



## Board of Trustees Meetings

May 10, 2024 at 9:00 AM EDT to May 10, 2024 at 5:00 PM EDT  
St. Mary's College of Maryland, Glendening Annex

**Meeting Details:** <https://smcm.zoom.us/j/84981805226?pwd=D5GRe1UU1MTaDUfS5vzervlOvWdfnZ.1>,  
+1 301 715 8592  
**Meeting ID:** 849 8180 5226  
**Passcode:** 688604

### Agenda

#### I. 9:00 A.M. - GOVERNANCE (15 minutes)

##### A. Open Session

1. Discussion Item: Board Questionnaire
2. Action Item: Board Calendar (2024-2026)

##### B. Closed Session

#### II. 9:15 A.M. - ACADEMIC AFFAIRS (30 minutes)

##### A. Open Session

1. Vice President for Academic Affairs Report.
2. Faculty Senate Report.
3. Action Item: Approval of Degrees.
4. Action Item: Faculty Bylaws.
5. Action Item: New Attendance Policy.

##### B. Closed Session

#### III. 9:45 A.M. - CAMPUS LIFE (15 minutes)

##### A. Open Session

1. Vice President for Student Affairs Report.
2. Student Trustee Report.
3. Vice President for Equity and Strategic Initiatives Report.
4. Action Item: Approval of Cultural Diversity Report.

#### IV. 10:00 A.M. - TECHNOLOGY, BUILDINGS AND GROUNDS (10 minutes)

##### A. Open Session

1. Action Item II.A. Approval of the FY26-FY30 State Capital Budget Proposal
2. Action Item II.B. Approval of the Annual Facilities Condition Report
3. Information Item III.A. Marine Science Program
4. Information Item III.B. College Managed Capital Projects
5. Information Item III.C. Facilities Master Plan

6. Information Item III.D. Information Technology Report
7. Information Item III.E. Historic St. Mary's City Commission Report
8. Information Item III.F. Minutes (Meeting of February 2, 2024)

**V. 10:10 A.M. - FINANCE, INVESTMENT AND AUDIT (60 minutes)**

**A. Report Summary**

1. Agenda
2. Action Item II.A. Approval of FY25 Tuition, Fees, Room, and Board Rates
3. Action Item II.B. Approval of the FY26-FY30 State Capital Budget Proposal
4. Action Item II.C. Approval of the Authority and Responsibility Matrix
5. Information Item III.A. FY25 Legislative Session Financial Impact
6. Information Item III.B. Status of Strategic Investments from Bond Proceeds
7. Information Item III.C. Joint Investment Activities
8. Information Item III.D. Reportable Procurement Items
9. Information Item III.E. Dashboard
10. Information Item III.F. Minutes (Meetings of January 22, January 26, and February 2, 2024)

**VI. 11:15 A.M. - BOARD OF TRUSTEES MEETING - CLOSED SESSION (45 minutes)**

**VII. 1:00 P.M. - BOARD OF TRUSTEES MEETING - OPEN SESSION (1:00 p.m. to 5:00 p.m.)**

**A. 1:00 p.m. - Chair's Remarks (5 minutes)**

**B. 1:05 p.m. - President's Report – (10 minutes)**

1. President's Report.
2. Dashboards.

**C. 1:15 p.m. - Committee Reports and Open Session Action Items – (1:15 p.m. to 4:00 p.m.)**

**1. 1:15 p.m. Governance (10 minutes)**

- a. Discussion Item: Board Questionnaire
- b. Action Item: Board Calendar.

**2. 1:25 p.m. - Academic Affairs (25 minutes)**

- a. Action Item: Approval of Degrees
- b. Action Item: Faculty Bylaws.
- c. Action Item: New Attendance Policy.

**3. 1:50 p.m. - Admission/Financial Aid (30 minutes)**

- a. Vice President's Report.
- b. Discussion Item - Test Optional Conundrum
- c. Discussion Item - Fall 2024 Enrollment

**4. 2:20 p.m. - Institutional Advancement (10 minutes)**

- a. Vice President's Report
- b. Alumni Association Report





**BOARD OF TRUSTEES  
MAY 10, 2024**

**PRESIDENT'S REPORT**

To paraphrase the opening to Charles Dickens' A Tale of Two Cities, it is the best of times and it is the worst of times. Depending on your point of reference – current events, the state of higher education, and even at St. Mary's College of Maryland – you might find indicators of both.

**Impact of Enrollment on Finances**

Since the February meeting, we have worked to make the budget and its associated process more intelligible, efficient, and transparent. Overall, the college is in a very good position financially. Nonetheless, relative to this point last year, the extensively flawed FAFSA rollout has affected all higher education and significantly impacted the number of our paid deposits, a year with the highest number of admissions applications in the College's history. The students most impacted by this are those of greatest need. Trustees will hear of the multi-pronged outreach approach to identify, engage, and assure these populations of the work we are doing to provide their financial aid awards as quickly as possible and afford them additional time to make the enrollment decision. Meeting time will also be devoted to discussing the College's thinking around test-optional admission practices, which we committed to in 2019 and many other institutions implemented in response to the recent pandemic. Nationally, there have been several high-profile institutions that concluded that test-optional admission practices have a negative impact on marginalized students. That conclusion is subject to debate and the College will revisit its rationale for continuing with our current strategy. These external factors (FAFSA and testing) have significant impacts - potentially negative - on enrollment and ultimately the College's finances. Fortunately, a few years ago, we planned for a potential budget shortfall due to a year when the enrollment target was missed. Although there is tremendous stress and uncertainty within the system, the College's financial situation allows us to absorb some of the shock thereby mitigating the potential negative financial impact.

**Inclusive Diversity at SMCM**

During the decade of my tenure, we have prioritized the College's explicit commitment to inclusive diversity and equity and the creation of an environment in which all who wish to engage can thrive. This commitment led to the concept of IDEAA (Inclusive Diversity, Equity, Access, Accountability) to centralize our efforts and maximize coordination of support, services, and initiatives across the campus. At the May 2024 meeting, the trustees will be asked to approve the annual state-mandated cultural diversity report. Information will be provided regarding the status of the equity review of our College policies and the impact of various initiatives on the retention and graduation rates of specific marginalized populations. In a year when the FAFSA debacle has impacted historically marginalized, first generation, and low socio-economic status students the most, it has never been more important that we, as a public institution, do all that we can to ensure that these populations get the support they need across the campus. With Dr. Rovaris' pending retirement, the Executive Council and I have given considerable thought to the

concept of IDEAA and its long-term sustainability at the College in light of the needs of our campus community and within the context of the disruptions in the DEI space nationally. Although the work of the next leader will remain essentially the same, their title will be changed and the concept of IDEAA will likely be tweaked to better integrate its essential work into the DNA of campus operations.

### **Shared Governance**

Higher education has been in a period of transformation for more than a decade. As is the case with all things, as environmental forces change, it is essential for the institution to adapt and evolve to facilitate its long-term viability and sustainability. Change, nonetheless, is hard.

Nationally, there have been robust debates in the higher education sector questioning what impact external factors have had/should have on how institutions govern themselves. The concept of shared governance is unique to higher education and it is a slow, deliberative process. As such, it oftentimes appears to be at odds with the rapid and ever-evolving changes observed in the world around us that necessitate equally rapid, strategic, and equitable responses to ensure institutional vibrancy and long-term financial viability. Long-term enrollment declines necessitated that the College respond to external factors much more rapidly than it had in the past. The results of the College's response have been both good and challenging.

On the positive side, student interest in the College has increased steadily since 2019 and has been at record levels the last two years. The downside is that the processes used, and the decisions made to address the very real challenges to the College's viability and financial sustainability resulted in questions from various stakeholders regarding the vibrancy and viability of shared governance at the College. After months of collaborative planning led by a joint partnership between the faculty and the executive leadership, and participation by stakeholders and constituents in a series of meetings facilitated by a consultant team, a report has been issued regarding the state of shared governance at St. Mary's College.

The upshot of the report is that shared governance is not broken at SMCM and within the meeting materials there are many examples of how shared governance is working at the College. A notable example of this is the work of the faculty to align its bylaws with operational, programmatic, and administrative changes at the College since 2020 (Note that the faculty senate president's report details the process to get to this point). Per shared governance protocol, the VPAA reviewed the changes and recommended approval to me as president. Upon my review, I met with both the VPAA and faculty senate president to discuss my concerns with the bylaws as presented. Upon agreement by the three of us on a potential path forward, a revision of the updated bylaws was presented to and approved by the faculty and subsequently approved by the VPAA and me. The document is presented in the meeting materials with my recommendation of approval by the trustees.

There are numerous other examples of shared governance working as it should at the College. Nonetheless, within the context of shared governance, there are things we can do better regarding communications and social interactions. The consultants' report will be released to the campus community soon after the Board meeting. At the upcoming meeting, the trustees will be asked to endorse a charge to form a task force to create a statement on shared governance at the College

and, within that statement, develop a statement of principles of shared governance and decision making. The work of the proposed task force, and an ongoing commitment to shared governance at the College will help ensure that shared governance is vibrant and continues to evolve to remain responsive to the times while providing voice to all stakeholders and respect for the decision-making process.

### **Strategic Plan Implementation**

The implementation of *The Rising Tide* continues at a good pace and, importantly, within budget. Please consult the website (<https://www.smcm.edu/president/strategic-plan>) for a snapshot of our progress as well as [Appendix 1](#) for a brief synopsis of the successes and challenges associated with our efforts to create, empower, build, and become THE college of choice, bar none. Thus far, expenses are lower than expected because of the timing, and in some instances, challenges of implementing certain initiatives and processes. Consequently, we are projecting that through FY25 implementation will be approximately \$1.8M below budget (\$1.7M updated projection versus \$3.5M originally projected).

### **Reaffirmation of Middle States Accreditation Update**

Finally, the preparation for the Middle States site visit as part of the reaffirmation of accreditation process is steadily progressing. The steering committee is deep into evidence gathering in support of compliance with the seven standards in the context of the institutional priorities our community agreed upon in Spring 2023. An update of the self-study analysis is [here](#). Co-chairs Arnett and Brady will present additional information to the trustees as means to gather trustee feedback and input before the steering committee prepares a draft of the self-study report over the summer. At this point, there are no apparent issues that will in anyway prevent the reaffirmation of the College's Middle States accreditation.

### **Epilogue**

Return to Dickens, "It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity...it was the spring of hope, it was the winter of despair."

In many respects it appears that we are in the worst of times. Higher education is in the midst of radical and necessary change and the nation is grappling with the fragility of democracy as it is buffeted by polarizing and uncompromising forces. Yet, a liberal arts education, especially in the public sector, has the power to democratize opportunity by providing an affordable and accessible education *to all*. SMCM is at the forefront of this reality and, with an agreed upon ideal of how we will govern ourselves, respect each other, and work together to advance the mission of the College in helping to educate, engage and inspire a productive citizenry, I must believe that SMCM will continue to be the beacon of light that leads us all out of this epoch of incredulity to the epoch of belief, from this winter of despair to the spring of hope in humanity to get us to a better time.





**BOARD OF TRUSTEES  
GOVERNANCE COMMITTEE**

**OPEN SESSION  
MINUTES**

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

**Status of Minutes:** Approved

**Committee Chair:** Paula Collins

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

**Committee Members Absent:** Lex Birney.

**Staff Member:** David Taylor

**Others Present:** Betsy Barreto; Anirban Basu; Mary Broadwater; Jeffrey Byrd; Megan Chee; Carolyn Curry; Meghan Druzgala; Judy Fillius '79; Katie Gantz; Melissa Golowski; Cynthia Greb; Kristen Greenaway; Jerri Howland; Kayla Lovitts; Melanie Rosalez '92; Dereck Rovaris; David Taylor.

Chair Collins called the meeting to order, and a quorum was noted. She called for a motion to approve the agenda as written; Trustee Wernecke made a motion; Trustee Harmon made a second; on a unanimous vote, the agenda was approved as written.

Chair Collins said we are in open session with three discussion items – all updates regarding the Ark and Dove Award; upcoming trustee vacancies; and the Board survey discussed at the last meeting. We then will go into closed session to consider an honorary degree recipient.

Chair Collins said we are accepting nominations for the Ark and Dove Award; the Committee will review, and the Board will vote in May for presentation in October. We have one nominee and possibly a second to present in May.

