee meetings could become "committees of the whole" and be publicly announced as such.

Resulting discussion posed questions whether attendance had been an issue at committee meetings, and the response was "no"; it also was reaffirmed that non-committee trustee attendees

did not have a vote in committee meetings which they attended as observers. A question was asked if simultaneous committee meetings could be held to enable enough time to cover all information in sufficient detail; the response was “not possible” – since the Board Chair and President attend all committee meetings.

One difference of operating as a committee of the whole – is the committee could recommend an action but would not vote; the full Board operating as the full Board would retain that authority.

As part of a robust discussion the range of trustee comments included:

- Committees are tasked to do specific work, and having too many non-committee member trustees present could confuse the roles.
- Do the bylaws provide guidance on this issue? A follow up comment was that changing the bylaws would not be an issue if the right path was determined.
- Could attendance at committee meetings be restricted and not exceed the limit to create a quorum? It was confirmed that to retain the authority of committees, hard lines for attendance must be observed.
- Between meetings, trustees would need a place to go; the response suggested that class visits are being arranged for interested trustees; there would be a quiet workspace/conference room for trustees seeking that; and a communal/social space would also be available.
- Every trustee is better informed by observing the range of discussion on various issues; any suggestion that trustees could not attend informative meetings would lose something significant.
- The current/past setup has empowered every trustee to be informed; perhaps it would be appropriate to provide the opportunity to sit-in but not require it.
- We should make no effort to circumvent open meetings laws, but every member should have the opportunity to attend sessions on various issues and see the full discussion and the whole operation.
- Trustees enjoy hearing all the issues, have a much broader perspective, and are much better informed.
- We have been extraordinarily focused on observing the applicable laws; however, changes may be necessary, and trustees may need to step-up their participation.
- We should ensure that the committee structure and the focus do not fall apart.
- A goal should be to ensure compliance with the open meetings law, but still seek the broadest perspective and participation by members.

Counsel was asked to clarify a few points of discussion and confirmed that guidance has been sought to clarify how to respect state open meetings laws. Trustees are appointed by the Governor and have a heightened sense of duty to be informed, but you may need a different structure than for others in the audience.

The issue is not necessarily the number of *people* in the audience – but the number of *trustees* in the audience. If you meet as a committee of the whole/as a full board – then every committee meeting becomes a full board meeting. The simple majority for this board is 14, based on a current/full Board roster of 26.

Additional trustee discussion continued, and among the comments:

- We should come up with a plan to limit the attendance to 13 and those not in committee meetings could attend classes or other activities; but let's hold to the maximum numbers and not exceed the quorum limit.
- One result may be that committees need to work harder to convey needed information to the full board, and board meetings might need to be longer.
- One trustee asked if being on Zoom/remote would affect the official attendance count? The answer is "no."
- Numerous trustees commented that we must ensure absolute compliance with the law, but also keep the board fully informed; and that a committee of the whole would require a whole new level of commitment and focus on topical areas.
- The number of online meetings may need to increase between meetings; and it could result in longer board meetings with the focus on much more than just action items.
- Every trustee would need to read the minutes from all committees and be much more informed to get fully up-to-speed.
- It also may require stronger support from the President's staff to assist.

To this last comment, the President replied that we have a team that can get it done, but the dynamics of board planning and the workload might change for the executive team and the President's Office.