Chair Collins noted that in spring 2025, the Board will have five vacancies to fill; the Board will review candidates and vote in October to enable submission for the Governor's review/approval in early spring as part of that state process. A number of strong candidates (at least three and possibly a fourth) are currently under consideration via the interview process; additional nominees are encouraged, and in particular, we seek candidates with a range of skill sets that will bring expertise, gravitas, and enthusiasm to advance the College mission. We also are seeking to ensure the Board is reflective of the demographics of the state. The plan is to have the new trustees join the Board in June 2025.

The third item was an update on the Board survey. Building on business from the October meeting and a sample document based on the survey provided by Trustee Wobensmith, the



Committee continues to work to design a Board questionnaire to survey trustees. To assist with this effort, our technology platform, OnBoard, has the capability to assist with questionnaire design and distribution as part of our contracted service. A meeting was held with them in late fall to assess how they might help. Chair Collins reviewed a current sample survey with OnBoard to ensure that it's consistent with their processes and they confirmed it is. The goal is for the Governance Committee to review the most recent survey document, finalize it, and present it to the full Board in May for endorsement. It also could be part of a larger discussion of Board best practices for the summer retreat, possibly with assistance from the Association of Governing Boards.

That concluded the open session of the meeting and Chair Collins asked for a motion to go into closed session, in accordance with Maryland General Provisions Code Ann. § 3-305 (b) to review and discuss items permitted in closed session – specifically (2) to protect the privacy or reputation of individuals with respect to a matter that is not related to public business - to discuss an honorary degree nomination to be presented at the May 2024 commencement. On a motion by Trustee Wernecke and a second by Trustee Harmon and a unanimous vote, the open session was closed. Chair Collins said we would not reconvene in open session. Attending the closed session were:

**Committee Chair:** Paula Collins.

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

**Committee Members Absent:** Lex Birney.

**Staff Member:** David Taylor.

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



**BOARD OF TRUSTEES  
TRUSTEE GOVERNANCE COMMITTEE  
MAY 10, 2024**

**OPEN SESSION  
AGENDA**

- I. MEETING CALLED TO ORDER**
- II. DISCUSSION ITEMS**
  - A. Board Questionnaire/Survey
  - B. Trustee Recruitment
- III. ACTION ITEMS**
  - A. Three Year Calendar
- IV. INFORMATION ITEMS**
  - A. Minutes from meeting of February 2, 2024.
- V. MOTION TO CLOSE SESSION**

**BOARD OF TRUSTEES**  
**Self-assessment Survey – DRAFT**

**INSTRUCTIONS:** Please indicate your view on each of the following statements by choosing the sentiment that comes closest to your opinion – on a scale of 1 to 5 with 1 meaning you strongly disagree and 5 meaning you strongly agree. Please also complete the comments section at the end of each category, particularly if you disagree or disagree strongly with any of the following statements, as we are seeking any and all suggestions, viewpoints, impressions, etc. that will help to improve the Board process.

**Information Flow/Meeting Preparation**

- 1) The Board materials I receive in advance of each meeting contain an agenda that focuses on matters of importance.
- 2) The Board materials I receive in advance of each meeting contain the appropriate quantity and detail of information regarding the College's operations.
- 3) The Board materials I receive in advance of each meeting are well-organized and easily understandable.
- 4) I consistently receive my Board material sufficiently in advance of each Board meeting.
- 5) I feel confident using the OnBoard platform to access my materials.
- 6) I come to each Board of Trustees meeting well-prepared.
- 7) Other Trustees are consistently well-prepared for Board meetings.

Recommendations for improvement

**Conduct of Board Meetings**

- 1) Board meetings are conducted efficiently.
- 2) Board meetings are about the right length.
- 3) Board meetings put important issues in clear focus and provide ample discussion time.
- 4) The Board allots the right amount of time at meetings on Administration reports and presentations.
- 5) The Board allots the right amount of time at meetings on Committee reports and presentations.
- 6) The Board allocates sufficient time at meetings discussing and solving problems.
- 7) Board meetings generate meaningful and candid conversations among Trustees.
- 8) Board meetings generate meaningful and candid conversations between Trustees and senior College leaders.
- 9) I feel free to provide input into the setting of Board agendas.
- 10) Administration presentations are consistently of high quality and helpful to my understanding of issues affecting the College and/or higher education generally.

Recommendations for improvement

### **Board Priorities**

- 1) The Board has a strong understanding of the College's mission.
- 2) The Board has a strong understanding of the College's strategic plan.
- 3) The Board is appropriately focused on strategic challenges, plans and progress.
- 4) The Board understands and regularly assesses the financial health and performance of the College.
- 5) The Board regularly assesses and has a good understanding of the competitive position of the College.
- 6) The Board has a strong understanding of the ultimate needs and expectations of the students.
- 7) The Board effectively monitors communications/relationships with key stakeholders (students, faculty, parents, community, government).

Recommendations for improvement

### **Governance**

- 1) The board is effective in ensuring the integrity of College operations.
- 2) The Board meaningfully inquires about major performance deficiencies or matters that have a significant effect on the College.
- 3) The Board has an understanding of and is effective in addressing legal and compliance issues.
- 4) The Board is effective in handling urgent matters between meetings and addressing unforeseen crises.
- 5) The Board is effective in ensuring that institutional planning is conducted by the Administration.
- 6) The Board has a good understanding of shared governance and the roles and responsibilities of key stakeholders (Board, Administration, faculty, students) at the College.
- 7) The Board involves itself appropriately in College business matters, but does not overstep or micromanage College administrators or administrative matters.
- 8) The Trustees are willing to disagree with others when necessary.
- 9) Trustees do what is best for the College and students regardless of countervailing pressures.
- 10) I have read and periodically review the bylaws and the Maryland Statutory Authority for the College and understand my fiduciary and statutory responsibility as trustee of the College.
- 11) I understand and adhere to the College's bylaws regarding conflicts of interest.

Recommendations for improvement

## **Board Relations with College Administration**

- 1) The relationship between the Board of Trustees and senior College leaders is sufficiently productive and supportive.
- 2) My level of communication with and access to senior College leaders outside of Board meetings is just right.
- 3) The College takes full advantage of the skills, experience and insights that I make available to them.
- 4) The Board goals, expectations and concerns are openly communicated with the President and relevant senior College leaders.

Recommendations for improvement

### **General Matters:**

- 1) All Trustees hold sensitive Board and committee meeting discussions in confidence.
- 2) The Board continuously educates itself about the competitive landscape, factors and trends that affect the College and its key stakeholders (students, faculty, staff).
- 3) The Board always tries to reach an informed consensus.
- 4) I am pulling my own weight and making an active, objective and constructive contribution to the Board.
- 5) Each of the other Trustees is pulling his or her own weight and making an active, objective and constructive contribution to the Board.
- 6) Collectively our Board has the right mix of perspectives, experience, characteristics and skills.
- 7) While set statutorily, I believe the current size and composition of the Board enables it to meet the needs of the College.
- 8) The Board's mix of alumni and non-alumni Trustees is appropriate.
- 9) The Board is a smoothly performing, highly effective body.
- 10) The Board has adequate opportunity to interact with faculty and staff.
- 11) The Board has adequate opportunity to interact with students.
- 12) New Trustees receive an appropriate orientation about their role.
- 13) I would benefit from a refresher orientation on my responsibilities as a Trustee.
- 14) I would benefit from training on filling out my financial disclosure statement.

Recommendations for improvement



**TRUSTEE GOVERNANCE COMMITTEE**  
**May 10, 2024**

**ACTION ITEM III. A**  
**BOARD OF TRUSTEES CALENDAR – 2024-2026**

**RECOMMENDED ACTION**

The Trustee Governance Committee recommends the following dates for approval as the Board of Trustees meeting schedule for 2024-2026.

**CALENDAR YEAR 2024**

- February 2, 2024 - Committee Meetings
- February 3, 2024 - Board Meeting
- May 10, 2024 - Board Meeting (*one day for Committees and Board*)
- May 11, 2024 - Commencement
- July 26, 2024 - Board Retreat
- July 27, 2024 - Board Retreat
- October 11, 2024 - Committee Meetings
- October 12, 2024 - Board Meeting

**CALENDAR YEAR 2025**

- January 31, 2025 - Committee Meetings
- February 1, 2025 - Board Meeting
- May 9, 2025 - Board Meeting (*one day for Committees and Board*)
- May 10, 2025 - Commencement
- July 25, 2025 - Board Retreat
- July 26, 2025 - Board Retreat
- October 10, 2025 – Committee Meetings
- October 11, 2025 – Board Meeting

**CALENDAR YEAR 2026**

- February 6, 2026 – Committee Meetings
- February 7, 2026 – Board Meeting
- May 15, 2026 – Board Meeting (*one day for Committees and Board*)
- May 16, 2026 – Commencement
- July 24, 2026 – Board Retreat
- July 25, 2026 – Board Retreat
- October 9, 2026 – Committee Meetings
- October 10, 2026 – Board Meeting



# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE

#### OPEN SESSION REPORT SUMMARY

**Date of Meeting:** May 10, 2024

**Date of Next Meeting:** September 13, 2024

**Committee Chair:** Peter Bruns

**Committee Members:** Paula Collins, Board Chair Susan Dyer, Judy Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan, Kim Kelley, Melanie Rosalez '92, Danielle Troyan '92

**Executive Staff:** Katie Gantz

**Faculty Liaison:** Todd Eberly

**Staff Liaison:** John Spinicchia

**Dashboard Metrics:** N/A

#### **Executive Summary:**

##### **Discussion Items**

Faculty Senate Report

Dean of Faculty Report

##### **Information Items**

Meeting Minutes of February 2, 2024

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

**II. A. Recommendation to Approve 2024 Candidates for Graduation**

**II. B. Recommendation to Approve Faculty Bylaws**

**II. C. Recommendation to Approve Attendance Policy**



**ST MARY'S**  
COLLEGE of MARYLAND

*The National Public Honors College*

**BOARD OF TRUSTEES**  
**ACADEMIC AFFAIRS COMMITTEE**  
**MAY 10, 2024**

**OPEN SESSION**  
**AGENDA**

- I. DISCUSSION ITEMS**
  - A. Faculty Senate Report
  - B. Dean of Faculty Report
  
- II. ACTION ITEM**
  - A. Recommendation to Approve 2024 Candidates for Graduation
  - B. Recommendation to Approve Faculty Bylaws
  - C. Recommendation to Approve Attendance Policy
  
- III. INFORMATION ITEM**
  - A. Meeting Minutes of February 2, 2024

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



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION  
MINUTES**

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

**Status of Minutes:** Approved March 25, 2024

**Committee Members Present:** Committee Chair Peter Bruns; Paula Collins; Board Chair Susan Lawrence Dyer; Judy Fillius '79; Elizabeth Graves '95; President Tuajuanda Jordan; Kim Kelley; Melanie Rosalez '92; Danielle Troyan '92

**Committee Members Absent:** N/A

**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; John Bell '95; Mary Broadwater, OAG; Carolyn Curry; Kristen Greenaway; David Hautanen; Sven Holmes; Jerri Howland; Dereck Rovaris; Mai Savelle; David Taylor, Board Liaison; Ray Wernecke; John Wobensmith '93

**Others Present via Zoom:** Katy Arnett; Anne Marie Brady; Donny Bryan '73; Kelsey Bush '94; Jeff Byrd; Jennifer Falkowski, OIT; Cynthia Greb; Melissa Golowski; Kaylah Lovitts; Meghan Druzgala; Chuck Steenburgh

**Executive Summary**

Committee Chair Peter Bruns convened the meeting of the Academic Affairs Committee at 9:20 a.m. Chair Bruns gave a brief introduction and introduced Faculty Senate President Todd Eberly.

**Faculty Senate Report**

Faculty Senate President Todd Eberly presented his report. He provided information on the religious accommodation policy and acknowledged Vice President Gantz's work on ensuring this process was vetted through shared governance. He then provided brief updates on the progress of shared governance, student enrollment numbers, and the work being done by the faculty on the faculty bylaws. The next step for faculty bylaws is for the Faculty Senate to move their recommendations forward to the VPAA and President.

**Vice President for Academic Affairs Report**

Vice President for Academic Affairs and Dean of Faculty Katie Gantz presented on program health and program analysis at the College. She acknowledged Assistant Vice President of Institutional Research and Planning, Anne Marie Brady's work on the data. Vice President Gantz provided a brief analysis and cost projections for programs such as Marine Science, Neuroscience, Business, and Philosophy to the Board. She addressed projected program growth

and revenue. The Board discussed the financial modeling. The detailed information can be found on the slides.

Vice President Gantz shared that independent consultants have been selected to work alongside the College to provide insight on shared governance, academic programs, faculty by-laws, and related areas. The first meeting is scheduled for March 6, 2024, to which a report will be generated. Vice President Gantz will provide the Board with updates at the May meeting on the analysis provided by the independent consultants.

Chair Bruns asked for more detailed information on the new program pre-proposals from faculty. Vice President Gantz provided a brief overview of the new program pre-proposal process and confirmed that the office of Academic Affairs alongside the Academic Planning Committee (APC) is currently in the process of receiving and reviewing new program pre-proposals. Vice President Gantz will provide the Board with the final program proposals, upon approval of the president, by February 2025, with the goal to implement approved programs as vetted by both the Board and MHEC by Fall 2025.

Vice President Gantz provided a brief update on the hiring process. She reported 11 new hires this past academic year. Currently, faculty are in the process of bringing job candidates to campus and Academic Affairs feels confident about this process. She then confirmed that Academic Affairs successfully hired a new Grants Associate. Vice President Gantz will update the Board on the progress of faculty hiring during the May Board meeting.

**Action Item:**

**II.A. Religious Accommodations**

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 February 3, 2024.

A motion was made by Chair Bruns and seconded by Trustee Fillius to adjourn the open session. The open session meeting adjourned at 10:16 a.m.

The committee chair made a motion that was seconded by Board Chair 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 10:18 a.m.

The following persons were in attendance: Betsy Barreto; Mary Broadwater OAG; Committee Chair Peter Bruns; Paula Collins; Board Chair Susan Dyer; Judy Fillius '79; Katherine Gantz; Elizabeth Graves '95; Kim Kelley; President Tuajuanda Jordan; Melanie Rosalez '92; 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 10:24 a.m.

# ST MARY'S

## COLLEGE of MARYLAND

*The National Public Honors College*

### BOARD OF TRUSTEES ACADEMIC AFFAIRS COMMITTEE MAY 10, 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. This spring, Academic Affairs has made exciting progress toward the facilitation of the Strategic Plan, highlighting faculty excellence and innovative educational experiences.

#### **Hiring Updates**

Academic Affairs has had an exceptionally successful hiring season, so far completing 10 out of 12 tenure-track hires. As an update for the Board's reference, below is the status of our successful FY25 searches to date.

- Business: (2)
  - Business Analytics
- Economics: Labor Economics, *data science expertise*
- Research and instruction faculty librarian
- Mathematics
- Marine Science, *data science expertise (alum)*
- Physics (2)
- Psychology
- Music: *vocal performance*
- Sociology

The remaining searches include International Business (on-campus interviews underway) and Computer Science (offer extended as of mid-April).

#### **Updated LEAD curriculum naming convention**

This spring Academic Affairs (ACAF) presented our shared governance with a [proposal to](#)

[update the naming convention of all LEAD curriculum courses](#). Until now, the HEGIS code--the four-letter alphabetic abbreviation used by the Registrar, such as “BIOL” to indicate biology classes--had persisted as “CORE,” even though we have since replaced the Core Curriculum with the LEAD curriculum. The proposal to unify all required LEAD courses under the “LEAD” HEGIS was reviewed by the Curriculum Review Committee and Faculty Senate; both endorsed the change. **This naming change does not involve any change to the coursework itself;** consequently, there is no further action necessary through shared governance or our accrediting bodies.

As outlined in the proposal, naming issues have contributed to a few main problems with the way that the LEAD curriculum has been implemented since its 2019 launch:

- The existing LEAD curriculum naming/numbering convention is not coherent from a curricular perspective. The curriculum includes too many different naming categories (HEGIS codes) that are not purposefully integrated enough: the First Year Seminar (CORE), the Professional Pathway courses (CORE-P;), and the Core Inquiries (ILPF). **This change will give every LEAD course a consistent HEGIS code.**
- As the LEAD curriculum has been implemented, naming/numbering conventions from the previous Core Curriculum have persisted, leading to confusion and at times conflicting terminology. For example, “CORE301: Inquiry in the Liberal Arts” is now a confusing title given our current use of the term “Inquiry” in the LEAD curriculum. **This change will streamline and clarify LEAD course titles.**
- The components of the LEAD curriculum are confusing for prospective students, especially transfers, as it is not immediately clear what the LEAD curriculum requirements are, what courses students might still need to fulfill them, and how LEAD courses fit into the overall curriculum. **This change will make it clear that all courses are part of the LEAD curriculum.**
- The current structure is also confusing for current students and faculty advisors; in particular, CORE-P classes are mistaken for optional coursework. **This change will help to signal that all classes are required components of LEAD.**

With the President’s endorsement, my unit has been moving the planning forward aligned with the strategic plan initiative to elevate and strengthen the LEAD curriculum.

The additional benefits are multifold. Again from the proposal,

- Renaming LEAD courses will make them easier to track in our data management systems (this is particularly difficult for the Inquiries right now).
- A consistent LEAD coursework naming convention will be clearer and simpler for students and prospective students to understand. It naturally lends itself to clearer

marketing with external audiences (especially prospective students and families, governmental entities, legislative stakeholders, and community partners).

- Renaming the LEAD courses allows an opportunity for faculty to more broadly embrace the professional development component of LEAD.
- Renaming the LEAD courses will help faculty and staff with advising students.

This change takes pains not to complicate the taxonomy with other suffixes (e.g., “CORE-P”) to indicate the professional pathways. Instead, a streamlined and scaffolded system avoids any implication that the pathways courses are somehow set apart from the academic courses -- both parts are required, and equally relevant to the LEAD experience. This has been discussed at length with CCPD, and they enthusiastically support this change.

To roll out the process, the faculty and staff as well as offices affected by the change (CCPD, OS3, DeSousa Brent, etc.) have received notification and an invitation to work with ACAF over the summer on any questions or implementation challenges. The full faculty will be notified immediately afterward. ACAF has prepared an extensive implementation schedule over the summer to address the places where we will need to change the language of "CORE" (and COREP and ILPF) to "LEAD" (catalog, admissions material, the LEAD website, etc).

I am excited to take this step, and to bring better clarity to the LEAD curriculum.

### **Faculty Annual Reports**

After a pause of five years, faculty annual performance reports are being reinstated. A yearly summary of work across teaching, research, and service submitted by each permanent faculty member to the VPAA, annual reports are best practice. I have revised the format substantially since its last incarnation, in which faculty were simply prompted to write about their achievements in the preceding year; that version was submitted to the Dean of Faculty, but did not receive any feedback. In its new format, the Faculty Annual Report serves three central objectives:

1. To provide a cohesive record of faculty work between formal performance evaluations
2. To allow for developmental feedback from the associate deans, outside the formal evaluative chain, to ensure that faculty are hearing regularly about their strengths, how their work aligns with institutional expectations, and, where necessary, to make interventions well before performance reviews.
3. To provide Academic Affairs with an up-to-date reckoning of our faculty’s achievements and accomplishments; this kind of information helps to inform us when significant leadership positions become available, or when we have the opportunity to nominate

faculty for awards. Most significantly, these annual reports aid in our understanding of workload, and our efforts to balance major service more equitably across all faculty.

The timeline for implementation will begin this spring; faculty will have until the end of May to submit their first Faculty Annual Report. Over the summer, the associate deans will review the reports, with the first feedback cycle to begin in early August.

### **Grant from the American Passport Project**

Under the leadership of Director of International Education Aurora Margarita-Goldkamp, the College is among 51 institutions selected by the Institute of International Education (IIE) to receive an IIE American Passport Project grant that will enable up to 25 SMCM students to obtain their first U.S. passport and open the pathway to study abroad. The impact of this initiative has been doubled by another \$4000 of matching dollars from IDEAA, Academic Affairs, and Strategic Plan funds already allocated to our Office of International Education for need-based grants.

The IIE American Passport Project emphasizes SMCM's commitment to creating access to international education opportunities and enabling equity by removing a financial barrier, thereby increasing the diversity and inclusion of students studying abroad. The program prioritizes students early in their higher education experience to allow them ample time to go through the passport application and study abroad planning process with advising and support from the College. As with most other awarded institutions, the College is focusing on these priority demographics: first-generation college students, racial/ethnic minorities, students with demonstrated financial need, and students who have never traveled abroad.

### **Office of Student Fellowships and Awards**

The 2023 Strategic Plan called for a new emphasis on supporting students seeking external awards. As previously reported, Dr. Jennifer Cognard-Black, Professor of English, has been appointed our inaugural Director of Student Fellowships and Awards. Dating from before her appointment, students interested in Fulbright awards had been working with Director of International Education Aurora Margarita-Goldkamp, eventually collaborating with Dr. Cognard-Black for further application refinements.

I am pleased to report that St. Mary's College of Maryland has had exceptional success in our launch. We had four US Student Fulbright applicants last year; all four made it to the semi-finalist round, and we have recently received notification that 2023 alum Surisitee Moritam, a double major in Sociology and Political Science, has been named a 2024 Fulbright Fellow, and will spend the year in Colombia.



In addition, we have had two SMCM students named to the Fulbright-Hays Fellowships for Advanced Overseas Chinese Language Study, and will spend the summer in Taiwan. The fellowships are awarded by the American Councils for International Education under a grant from the U.S. Department of Education and are worth \$7,000. Jonathan Geyer '24 is an Asian studies and anthropology double-major with a minor in Chinese from Chevy Chase. Summer LaRocco '26 is an Asian studies and English double-major with minors in Chinese and educational studies.

### **Campus Visit from the Maryland Supreme Court**

In alignment with Pillar 1 of the Strategic Plan to foster innovative educational experiences, was honored to host the Maryland Supreme Court on March 5, 2024, holding their proceedings in the Dodge Performing Arts Center for a live audience. Associate Professor Diana Boros, chair of the Department of Political Science, played a key role in bringing the Court to the College as part of their initiative to hold oral arguments at educational institutions across Maryland. The event marked only the second time in recent history that the court convened outside of Annapolis.

Several hundred students from St. Mary's College and high schools in three Southern Maryland counties, as well as faculty, staff, and members of the community attended the proceedings. SMCM student ambassadors (many of whom are receiving pre-law advising) had extensively researched the two cases being argued and provided written background and analysis documents to the attendees. Following the arguments, the justices engaged in a question-and-answer session with over 20 students, discussing topics such as the challenges of court service and their career paths, culminating with a lunch with the student ambassadors and other St. Mary's College students in Daugherty-Palmer Commons.

Feedback from both the attendees and the Justices themselves was effusive, and the Court has expressed its hopes to return to the College in the coming years.



BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE

PRESIDENT OF THE FACULTY SENATE'S REPORT  
MAY 10, 2024

Introduction

In my first report to the Academic Affairs Committee in October 2023 I wrote of my desire for improved relations between the Board and the Faculty. In that letter I asked that the Board help us as a College refocus our commitment to shared governance, rebuild trust, and focus on positive action moving forward. The Shared Governance Review held in March 2024 was a key step in that process and I look forward to working with all College constituencies as we translate the Shared Governance Review into an action plan for the College. The other part of moving forward involves the Faculty Bylaws. It is important that the revised Bylaws be approved by the Board. The main impetus for the revisions was the Administrative restructuring approved by the Board several years ago. At present, our Faculty Bylaws are inconsistent with actual practice at the College. The Bylaws make no mention of the new Associate Dean structure nor the current division structure. The current Bylaws make reference to Administrative positions that no longer exist. Relying on the old Bylaws is akin to using an outdated textbook to teach our students. The Faculty, and especially the Bylaws Revision Committee and the Faculty Senate, have worked tirelessly to update the Bylaws and have them ready for the Board.

Our original expectation was that the Bylaws would be presented to the Board at the February meeting. The Faculty had voted to approve the revised Bylaws in December of 2023 and January of 2024. On March 21st I was invited to a meeting with President Jordan and VPAA Gantz to discuss additional revisions being requested by President Jordan. At that meeting I was presented with approximately 20 additional requested revisions. Most were technical and error corrections. A few were more substantive. The timing of the requested revisions presented a challenge. Under the Bylaws, any amendments must be presented to the Faculty a week prior to the first of two votes. There were Faculty Meetings scheduled for 4/8 and 4/22. That meant that 4/1 was the last possible date for any revisions to be presented. The Faculty Senate held an emergency meeting to consider the newly requested revisions and voted to approve nearly all of them. Some of the requested changes could not be adequately discussed in the time available or involved revisions to sections of the Bylaws that were long standing and not part of the revision process. The Senate informed President Jordan on 3/27 as to what had been approved and what hadn't been. In that letter, I assured President Jordan that the Senate would work with her in good faith in the future to discuss the unapproved requests.