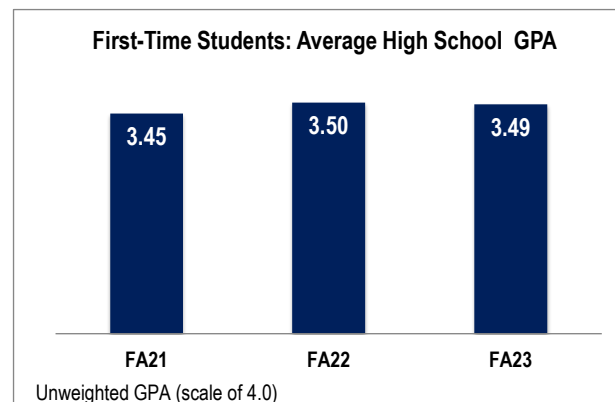
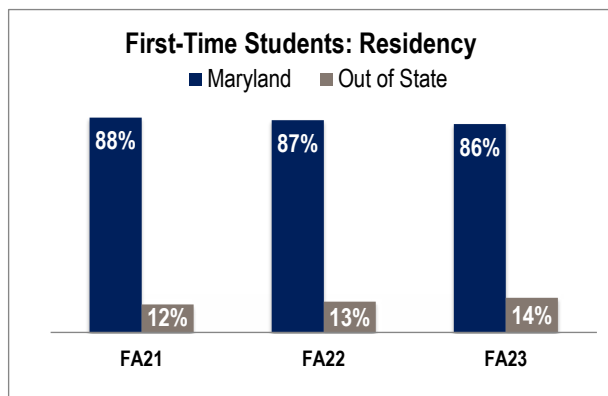
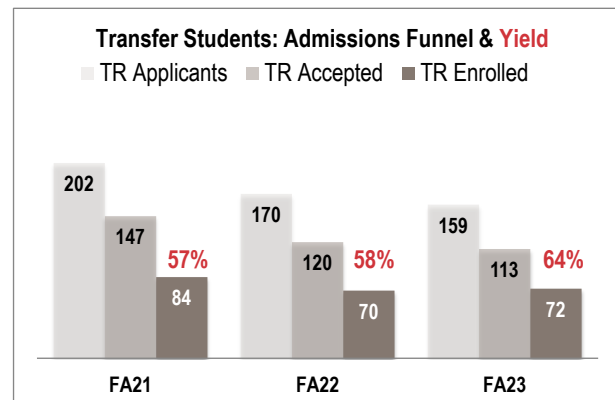
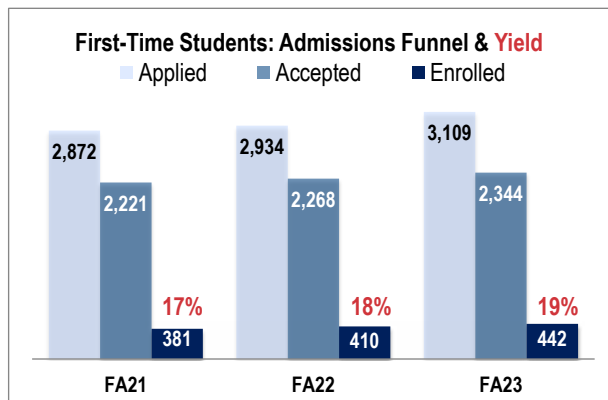
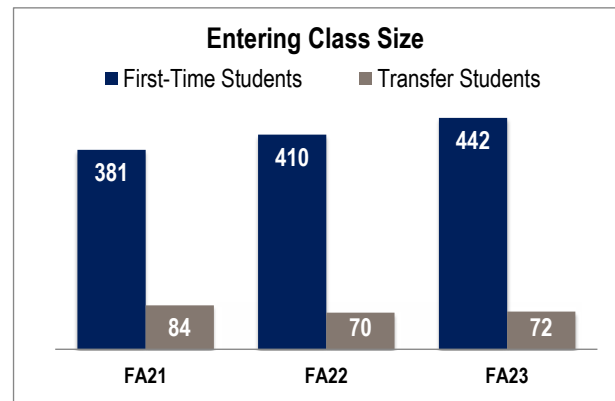
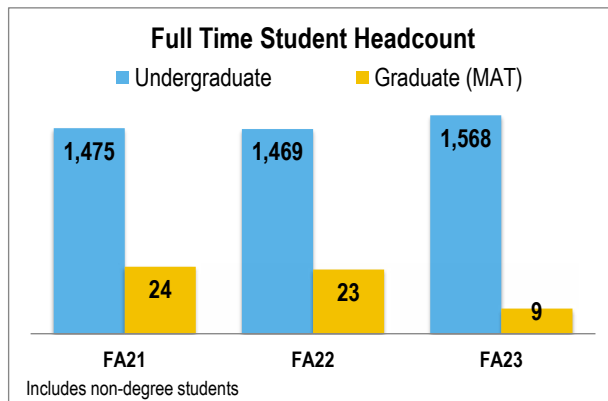
To conclude the meeting, the consensus was that for the upcoming meeting (Oct. 13-14) that we comply with the open meetings laws and not make a major shift on short notice, with a suggestion that we continue to discuss this issue and assess it.