But I also wrote that the Bylaws update process should not be held up by any unresolved issues. Rather I stated that the approval process should move forward. The Bylaws are always a work in

progress and the Shared Governance Review, the Middle States review, and the Strategic Plan are just a few of the things that may prompt future reforms. The Bylaws even create a new Faculty Senate Position - the Secretary of the Faculty Senate, to better coordinate and foster future revisions. But at this time, the best path is to move forward with what has been approved. I hasten to add that the Faculty have already held elections for open committee posts for the next academic year. Elections were not held for the positions eliminated under the proposed Bylaws. Failure to approve these revisions would necessitate special elections to fill those posts and undo the effort made to reduce the service commitments of faculty members. Approval of these Bylaws would be an incredibly positive development for the faculty and be a great way for us to shift our gaze from what has already passed and instead on to what is coming. It will close a chapter and provide for a needed reset and a fresh start coupled with the Shared Governance Review. A new chapter. I stand firm in that recommendation and belief.

In this letter I will discuss the Bylaws revisions following the discussion of a few other issues.

### February Faculty Pulse Survey

In the Fall of 2022, the Faculty Senate launched The Faculty Pulse, a survey used to get a better, more timely sense of the variety of faculty perspectives on important topics. In February we surveyed the Faculty regarding Faculty workload as well as the new Administrative structure.

#### *Summary of Part One Findings on Work Load and Study Abroad:*

There was general consistency across faculty rank in terms of teaching responsibilities. Notably, some of the observed differences show that Tenured and Tenure Track Faculty are more likely to take on less-preferred course loads:

- When compared to Tenure Track or Visiting/Lecturer/Adjunct/Part-Time Faculty, Tenured Faculty were more likely to teach CORE 101/301 and more likely to offer 100 or 200 Level Service Courses over the last 4 years.
- Tenure Track Faculty are more likely to have taught a Night Class or a Class with More than 40 Students.

Tenure Track Faculty are more satisfied with the level of Guidance and Mentoring that they have received at the Program Level and the Administration Level as compared to Tenured Faculty.

- All Faculty, regardless of Rank, rate Program Level Guidance and Mentoring higher than Administration Level Guidance and Mentoring
- Regardless of rank, faculty are more likely to know where to find information on current Study Abroad programs than where to find information of Designing and Leading a Study Tour

#### *Summary of Part Two Survey about Experience with Academic/Administrative Restructuring and Associate Dean Structure (\*unless noted otherwise, there was no meaningful variation across divisions):*

It should be noted that although sentiments regarding the new Administrative Structure are overwhelmingly negative, respondents made clear that they believe that the Associate Deans are working hard and trying to be helpful - but that most of the work they are doing was never the responsibility of Chairs, so there has been no reduction in workload for Chairs. In fact there is a clear consensus that the new structure has created more work for Chairs, Coordinators, and faculty.

- 71% of Chairs/Coordinators said that their work as a Chair has NOT been reduced as promised under the Associate Dean Structure.
- When asked about lost compensation, 67% of Chairs/Coordinators said that there has been

NO reduction in work under the new structure and another 27% said that any reduction in work is equal to LESS than any lost compensation. Only 7% said and reduction in work is equal to MORE than any lost compensation.

- 60% of continuing Chairs/Coordinators said their job involves MORE work than it did last year. Only 20% said LESS.
- 60% of Chairs/Coordinators said that the Associate Dean structure is LESS efficient than the prior structure. 27% said that it's MORE efficient.
- 70% of faculty members said the new Associate Dean structure is LESS efficient than the prior structure. Only 7% said it was MORE efficient.

We know that VPAA Gantz is planning a formal review of the new administrative structure and we look forward to the results of that review.

### Faculty Bylaws Revision

In my February Board report, I detailed the Bylaws revision process and the proposed update with the understanding that the Bylaws would be presented to the Board at that meeting. That did not happen. In late March, President Jordan notified me and the chair of the Bylaws Revision Committee that there were several additional issues to address in the proposed revisions. Those revisions needed to be considered and either approved, revised, or rejected by April 1 as that was the absolute deadline for presenting changes to the faculty prior to new votes on April 8 and April 22. I am pleased to note that the faculty approved the revised Bylaws with no objections. They were then forwarded to VPAA Katie Gantz, who then sent them to President Jordan with a recommendation that they be approved. President Jordan informed the faculty at the 4/22 faculty meeting that she would recommend their approval.

For the purposes of this Board report I will summarize the additional changes resulting from the March 21st meeting with President Jordan followed by my original summary from my February Board report.

### Updated Revisions

As previously noted, most of the new revisions correct errors involving punctuation and job titles. But a few of the approved changes were more substantive. At Section IV.L.3.a.4 (of the revised Bylaws) the approved revisions added the word “legal” immediately preceding the reference to “counsel” for hearings before the CEC. President Jordan informed the Senate that the inclusion of the word “legal” would require that the College’s legal counsel review the document. This raised significant timing challenges. It was unlikely that any such review could take place in the available time. We were faced with a situation in which the entire Bylaws revision could hang on the inclusion of a single word. Needless to say, this was an unfortunate situation to be in at this point in the process. In recognition of the tight timeline, the Senate voted to accept the removal of “legal” before counsel at line 2076.

At lines 1228-1230 of the revised Bylaws the President asked that the final two sentences regarding an appeal of the President’s decision regarding tenure and promotion be clarified to better reflect the process. The Senate agreed to the following revised language: “The Appeals Committee shall review the case and make a written recommendation on the merits of the appeal and that recommendation will become part of the evaluation file.”

### Original Bylaws Update Summary (from February)

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 there has not yet been an appeal and 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. 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. In March, we were visited by Shared Governance experts David Maxwell and Ann Franke. While on campus, the reviewers met with representatives of the faculty, staff, students, administration, and the Board. As of this writing, the final report has not yet been made available. As such, it is difficult to say what may come from the review. Conversations with staff, faculty, and students reveal that key campus constituencies were pleased that the review happened and that they look forward to seeing the report. There were several themes that emerged from the meetings that were held. Multiple participants pointed to a general breakdown in communications between the various campus constituencies. The conversations also revealed that there isn't a widely shared consensus regarding the exact meaning of shared governance.

This report will be a welcome addition to the materials that the Governance, Leadership, and Administration workgroup of the Middle States Reaffirmation of Accreditation team is putting together for SMCM's self study (due in May 2024). I look forward to working with the campus community to translate the report into action items.

### Concluding Comments

It is worth noting again that the proposed Bylaws revisions that were approved by the Faculty contain a significant number of changes that reflect Administrative and Academic restructuring initiated by the President and the Board. Though we objected to the restructuring, we have worked diligently to bring our Bylaws into compliance with the changes. Much of the proposed revisions are needed to bring the Faculty Bylaws into alignment with the new structure. The faculty have done our part to move this process forward and it is our sincere hope that we can close the book on this chapter and now move on to a new one.

In closing, please bear with me as I lean a bit into my area of scholarship - American politics in general and polarization in particular. I see, on a daily basis, the deep dysfunction that can be caused by polarization and partisan rancor. Every semester I introduce my students to the problems caused by intransigence and a refusal to find common ground. And as my students decry a system that seems to be broken, I tell them that the problem is not the system or the structure - rather it's us - the people. Any democratic institution is, in the end, a reflection of the people who either foster it or neglect it - whether it be a college, a congress, or a country. I emphasize this for a simple reason - I want students to understand that just as it takes people to break politics, it requires (often the same) people to fix politics. Our democracy was founded on a keen insight into human nature - that no one is perfect, no one knows all the answers, and no one can be certain that

they alone are right. As a result, a willingness to compromise and work together is the only way that our system can function properly. There is a desperate need for Americans to remember that there is far more that unites us than that which divides us.

St. Mary's College is no different. Right now, relationships feel strained and we feel divided. But this institution is dedicated to a mission that should unite us all. Our guiding premise is that the best preparation for a life of value is an education in the humanities: the arts, the natural sciences, and the social sciences taught through a curriculum that stresses the links between different disciplines. An education that is broadly based as opposed to narrowly focused. And as a public institution, we are committed to a world where one need not be born to wealth and privilege in order to receive the benefits of an education in the liberal arts. Our dedication to this College and to its mission should always be our guiding light. Whether we are faculty, staff, students, or administrators we share a common responsibility to maintain this institution and the purpose that it serves: to be accessible, to be affordable, and to offer an education that is dedicated first and foremost to producing good citizens and good stewards of the public trust. Nothing ever can be allowed to matter more. It is my hope that our future is guided by that shared commitment.

Respectfully submitted,

A handwritten signature in blue ink that reads "Todd Eberly". The signature is fluid and cursive, with the first name "Todd" and last name "Eberly" clearly legible.

Todd Eberly, Ph.D.  
President, Faculty Senate



**ST MARY'S**  
COLLEGE of MARYLAND

*The National Public Honors College*

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MEETING OF MAY 10, 2024**

**ACTION ITEM III.A.**

**RECOMMENDATION TO APPROVE  
2024 CANDIDATES FOR GRADUATION**

**RECOMMENDED ACTION:**

The Academic Affairs Committee recommends approval of the candidates for the degree of Bachelor of Arts, Bachelor of Science, and Master of Arts in Teaching.

**RATIONALE**

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

**ST MARY'S**  
COLLEGE of MARYLAND

*The National Public Honors College*

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MEETING OF MAY 10, 2024**

**ACTION ITEM III.B.**

**RECOMMENDATION TO APPROVE  
FACULTY BYLAWS**

**RECOMMENDED ACTION:**

The Academic Affairs Committee recommends approval of the revised Faculty Bylaws.

**RATIONALE**

The Faculty Bylaws are the foundational document within the shared governance structure used to guide decision-making by the faculty body. Last approved in 2019, the current proposed revisions were put forward to address outdated terminology and to align institutional processes with best practices. The specific details of each area of change are outlined in the supplementary material. The Board of Trustees has the authority to approve all revisions from the faculty as they shall recommend.

**ST MARY'S**  
COLLEGE of MARYLAND

*The National Public Honors College*

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MEETING OF MAY 10, 2024**

**ACTION ITEM III.C.**

**RECOMMENDATION TO APPROVE  
ATTENDANCE POLICY**

**RECOMMENDED ACTION:**

The Academic Affairs Committee recommends approval of the Attendance Policy.

**RATIONALE**

The attendance policy was revised to provide clearer regulations for student attendance, standardizing an accepted percentage of absences per class. This moves away from an outdated “punitive” approach to attendance, and instead bases the policy on an accepted amount of course material completed and accomplished by the student. Consequently, the attendance policy was clarified to make no distinctions between “accepted” and “unaccepted” absences, which remain difficult to define and occasionally contentious. The Board of Trustees has the authority to approve the attendance policy as recommended by the faculty and Dean of Faculty.



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** May 10, 2024

**Date of Next Meeting:** October 11, 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:**

Vice President for Student Affairs

Vice President Howland submitted her board report which focuses on student engagement, wellness awareness and educational programming to support students' personal development. Dr. Howland's full report can be found in OnBoard.

Student Trustee

Student Trustee Hudson Christensen will present a summary of his full board report which can be found in OnBoard.

Vice President for Equity and Strategic Initiatives

Vice President Rovaris submitted his board report with updates on IDEAA staffing, programs and resources, and scholars programs retention rates. Dr. Rovaris' full report can be found in OBoard.