There being no further business, on a motion by Chair Dyer and second by trustee Fillius and unanimous vote – the meeting concluded at 11:07 a.m.

Board of Trustees Dashboard - February 2024

Student Characteristics in Enrollment

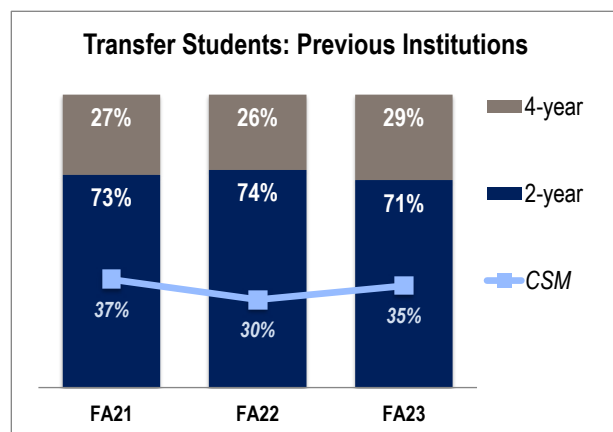
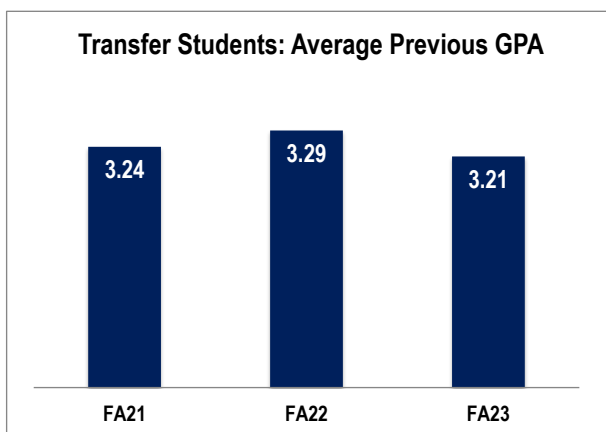
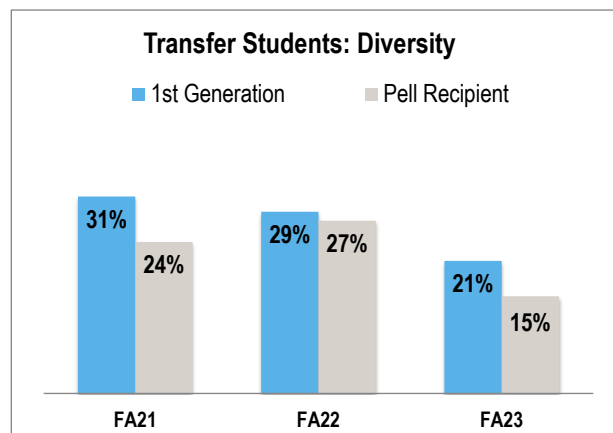
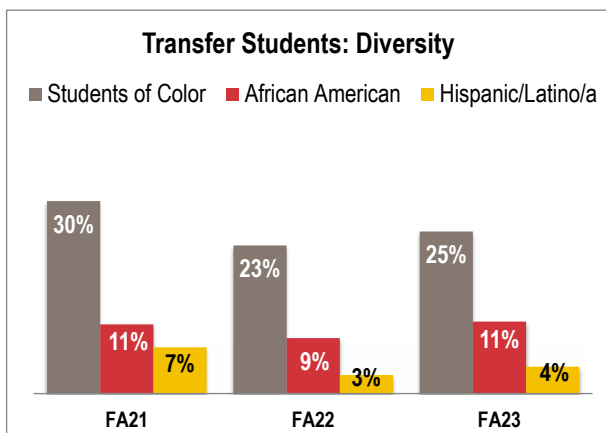
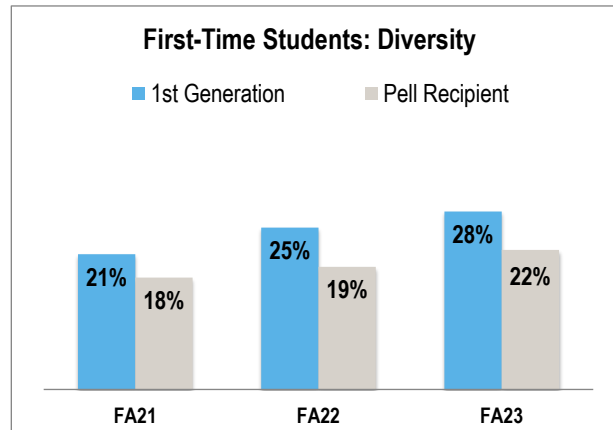
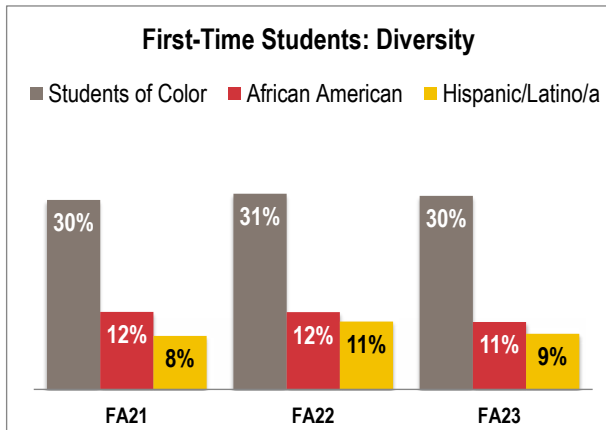
Fall 2023 figures based on final census (freeze) data, 9/25/2023