**Discussion Items:** N/A

**Action Items:**

II.A. Approval of the 2024 Cultural Diversity Report



**CAMPUS LIFE COMMITTEE  
MEETING OF MAY 10, 2024**

**OPEN SESSION  
AGENDA**

**I. DISCUSSION ITEMS**

- A. Vice President of Student Affairs report
- B. Student Trustee report
- C. Vice President of Equity and Strategic Initiatives report

**II. ACTION ITEMS**

- A. Approval of the Maryland Higher Education Commission (MHEC) Cultural Diversity Report

**III. INFORMATION ITEMS**

- A. Approved minutes from February 2, 2024
- B. Maryland Higher Education Commission Cultural Diversity Report



**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE**

**OPEN SESSION  
MINUTES**

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

**Status of Minutes: April 3, 2024**

**Campus Life Committee Members Present:** Committee Chair Nicolas Abrams '99, John Bell '95, Board Chair Susan Lawrence Dyer, Katherine Fritz '04, President Tuajuanda Jordan, Jesse Price '92, Kristina Howansky, Hudson Christensen '25,

**Campus Life Committee Members Not Present:** Carlos Alcazar, Peg Duchesne '77

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

**Others Present:** Betsy Barreto, Paula Collins, Carolyn Curry, Judith Fillius '79, Katie Gantz, Kristen Greenaway, David Hautanen, Mary Broadwater, David Taylor, Jennifer Falkowski, Jeff Byrd, Chuck Steenburgh, Ray Werneke, Peter Bruns, Cindy Greb, Kelsey Bush, Lily Riesett, Ann Marie Brady, Michael Dunn, Megan Chee

**Executive Summary**

Campus Life Committee Chair Nick Abrams called the meeting to order at 2:35 p.m.

**Discussion Items**

**Guest Speaker, SGA President**

Lily Riesett presented her report on the Student Government Association (SGA). She announced that with the help of Club Coordinator, Alexa Minor, five new student groups were created. The SGA is looking into more ways to vet student groups so that we are putting our time, energy, and resources into groups that will have longevity and serve the entire student body.

She discussed several new pieces of legislation passed by the Senate: Bill F23:03 will provide \$50,000 every other year for the next eight years to bring well-known artists to the campus for a concert; and Bill F23:05 will give the President's Office \$125,000 to help fund the purchase of the charter bus to provide transportation to Baltimore and Washington, DC.

Lily expressed concern on three student issues:

1. The lack of gym space is a significant concern for the students. Introducing the new lifting program for varsity athletes has caused higher-than-normal usage. With the increased usage, non-athletes find it challenging to find space in the gym to work out.

2. Students expressed concern about the lack of open and available rooms on campus to be used in an event of an emergency similar to what was available during the pandemic.
3. Students feel that the relationship that they now share with the Office of Public Safety is lacking with Valentis and wish they could know more about the Valentis officers.

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

#### Vice President for Student Affairs

Dr. Howland introduced and welcomed Hudson Christensen as the new Student Trustee.

Dr. Howland updated the committee on the progress of Campus Safety Implementation Plan:

- All Public Safety Officers, as well as the security firm Valentis, use body-worn cameras.
- Phase I of the installation of security cameras is now complete. All interior cameras are installed and operational.
- The Office of Public Safety (OPS) now has now has three officers who have completed Special Police Officer training/classification. Director Martinez, Assistant Director Coons, and Sergeant Sellers are now sworn SPOs. In addition, Sergeant Sellers is the new Training Coordinator for the Office of Public Safety.
- With three of our officers now sworn SPOs, the college will terminate the contract with Valentis on May 31, 2024. The cost savings from ending the contract will be put into the Office of Public Safety budget to help offset startup costs associated with hiring SPOs.
- Dr. Martinez has formed a Public Safety Advisory Board, which met for the first time in November 2023 and again January 2024. The Public Safety Advisory board comprises faculty, staff, and student representatives brought together to better understand OPS, their policies, and procedures, and create better communication lines with the campus community.
- Lexipool has been contracted to review, update, and help draft policies and procedures for the new safety model in OPS.
- Dr. Martinez is working with HSMC, Trinity Church, and the St. Mary's County Sheriff's office to update current Memorandums of Understanding (MOU).

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

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

Committee Chair Abrams asked for a motion to adjourn this meeting of the Campus Life Committee. The motion was made by Trustee John Bell and seconded by Trustee Katherine Fritz. The motion passed unanimously.

The open meeting adjourned at 3:25 p.m.

**St. Mary's College of Maryland**  
**Division of Inclusive Diversity, Equity, Access, and Accountability**  
**2024 Cultural Diversity Report**

**Introduction:** The mission of the Division of Inclusive Diversity, Equity, Access, and Accountability (IDEAA) is to identify, develop, execute, and support campus-wide efforts to establish and sustain policies, initiatives, and resources that ensure the College is, and remains, a welcoming, transformative, and empowering institution where students, staff, and faculty thrive. During academic year 2023-2024, IDEAA has continued its partnership with different campus units to create opportunities that enhance the College's cultural diversity through student, staff, and faculty recruitment and retention efforts, programming, events, and updating College policies.

**Section 1:** *A summary of the institution's plan to improve cultural diversity as required by Education Article §11-406, including major goals, areas of emphasis, implementation and assessment strategies, as well as achievements from the past year.*

As the State's designated public honors college, St. Mary's College of Maryland provides a premier liberal arts education with an affirmative commitment towards accessibility, affordability, and diversity. Successfully implementing this statutory mission is challenging; however, the College's mission sets it uniquely in both the State and national higher education sector, and the College continues to serve as an innovator and national model for other institutions. This success stems, in part, from a recognition that inclusion, diversity, and equity cannot be siloed into a single office as part of a larger institution. Instead, IDEAA has proactively established a conscious presence in every office, program, and function to serve our diverse student, staff, and faculty population.

The College's major goals to improve cultural diversity in academic affairs, student life, enrollment, personnel, and community engagement in 2024-25 continue to flow directly from the four pillars of our most recent strategic plan, "The Rising Tide." These pillars and corresponding cultural diversity strategies are detailed below.

- 1. Create an innovative, distinctive, and competitive academic identity that attracts and retains talented students, faculty, and staff:** The College will continue to identify opportunities to promote equity initiatives in coursework, personal growth, professional development, and wellness. The College will also continue to integrate diverse perspectives and academic concepts into the existing curriculum by expanding diversity among the student body and establishing new, innovative curricular and programmatic offerings. These may include "Globalization-at-Home" experiences, as well as new international experiences that appeal to a more diverse array of cultural interests. The College will further develop support programs and resources for all students, but



especially for those with physical limitations, from low income families, who are first generation, and who are neurodiverse. In addition to enhancing the academic and social integration of students in the campus and broader environments, SMCM will provide and increase participation in leadership and professionalism opportunities for faculty, staff, and students.

- 2. Empower all students for success:** The College will engage students in a rigorous, experiential, and nurturing academic environment which capitalizes on the unique nature of our location in Maryland's first capital city and birthplace of religious tolerance. In doing so, IDEAA will particularly focus on collaborating with other campus units to offer workshops, outreach, and communications to reflect the evolving diversity landscape. SMCM will continue to increase the four-year graduation rate for historically underrepresented and/or marginalized students and close existing achievement gaps based on race, ethnicity, gender, and socioeconomic status.
- 3. Build a sustainable, vibrant, and diverse student body that exemplifies an inclusive institution:** The College will continue to implement its strategic recruitment plan by attracting and retaining a diverse student body that achieves excellence within the honors-level liberal arts curriculum. This includes the development of partnerships with community-based organizations, strategic outreach to secondary schools with diverse populations, and other strategies that have resulted in the most diverse entering classes in the College's history. Additionally, the College's Policy Equity Review Committee will continue to ensure campus policies and procedures are equitable during its systematic review process. Public facing policies will be cataloged in a consistent and reliable manner.
- 4. Become a sought-after and engaged community resource:** SMCM will continue to promote inclusion, diversity, and equity in our Southern Maryland community through intellectually stimulating and entertaining offerings such as lectures, performances, and concerts. We will also conduct targeted work to provide integrated opportunities for community-based seminars, workshops, and certifications for students, faculty, staff, and community members. The College's ability to host or sponsor external events has been greatly enhanced by the opening of the Nancy R. and Norton T. Dodge Performing Arts Center, which includes the largest auditorium in Southern Maryland and brought more than 22,800 patrons to the campus for a wide array of culturally diverse programming in its first year of operations.

In support of the goals above, the College hired a Coordinator of Multicultural IDEAA programming to support the implementation of a wide array of on-campus events & student services in January 2024. This Coordinator and the corresponding Office specifically provides leadership and professional development opportunities for student interns to collaborate with student affinity groups and offer identity awareness programs. In academic year 2023-2024, these included a Latin Night in America; "Coming Out" Day; Trans Day of Visibility; Lunar New Year; Holi; Black History Month Trivia Night; Women's History Trivia Night; and a Latin Women Art Night among others. Additionally, the College hosted both the 20th Annual Martin Luther King, Jr. Breakfast – entitled "Living the Dream: Hope, Courage & Unity" – as well as

the College's 24th Annual Women, Gender, and Sexuality Colloquium – entitled “Visibility of Disability: Exploring the Intersectionality of Disability, Race, and Gender.” Finally, the Office of Title IX Compliance and Training piloted a “Seahawks After Dark” initiative, which coordinated with a diverse group of College offices, student organizations, and external partners to provide alcohol-free programming and activities between 9 p.m. to midnight on Friday and Saturday. It is the intent of the College to expand these existing programming opportunities in academic year 2024-2025, as well as foster additional student, faculty, and staff-led programming opportunities.

### **Campus Statement of the Process for Reporting Hate-Based Crimes**

Hate crimes may be violations of SMCM's [Student Code of Conduct](#) or [Employee Handbook](#) as well as violations of the law. SMCM encourages anyone who is the victim or who witnesses a hate crime to report it to the Office of Public Safety, which will respond to the incident in conjunction with local law enforcement. Any crimes that are reported to SMCM that meet the definition of a hate crime under the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 U.S.C. § 1092, et. seq. (1990) (“Clery Act”), Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681, et. seq. (1972) (“Title IX”), and the Reauthorization of the Violence Against Women Act of 2013, are reported monthly to the Maryland State Police via the Uniform Crime Reporting (UCR) system, and reported in the [Annual Security and Fire Safety Report](#) in accordance with the Clery Act. The St. Mary's County Sheriff's Office (“Sheriff's Office”) may take the lead on investigating hate crimes.

**Section 2:** *A summary of how the 2023 Supreme Court's decision to strike down race-conscious admissions practices has affected the College's campuses policies and practices, including (a) outreach and support programs, (b) community engagement, (c) equity and access, and (d) monitoring and evaluation.*

As a small, liberal arts public honors college, St. Mary's College of Maryland is committed to building a diverse student body of citizen-scholars in Southern Maryland. Achieving this goal requires the College's Office of Admission to consider each applicant's academic achievements, their personal strengths, and interests, essays, recommendations, interviews, test scores, extracurricular activities, and any other information learned through the application process. In other words, admission decisions are the result of a thoughtful, holistic process to identify and enroll students who are simultaneously academically talented, prepared to thrive in an honors-level curriculum, and ready to engage and be engaged as a contributing member of the College community.

Following the *Students for Fair Admission v. Harvard* decision, an applicant's race or ethnicity is no longer a factor in the review and assessment process. These data are masked on the application for admission and in the College's internal admission system, so they are not viewable by members of the Admission Committee. Instead, the Admission Committee relies on the considerations listed above, as well as a range of demographic characteristics (such as state residency and citizenship, first-generation status, as well as academic interest groups) to shape the incoming class. These data are critical to ensuring that the necessary number of applicants in each cohort meets the College's enrollment goals based on modeling and predictive analytics. As a result of the Admission Committee's current emphasis on first-generation status and admission

of students from secondary schools with more diverse student populations, first-year cohorts have grown simultaneously more diverse and academically credentialed. Additionally, the development of partnerships with community-based organizations – such as the College Bound Foundation in Baltimore City and College Track in Prince George’s County – has resulted in record applicant pools which have yielded the most diverse entering classes in the College’s history. Each year, the Admission Committee assesses the success of recruitment and enrollment plans and adjusts based on the results of the previous cycle compared to long-term strategic goals.

As the College continues to build a competitive academic identity to attract, recruit, and retain an academically talented and diverse student body, the *Students for Fair Admission v. Harvard* opinion has not resulted in any substantive changes. Prior to the Supreme Court’s opinion, leadership within the Division of Enrollment Management reviewed the College’s application evaluation process, merit scholarship and financial aid systems, special program selection practices, and privately funded St. Mary’s College Foundation scholarship programs to determine potential exposure in the event of a far-ranging opinion. However, the opinion’s narrow focus placed the College in a strong position to continue implementing existing student recruitment plans. St. Mary’s College of Maryland remains committed to employing strategies which will enable the enrollment of students who reflect Maryland’s own diversity, as evidenced by Goal III.A of our most recent strategic plan.

In addition to these existing recruitment plans, the College provides robust financial aid packages comprised of both merit- and need-based aid. These include meeting 100% of tuition need for students in the College’s Baltimore City Scholars Program, and full scholarships for Marylanders from underrepresented communities through the highly competitive Landers Scholars Program. The College’s Office of Admission also sponsors bus trips to campus for students from low-income areas to minimize transportation barriers, and the College’s new Feathering the Nest initiative provides bedding and room supplies for low-income students to facilitate the transition to residence hall life. The newly-reorganized Office of Equity Programming manages three distinct programs – the DeSousa-Brent Scholars Program, *Sum primus* (Latin for “I am first”), and the previously mentioned Landers Scholars Program – to recruit, retain, and graduate socially, culturally, and economically diverse cohorts of students. *Sum primus* students, for example, are paired with a faculty or staff mentor with responsibilities related to their major or career interests during their sophomore year, as well as a secondary academic advisor to monitor their progress through the College’s Coordinator for Equity Programming. As another example, DeSousa-Brent Scholars Program coordinators work jointly with an assigned advisor, the Office of Institutional Research and Planning, and the Registrar’s office to conduct regular degree audits to determine whether students remain on-track to complete their major. In the case of mid-year deficiencies, College staff work with students to evaluate their options and suggest alternative pathways to complete academic requirements on time. This integrated set of support programs is designed to strengthen and enhance cohesiveness among our diverse community, create a broader culture of student mentorship among faculty and staff, and cultivate a service-oriented ethos among students.

With respect to the monitoring and evaluation of inclusion, equity, and diversity initiatives, the College’s admission staff have long paid close attention to the demographic composition of our

student body with a focus on recruiting and retaining students that reflect the diversity of Maryland's population, as well as broader regional and national populations. To further improve this diversity the College recently raised recruitment targets for incoming classes to consist of at least 33% historically underrepresented racial or ethnic groups, at least 20% first-generation students, and at least 20% Pell-eligible students. Additionally, the College monitors the diversity of incoming classes and returning students by major academic programs to ensure that there is equitable access and diverse representation across each field of study. This monitoring is completed by the Office of Institutional Research and Planning in collaboration with the offices of Admission and the Registrar, which will work to identify patterns, trends, and discrepancies, and share those with College leadership and relevant stakeholders.

In addition to monitoring the diversity of incoming student cohorts, the College conducts annual "campus climate" surveys to assess the perspective of students as well as a biannual survey among faculty and staff. Current methods include a Title IX Campus Climate Survey, which is administered every two years to students, and a Diversity and Equity Campus Climate Survey, which is administered every two years to students, faculty, and staff. These instruments have slightly different areas of emphasis – the Title IX survey has a focus on sexual harassment and misconduct and the Title IX office response to the aforementioned reports, while the Diversity and Equity survey is more closely aligned with institutional practice. However, both surveys include an assessment of respondents' sense of belonging, institutional commitment to diversity, and any experiences of discrimination or harassment. Results are analyzed in the Office of Institutional Research and disseminated to the campus. Data are routinely analyzed both in the aggregate, and broken down according to demographics such as gender, race/ethnicity, and class standing or employment status. In addition, the use of the same instruments year over year ensures that changes can be closely monitored, and any problem areas can be quickly identified and addressed.

Educational outcomes for students in all demographic groups are also closely tracked and reported. Like the recruitment targets discussed above, the College has set aggressive retention and graduation rate targets for students from underrepresented groups. Four-year graduation rate targets are equal to or only slightly below the targets for all students, while six-year graduation rate targets are equivalent for each subgroup (i.e., striving for no equity gap). The Office of Institutional Research and Planning monitors retention rates (first-to-second year, first-to-third year, first-to-fourth year) for students from underrepresented racial and ethnic groups, first generation students, and Pell grant recipients, as well as gender differences. Graduation rates are tracked at the four-, five-, and six-year timepoints, for all the groups mentioned above.

## Appendix 1

### Cultural Diversity Plan 2023-24 St. Mary's College of Maryland

#### Introduction

The mission of the Division of Inclusive Diversity, Equity, Access, and Accountability (IDEAA) is to lead campus-wide efforts to create and sustain policies, initiatives, and resources to ensure that St. Mary's College of Maryland is a welcoming, transformative, and empowering institution where all students, faculty, and staff can thrive. IDEAA has continued working with different campus units to create opportunities to support the recruitment and retention of diverse student, staff, and faculty populations.

SMCM focuses on serving a diverse student and employee population through infusing inclusion, diversity, and equity into all aspects of SMCM. The diversity and inclusion related objectives in the plan follow along with a timeline and suggested funding sources. To have meaningful and impactful results, IDEAA must establish a presence in every office, program, and function at the institution. DEI can no longer be viewed as an "office" within the institution, but rather a conscious thought/consideration in every task we do. Support for diversity and inclusion must be fully embraced by all members of the College. Training for all, programming that represents every constituency, and institutional support for these areas will clearly demonstrate St. Mary's College of Maryland's commitment to cultural diversity.

**Goal 1: Create an innovative, distinctive, and competitive academic identity that attracts and retains talented students, faculty, and staff:** The College will identify potential opportunities to include research-driven holistic wellness in, but not limited to, coursework, personal growth, professional development, and develop DEI concepts into the current curriculum. SMCM will increase diversity among the student body and create curricular and programmatic offerings that are attractive and innovative. The College will further develop resources for all students especially those with physical limitations, those who come from low-income families, those who are first generation, and those who are neurodiverse. In addition to enhancing the academic and social integration of students in the campus and world environment, SMCM will provide leadership and professionalism opportunities for faculty, staff, and students.

**Goal 2.: Empower all students for success:** We will engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location. In doing so, the campus will create a system for developing additional academic opportunities, offerings, and support that will include a long-term plan for institution-wide DEI efforts in these areas. In particular, IDEAA will focus on collaborating with other campus units to offer workshops, outreach, and communications to reflect the evolving diversity landscape. SMCM will increase the four-year graduation rate for historically underrepresented and/or marginalized students and close the current achievement gap in all areas including race/ethnicity and gender.

**Goal 3: Build a sustainable, vibrant, and diverse student body that exemplifies an inclusive institution:** This will be done by attracting and retaining a diverse student body who achieve excellence across the liberal arts in a variety of disciplines. This will be partially accomplished by promoting a community and academic environment that embodies the principles of diversity and inclusion and reflects the increasing racial/ethnic demographic diversity of the state of Maryland. SMCM also will increase its efforts to recruit diverse students beyond the state borders. We will expand efforts to create an inclusive environment that values and optimizes the strengths of a diverse campus and as a result will help everyone thrive. The College will make the current Policy Equity Review Committee (PERC) a permanent free-standing committee. PERC will ensure campus policies and procedures are equitable through a systematic and ongoing review process and it will catalog all public facing policies in a consistent and reliable website.

**Goal 4: Become a sought-after and engaged community resource:** To accomplish this, SMCM will promote inclusion, diversity, and equity between the campus and the local community as well as the broader community. This will be accomplished via increased initiatives and opportunities along with targeted engagement on campus and in the community with the surrounding diverse communities. Targeted work will be done to provide integrated opportunities for all campus and community members regardless of age, race, ethnicity, gender, or any other protected class. We will create community-based seminars, workshops, and certifications for faculty, staff, and students as well as similar opportunities for the local community to obtain certification in a variety of areas including those related to DEI.

#### **Campus Statement of the Process for Reporting Hate-Based Crimes**

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#### **The College's Timeline and Funding Sources for the 2023-24 Plan**

The plan being presented is one that can be implemented immediately with work already discussed or begun in several areas. Completion of most of what is outlined can certainly happen during the one-year period. Some of the goals will be ongoing and will require updates and modifications as the implementation progresses. Close monitoring of progress made (and setbacks should they occur) will be part of the simultaneous evaluation process that will accompany this work. These goals will certainly be supported by existing College resources and will be augmented by additional financial resources from the College. However state and federal grants as well as other outside sources of funding will be required to fully achieve the overarching goal of recruiting, retaining, and graduating a culturally diverse student population.

**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE  
MAY 10, 2024**

**VICE PRESIDENT FOR STUDENT AFFAIRS REPORT**

During the spring semester, Student Affairs units focused on student engagement, wellness awareness, and educational programming to support students' personal development. As a liberal arts college we prioritize the holistic development of students, nurturing their intellectual, social, emotional, and ethical growth. We do this through a range of extracurricular activities, service-learning opportunities, internships, and research experiences. When engaged, students develop valuable skills such as leadership, communication, teamwork, and adaptability. While these experiences often occur through coursework, Student Affairs' role is to also ensure these experiences occur outside the classroom where students live, play and work.

**Student Engagement**

**Center for Career and Professional Development (CCPD)**

Through the College's Learning through Experiential and Applied Discovery (LEAD) curriculum, CCPD is helping to equip students with the skills, knowledge, and experiences necessary for success in the professional world. Internship programs, career development services, alumni networks, and experiential learning opportunities help students explore career pathways, build professional networks, and gain real-world experience in their chosen fields. Below you can see how students experience CCPD throughout their four years followed by summaries of each program.

Year	Fall	Spring
<b>1</b>	<i>Professional Pathways</i> <ul style="list-style-type: none"> <li>• Career &amp; Network Navigation (CORE-P 101)</li> </ul>	<ul style="list-style-type: none"> <li>• Career &amp; Network Navigation (CORE-P 102)</li> <li>• Mentor-A-Seahawk</li> </ul>
	<i>Career Development</i> <ul style="list-style-type: none"> <li>• Attend Career Week events</li> <li>• Attend Career &amp; Internship Fair</li> <li>• Schedule and attend two meetings w/ Career Mentors</li> </ul>	<ul style="list-style-type: none"> <li>• Attend Career Week events</li> <li>• Attend Career &amp; Internship Fair</li> <li>• Schedule and attend two meetings w/ Career Mentors</li> </ul>
<b>2</b>	<i>Professional Pathways</i> <ul style="list-style-type: none"> <li>• Honors College Externship (CORE-P 201)</li> </ul>	
	<i>Career Development</i> <ul style="list-style-type: none"> <li>• Attend Career Week events</li> <li>• Attend Career &amp; Internship Fair</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for an internship in the Signature Honors Internship Program (SHIP)</li> <li>• Prepare for your future 1:1</li> </ul>

Year	Fall	Spring
		appointment
3	<i>Professional Pathways</i> <ul style="list-style-type: none"> <li>• Career &amp; Network Navigation for Transfer Students (CORE-P 301)</li> </ul>	
	<i>Career Development</i> <ul style="list-style-type: none"> <li>• Participate in Signature Honors Internship Program (SHIP)</li> <li>• Attend Career Week events</li> <li>• Attend Career &amp; Internship Fair</li> <li>• Go to employer presentations on campus</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for SHIP internship</li> <li>• Attend employer site visits</li> <li>• Attend Career Week events</li> <li>• Attend Career &amp; Internship Fair</li> <li>• Prepare for your future 1:1 appointment</li> </ul>
4	<i>Professional Pathways</i>	
	<i>Career Development</i> <ul style="list-style-type: none"> <li>• Participate in Signature Honors Internship Program (SHIP)</li> <li>• Attend Career Week events</li> <li>• Attend Career &amp; Internship Fair</li> </ul>	<ul style="list-style-type: none"> <li>• Attend Career Week events</li> <li>• Attend Career &amp; Internship Fair</li> <li>• Graduate and prepare for grad school and/or a career!</li> </ul>

The Professional Pathways courses play a vital role in fostering professional literacy skills and knowledge among students, serving as a cornerstone of the LEAD initiative. This academic year alone, **1,380** students enrolled in Professional Pathways CORE-P courses with over 980 first-year students and 345 second-year or transfer students.

CCPD continues to partner with the Office of Alumni Relations to implement the Mentor-A-Seahawk program, in which students enrolled in CORE-P 102 and CORE-P 301 are matched with alumni mentors. The mentors and mentees connect three times over the semester to bolster students' professionalism and networking skills and to help prepare them for life beyond college. This semester **450** students were matched with 276 mentors, with 82% of matches having a shared major, minor, professional interest, and/or identity in common. For more information about this exciting program visit [Mentor-A-Seahawk Google Site](#). CCPD warmly invites Trustees to participate as mentors in the fall 2024 and/or spring 2025 Mentor-A-Seahawk program! If interested email Michael Dunn, Director of Professional Pathways, for more information ([mkdunn@smcm.edu](mailto:mkdunn@smcm.edu)).