Board of Trustees Dashboard - February 2024

Student Characteristics in Enrollment

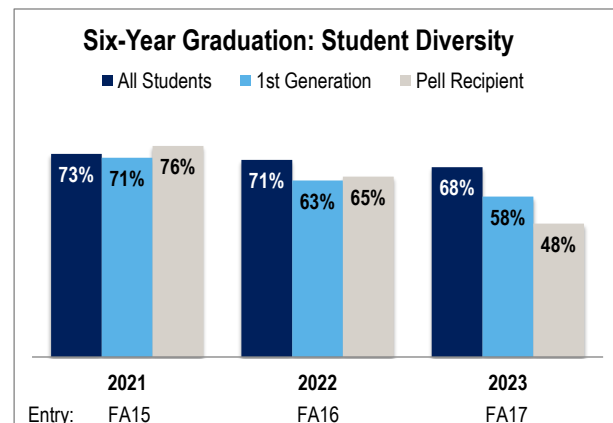
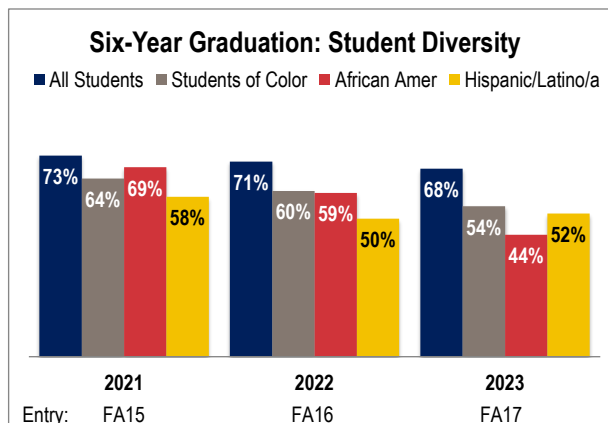
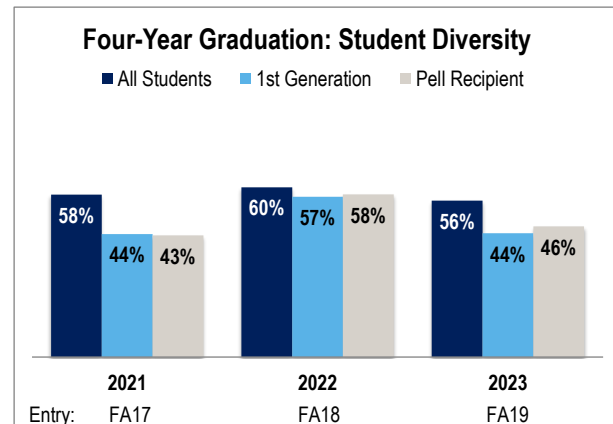
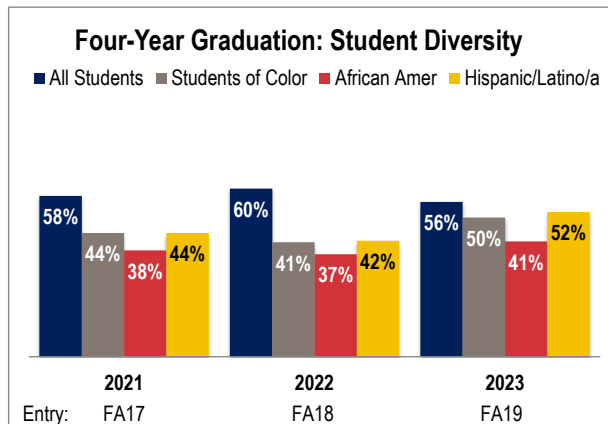
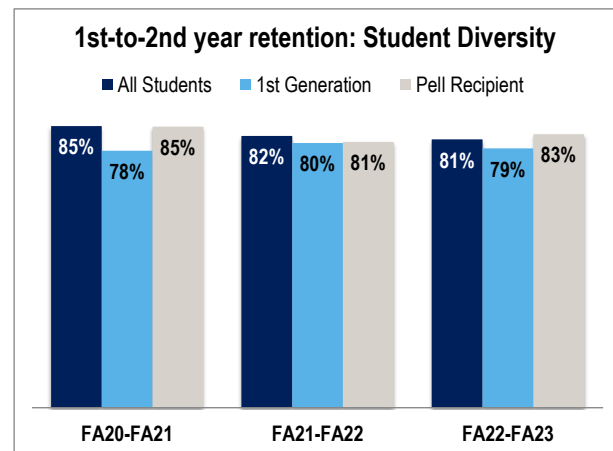
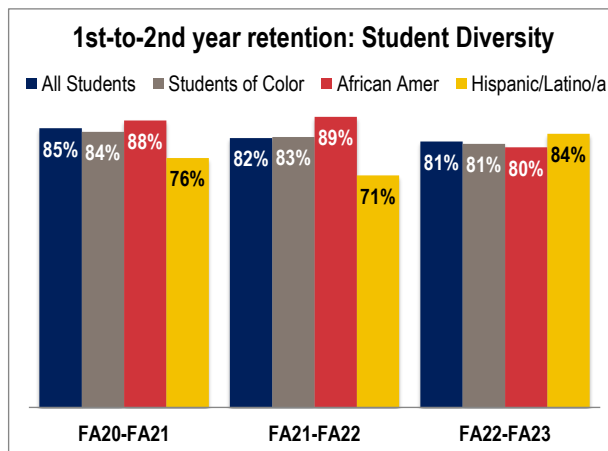
Fall 2023 figures based on final census (freeze) data, 9/25/2023



Board of Trustees Dashboard - February 2024

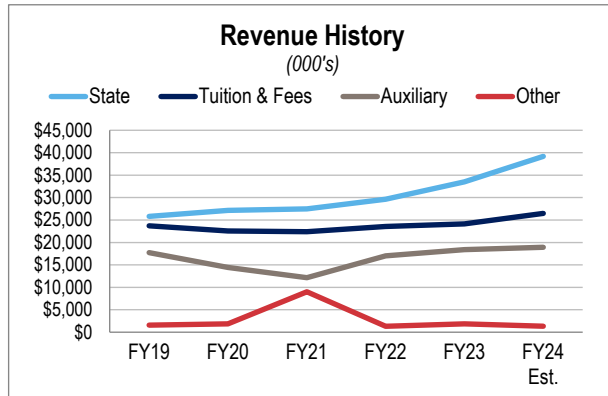
Student Retention and Persistence (First-Time Students)

Fall 2023 figures based on final census (freeze) data, 9/25/2023



Board of Trustees Dashboard - February 2024

Revenue and Fundraising



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