Throughout the spring 2024 semester, *CORE-P 201: Honors College Externship* classes were enriched by the presence of esteemed guest speakers, who enhanced students' understanding of their respective fields and inspired them with their expertise and experiences. Here are some highlights:



- **CORE-P 201: Careers in Law**, taught by Marsha Williams, Esq., featured professional panels including:
  - Hon. E. Gregory Wells, Chief Judge of the Appellate Court of Maryland
  - Hon. Amy Lorenzini, Judge, St. Mary's County Circuit Court
  - Dan Armitage, Esq., of Armitage & Armitage
  - Sue Ann Armitage, Esq., of Armitage & Armitage
  - Amber Wetzel, Esq., Assistant Public Defender
  - Tiffany Young, Esq., of Williams, McClernan, & Stack, LLC
- **CORE-P 201: Leadership Matters**, taught by Leslie Taylor, featured panels including:
  - Sybol Anderson, PhD., Executive Director, Leadership Southern Maryland
  - CJ Jaynes, Rear Admiral (Ret.)
  - Richard Marigliano, U.S. Marine Colonel (Ret.)
  - Rachel LaBatt, Flight Test Engineer at NAVAIR
- **CORE-P 201: K-12 Education**, taught by Crystal Dunkin, featured an educator roundtable including:
  - Kristina Fuentes, Spanish Teacher, St. Mary's County Public Schools
  - Kelsey Kiehlmeier, Assistant Principal K-12 education, St. Mary's County Public Schools
  - Kim Goldback, Kindergarten teacher, St. Mary's County Public Schools
  - Clifford Scruggs, Recruitment and Retention Specialist, Archdiocese of Baltimore
- **CORE-P 201: Public Health Careers**, taught by Clara Richards, '14, featured guest speakers including:
  - Heather Moritz, Environmental Health Division, St. Mary's County Health Department
  - Ashley Mowatt, Public Health Lab Scientist, St. Mary's County Health Department

CCPD continues to expand the Signature Honors Internship Program (SHIP), which provides invaluable opportunities both on and off campus. Through strategic partnerships with key stakeholders, they have facilitated over **387** internships in this fiscal year alone (see **Addendum #1**). Last fall, they supported **112** internships, and this spring, facilitated a total of **155** internships. CCPD will provide support for over **120** internships, with three exceptional new placements on the horizon:

1. ***University of Maryland School of Medicine***

Introducing **UMB SHORES: Summer Pre-Healthcare Opportunities and Research Experience with SMCM!** This summer marks the inception of a 10-week pilot internship program, facilitated by the Office of Student Research at the University of Maryland School of Medicine. Two exceptionally talented SMCM students have been selected to partake in this exciting opportunity.

2. ***National Association of Resource Conservation & Development Councils / National Conservation Partnership (including USDA)***

SMCM has partnered with the National Association of Resource Conservation & Development Councils (NARCDC) to create and provide 12 summer internship opportunities

across the United States *exclusively* to SMCM students. As one of the five key partners in the National Conservation Partnership (NCP), the National Association of Resource Conservation and Development Councils is integral to creating and implementing resource conservation programs across the country that are critical for the sustainability of our natural resources.

### 3. *The Patuxent Partnership - SoMD 2030 Workforce Development*

SoMD 2030 focuses on bolstering the STEM pipeline, expanding career avenues, and fostering partnerships across government, industry, and academia and cultivates internship opportunities with local industries, government agencies, and nonprofits, paving the way for further educational and career advancement. In 2023, five SMCM students were chosen from a pool of over 200 candidates to participate in 40 summer internship position; in 2024, the number rose as **11** SMCM students which highlights how competitive our students are for these opportunities.

CCPD remains dedicated to collaborating with essential stakeholders and community partners to develop and deliver robust internship opportunities, supported by funding sources beyond the college's SHIP program. In Fiscal Year 23, CCPD effectively leveraged over \$101,000 in external funding sources. For Fiscal Year 24, they anticipate leveraging nearly \$190,000 (\$101K was leveraged in FY23) from these alternative funding channels to continue providing impactful internship experiences and opportunities for our students (see below). CCPD's concerted effort underscores the College commitment to expanding access to valuable professional development opportunities and enriching the educational experiences of our student body.

FUNDED BY OTHER SOURCES	ON CAMPUS	# INTERNS	OFF-CAMPUS	# INTERNS	TOTAL FUNDS	TOTAL # INTERNS
FY23	\$ 27,000	18	\$ 74,305	21	\$ 101,305	39
FY24 (Projection)	\$ 34,000	20	\$ 152,656	61	\$ 186,656	81
<b>TOTAL</b>	<b>\$ 61,000</b>		<b>\$ 226,9611</b>		<b>\$287,961\$</b>	

CCPD invites Trustees to explore the opportunity of hosting and supervising our exceptional SMCM students as interns. Whether it's locally or globally, CCPD is dedicated to facilitating internships tailored to your and the student's needs. Your support plays a pivotal role in our students' professional development journeys, and we are deeply grateful for your involvement. For further details, please reach out to Cindy Greb, Executive Director of The Center for Career & Professional Development, via email at [cwgreb@smcm.edu](mailto:cwgreb@smcm.edu).

The Career & Internship Fair continues to garner enthusiastic support from employers and sponsors, evidenced by a notable increase in student attendance. At the spring Career & Internship Fair, **563** students participated, one more than last year's. Consistently, over **33%** of attendees secured offers for interviews, internships, or jobs on the spot, reflecting the event's effectiveness in connecting students with valuable opportunities.

During Career Week, an exciting new event unfolded at the Dodge Performing Arts Center: the debut of the St. Mary's College Internship Film Festival.

With over **14** students submitting short and long films and a remarkable turnout of **120** students attending the festival, it marked a significant moment for our community. This unique showcase spotlighted the experiences of SMCM interns alongside their employer partners, providing a platform for students to narrate their internship journeys and for employers to spotlight the impactful work achieved through these collaborations. The festival served as a celebration of the symbiotic relationship between the college and its industry partners, fostering a culture of collaboration and innovation.

J.P. Morgan Private Bank graciously hosted **10** students for an enriching "Morning at Morgan" event at their Washington, D.C. location in February. CCPD were particularly grateful for the presence of three former Seahawks—Meg Gesner, Private Bank Associate Fergus Hall ('19), and Private Bank Vice President Ben Yannuzzi ('09)—whose insights added a special dimension to the event.

### **Student Activities**

OSA continues to provide a variety of entertaining and engaging events for students to build a sense of community and caring. This spring they kicked off the semester with Valentines Stuff-a-Heart and Photo Mugs (*your face on a mug*). March featured the *Dueling Pianos* in the Great Room or "Groom" (as the students affectionally call it) during chicken patty night, a very popular night of the week. To encourage students to take a break during Advising Day, OSA hosted an Escape Room program and food trucks in the DPC circle. OSA wrapped up the semester on April 12 with their annual concert called *Riverstock*, which featured *Lookout!* an all-student band as the opener, and the headliner, *Del Water Gap* in the Arena.

### **Student Government Association (SGA)**

SGA established both an Interfaith Meditation space, located in the Campus Center, as well as approved a new group, Students for Justice, focusing on interfaith advocacy. SGA also approved funding for waterfront recreation resources, providing fun lawn games and other activities to use at the waterfront. Additional funding for CPR classes for students was approved late in the semester as well as funds to refurbish two pool tables and purchase another for Prince George Hall.

The SGA's Programs Board (PB) had a very eventful and creative semester with programming. In celebration of Leap Day, the SGAPB offered free stuff-a-critter Frogs (think build-a-bear) for students in the Campus Center (they ran out of frogs within 20 minutes of initiating the event)! Students also participated in a live art competition where they could showcase their artistic abilities and take home their own masterpiece. They got to interact with peers and a team of artistic performers from DC!

## **Athletics**

Our student athletes are also learning important lessons on and off the field by excelling in their sport and in the classroom. The winter athletic team and individual finishes are detail below:

- Men's and Women's basketball competed in the United East conference playoffs. Women's basketball first-year, Olivia Liszt, earned conference rookie of the year honors.
- Men's and Women's swimming both earned runners-up finishes in the Atlantic East Conference championship held at the College, February 15-18, 2024. Junior Luke Schwenk earned AEC men's swimmer of the year, while first-year, Kelsie Miller, earned women's rookie and swimmer of the year honors. Head coach Casey Brandy earned men's and women's coach of the year honors.
- Schwenk and Miller earned spots in the NCAA Men's and Women's National Championships, with Schwenk earning two first-team All-American award honors.
- Men's and Women's track and field earned runner-up finishes at the inaugural United East Track and Field Indoor Championships. First-year sprinter Ty Tindal earned men's Rookie of the Year honors.
- Women's Rowing won conference championship title. They will represent the conference in NCAA's, May 31-June 1.

For the first time in SMCM history every single athletic program has had postseason play, 23 out of 23 teams, Go Seahawks!

## **Wellness & Education**

Wellness awareness and education is an important goal for the division of Student Affairs, especially for the units of Health Services, Counseling and Psychological Services, and Office of Accessibility Services. We work to ensure all units are promoting a culture of wellness as an important and critical factor in our work with students and each other. We hope that through a culture of wellness students are encouraged to reflect, develop a framework, and can make informed principled decisions about their personal, social, and professional lives.

Health Services provides several health initiatives to increase awareness, services, and education around personal health and safety for students (and faculty and staff if needed), such as: accessible **Narcan®**, the **Safe Medication Disposal and Needle Box Exchange Program**, **reproductive health services**, **nurse case Management**, **technical services (e.g., EKG)**, **clinical lab testing**

Notably, in addition to special health-focused events, Health Services sponsors the **Caring Corner** with support from a St. Mary's County Health Department (SMCHD) Health Disparities grant. This initiative, for underserved students without the financial means, provides personal care items (e.g., menstrual products, toothpaste, soap, shampoo, socks, nail clippers, etc.) that promote self-care and confidence.

## **Counseling Services**

In our continuing efforts to enhance the services the College provides, a new assistant director has been hired. This hire brings the College's staffing level to 4.5, an increase of 2.5 positions since 2021 and more aligned with current staffing standards.

A breakdown of the CAPS service total for the spring 2024 semester can be found in Addendum #3. It is clear by the numbers that our students have moved away from telecounseling and have a strong preference for face-to-face meetings with staff therapist. CAPS joined with the JED Foundation in 2022 to assess their services and ensure they are promoting health and wellness on our campus. The JED foundation is a nonprofit organization that partners with colleges to strengthen their mental health, substance abuse, and suicide prevention programs and systems. The SMCM JED Campus team worked with JED consultants during the 2022-23 academic year to create a JED strategic plan for our campus. We are in Year 1 (of a 3-year program) for implementing changes to help strengthen our support for student mental health and wellbeing. Below is a summary of the strategic plan progress.

## **Office of Accessibility Services**

Since the last meeting of the Board of Trustees, the Office of Accessibility Services (OAS) has welcomed its new Coordinator of Accessibility Support Services, Ms. Kelly O'Grady. Ms. Joyce Knott has been hired as a full-time Office Associate II for OAS, transitioning to SMCM from a temporary position she began in the office in August 2023. Unfortunately, the search for a new director for the office was unsuccessful and closed right before spring break but has been relaunched on April 15. Dr. Katy Arnett remains as the interim director for the office, and a new search for the full-time director opened at the start of April. It is our goal to have a new director in place for the next academic year.

For the Spring 2024 semester as of April 4, 290 students have requested or activated accommodations from OAS. In Fall 2023, OAS ended the semester with a total of 309 requests for support. The use of the testing center this year is about 5% higher than it was pre-pandemic, which seems to reflect more students opting to use it, rather than more students needing to use it because of their approved accommodations.

## **Summer Strategy & Program Development**

The College has seen an increase in enrollment in student housing for returning students. As shown below, the Office of Residence Life (ORL) is anticipating 995 students returning to campus housing next fall. With a robust upper-class student population living on campus programming must meet their social, personal, psychosocial needs while also attending to the unique needs of a new incoming class, Residence Life is working on ways to keep students engage where they live and work on campus. Last year to prepare for the increase in upper-class students, the ORL restructured their engagement and programming plan to focus on intentional, but natural interactions amongst residential students. While the Resident Assistants (RAs) have decreased the number of programs in the upperclassmen areas, ORL have seen an increase in attendance at the new structured programs and more positive responses to RA/peer interactions. ORL plans to mirror that model in the traditional halls starting in Fall 2024.

Additionally, students are enjoying the Dorchester Hall lobby refresh. We are looking forward this summer to updating the lobbies of Prince George and Caroline Halls.

*Returning Student Housing Assignments*

- Fall 2024 | 995
- Fall 2023 | 935
- Fall 2022 | 883
- Fall 2021 | 907

## Addendum #1

### Internships by Semester (as of April 4, 2024)

	SU23	FA23	SP24
<b>Total Internship Requests/Opportunities That Meet NACE Standards &amp; Criteria</b>	<b>193</b>	<b>182</b>	<b>230</b>
<b>Total Internships Approved for SHIP / Grant Funding</b>	<b>166</b>	<b>99</b>	<b>124</b>
<b>Total Internships Filled</b>	140	112	155
<b>SHIP Funded Internships Filled - Total</b>	<b>66</b>	<b>75</b>	<b>114</b>
<i>SHIP - On-Campus Internships Filled</i>	35	55	72
<i>SHIP - Off-Campus Internships Filled</i>	31	20	42
<b>Funded By Other Sources Internships Filled - Total</b>	<b>56</b>	<b>39</b>	<b>41</b>
<i>Federal Work-Study (FWS) eligible interns</i>	0*	18	7
<i>TheDream.US eligible interns</i>	2	2	4
<i>The Patuxent Partnership SoMD 2030 Workforce Dev</i>	5	0	0
<i>On/Off-Campus Internships - Supported by CCPD</i>	49	19	30
<b>Credit Bearing Internships</b>	<b>18</b>	<b>3</b>	<b>36</b>

\* FWS funding cannot be used during breaks.

SU24: Hiring is currently underway, with 111 requests and opportunities, and 75 approved for SHIP funding.

Addendum #2

**Health Services Clinical Services Utilization**

<b>SPRING 2023</b> <i>(through 4/5/23)</i>		<b>SPRING 2024</b> <i>(through 4/5/24)</i>		<b>INCREASE</b> <b>QUANTITY</b>	<b>%</b> <b>INCREASE</b>
TOTAL CLINICAL APPOINTMENTS	<b>299</b>	TOTAL CLINICAL APPOINTMENTS	<b>440</b>	<b>+141</b>	<b>47%</b>
TOTAL IN-HOUSE CLIA WAIVED LAB TESTS (COVID-19, STREP, PREGNANCY, MONO, FLU A/B, UA, FECAL, *HIV/HEP C)- *HIV/HEP C by SMCHD staff	<b>169</b>	TOTAL IN-HOUSE CLIA WAIVED LAB TESTS (COVID-19, STREP, PREGNANCY, MONO, FLU A/B, UA, FECAL, HEMOGLOBIN, HEMATOCRIT)	<b>238</b>	<b>+69</b>	<b>41%</b>
TOTAL 3 <sup>RD</sup> PARTY LAB TESTS (ACUTIS, LABCORP, QUEST, MARYLAND STATE LAB)	<b>290</b>	TOTAL 3 <sup>RD</sup> PARTY LAB TESTS (ACUTIS, LABCORP)	<b>374</b>	<b>+84</b>	<b>29%</b>
*OVER-THE-COUNTER MEDICATION AND MEDICAL SUPPLY REQUESTS	<b>N/A</b>	*OVER-THE-COUNTER MEDICATION AND MEDICAL SUPPLY REQUESTS	<b>177</b>	<b>N/A</b>	<b>N/A</b>
*WALK-IN RN CONSULTATION (# of consults leading to appointments)	<b>N/A</b>	*WALK-IN RN CONSULTATION (# of consults leading to appointments)	<b>81</b> <b>(39)</b>	<b>N/A</b>	<b>N/A</b>
Tdap VACCINE DOSES	<b>2</b>	Tdap VACCINE DOSES	<b>10</b>	<b>+8</b>	<b>400%</b>
<b>TOTAL SERVICES</b>	<b>760</b>	<b>TOTAL SERVICES</b>	<b>1,320</b>		
<i>*Adjusted for services that were rendered but not captured Spring 2023, and for those services which are no longer relevant in Spring 2024</i>	<b>760</b>		<b>1,062</b>	<b>+302</b>	<b>40%</b>



Addendum #3

**CAPS Service totals for the Spring 2024 Semester**

<b>TYPE</b>	<b>Spring 2024 (as of 4/8/2024)</b>	<b>Spring 2023 (as of 4/20/23)</b>
Walk-Ins	50	34
Urgent appointments	6	24
Therapy (individual in-person appointments)	90	105
Therapy (individual telehealth appointments)	25	101
Intake (new or returning) assessments	75	93
Psychiatric assessments	23	20
Medication management/ monitoring appointments	73	101
Group sessions	5	11
Consultations	24	37
Case Management intakes/follow appointments	3	10
PHE Peer to Peer Counseling	4	20
Mandated Assessments	0	1





**BOARD OF TRUSTEES**  
**STUDENT TRUSTEE REPORT**  
**MAY 10, 2024**

Arriving back on campus last semester after my study abroad experience in Japan, I was able to identify three concerns from the student body: communication, transparency, and recent student apprehensions about the computer science department.

**Communication**

There has been a longstanding disconnect between students and the events that happen on campus, with most students questioning “What events?” or not knowing about their existence at all, even though they will have received countless emails, partly because email is no longer enough. With students getting 10-20 school-based emails, The Current, Student Government Association, School Surveys, Psychology Surveys, etc., we’ve flooded student inboxes and made being informed a challenge.

This presents the Board and other offices with two clear paths. To attempt to foster a culture where checking every email is important through utilizing the new Seahawk experience program or existing Core courses. The other path is to find a new avenue to reach out to students. We currently have so many tools to increase turnout and communication between the school and students; we just have to utilize it, ranging from putting events in the Core 101 and 201 slide decks, Student Government Association reports, or groups like Seahawks Advancing Graduate Engagement and the DeSousa-Brent Scholars. The first year for students is crucial in increasing retention, as students who are more interconnected on campus are less likely to leave, so it may be worth ensuring we fully utilize the channels we have or create new ones.

**Transparency**

The second issue I have seen on campus is the lack of transparency. On campus, the gap in information between students and offices around campus is still quite noticeable but is getting better. Events like the recent Shared Governance meeting show that we are going in the right direction. Furthermore, I would like to highlight an office around campus that is taking transparency to heart, and that is Public Safety. Public Safety has excelled by building connections between officers and students, offering meetings to discuss campus issues, the Public Safety Advisory Board, and most recently, allowing students to participate in the interview process for Special Police Officers and Supervisor. These are all huge steps in making an office that was once viewed as party-crashers to being viewed as officers creating a safer campus. I think there are a lot of lessons to take away that I will be using to make my position more transparent, and I would implore other offices to take notes.

## **Computer Science**

Recently multiple students raised concerns to me about the state of the Computer Science major. For those on the Academic Affairs committee, this won't be a big surprise; however, I want to add the current perspective of the students. From my understanding, the computer science department is able to operate effectively with four professors and a few adjuncts; the department at the moment has two, with one position offered recently. With the college growing and this department already understaffed, we are losing the "St. Mary's Experience" for this major, meaning that it will consist of fewer electives and will lock computer science majors into one path of mandatory classes with no way to explore options within the career or major. The effects are currently being felt as students are already transferring to institutions with bigger computer science majors or switching their majors entirely.

If you read the exit reports from students leaving the college, you will see a majority talking about the poor state of the computer science department. I know for a fact that St. Mary's will always have a computer science department, but for underclassmen who will have to fight for intro courses and upper credit courses, it seems like a lost cause. To help this, it is clear we need to have a paradigm shift if we want to keep up with the national trend of more and more interest in computer and data science.

## **On-Campus Student Activities**

Nonetheless, through everything I've mentioned, students are creating denser and more intertwined communities. As the SGA President Lily alluded to at the last Board meeting, this SGA class has been one of the most productive in college history in providing students with new activities and improving student life. Some achievements include the concert bill bringing indie pop artists (e.g. Del Water Gap) to campus, earmarking funds for another concert in two years, and revitalizing the Talon Grant with new student projects, including one to clean up North Woods. The Talon Grant was established by SGA in 2006, in which the SGA set aside funds for students to create projects that benefit the campus that do not need an SGA (senator) sponsor. Students apply, which is reviewed by the SGA executive board, and is submitted to the Senate for a vote. Two grants were approved this year, this grant has been underutilized for many years, so it is important help spread the word to get students to submit applications.

Some other student life fun activities include Public Safety playing kickball against groups of students, hopefully, the first event of many; the Bottom County Festival (HSMC), bringing students together with student vendors, live music, good food, and of course, the lettuce eating competition; and also, with the year wrapping up we have our sports teams with a good chunk continuing to conference championships and even the NCAA's. I look forward to seeing these traditions deepen and evolve with the new class of 2027.

**BOARD OF TRUSTEES  
CAMPUS LIFE COMMITTEE  
MAY 10, 2024**

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

**Staffing Update**

IDEAA successfully recruited and hired the new Equity Programming Coordinator, Ms. Grace De Oro '17. Grace started in March and is a former DeSousa-Brent Scholar. Over the summer, Grace will earn her PhD in Public Policy from UMBC. As a successful first-generation college student, Grace is well suited to coordinate Landers and Sum Primus. VP Rovaris announced his retirement effective at the end of May.

**Programs and Resources**

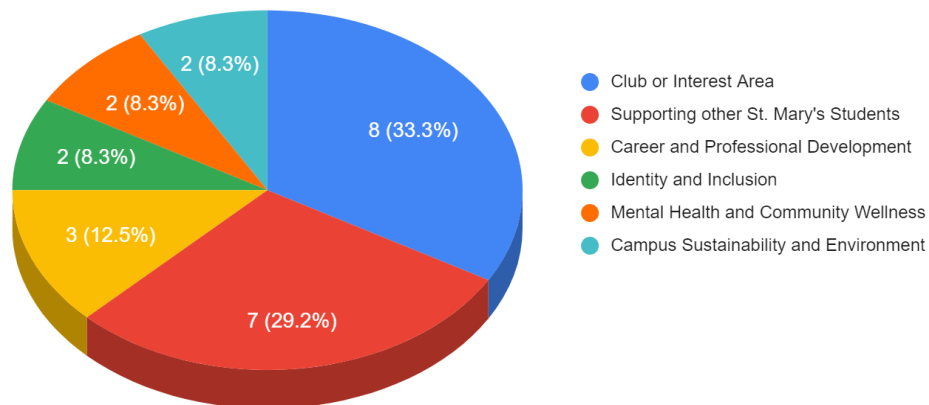
- Policy Website - the first phase of review of all campus policies through an equity lens has been completed. Eventually, the policies will be uploaded to an easily accessible website after their format has been standardized.
- Hunger Free Campus Initiative (MHEC Grant) - the Hunger Task Force, consisting of members from Student Affairs, the Financial Aid Office, the Wellness Center, and IDEAA, continued to meet to assess the effectiveness and operation of the new “Solomon’s Shoppe” clothing and food pantry. New signage was created to discourage those who were taking advantage of the free merchandise and not respecting the community members who were truly in need. Plans for the fall include student staff to help monitor appropriate utilization of the Shoppe. The team continues to provide SNAP-ED consultations and enrollment, as well as maintenance/stocking of the shelves to ensure the campus community has the necessary resources. The MHEC grant ends this semester, so efforts are underway to purchase additional food and supplies for the remainder of the year.
- Campus Conversations - In direct response to campus concerns about anti-Muslim sentiments following the most recent Israeli/Palestinian conflict, the College initiated its inaugural Campus Conversations. This program was designed as an ongoing series of events to allow the College community opportunities for dialogue on topics that impacted members of the campus community and those they cared about. This series featured guest speakers, panels, and dialogue relative to the ongoing conflict, the historical context of the region, and the personal and human toll that has been suffered. The community is working to continue Campus Conversations in Fall 2024 focused on a new topic.
- National Hispanic Institute (NHI) Annual Leadership Conference - NHI will again hold its annual leadership conference at SMCM (July 7 - 14). IDEAA is collaborating with Enrollment Management and Events to host the program. This convening brings to campus 250 Latinx high school students from the US, Central America, and South America.

## Equity Programming:

### DeSousa-Brent Scholars Program

- The DeSousa-Brent Scholars Program (DB) is an academic and leadership program that enrolls students from the following five demographics: students of color; Pell- eligible (low-income); from rural/urban areas; first-generation; and/or neurodivergent. Admitted students have either a history of demonstrated leadership or the potential to lead. While these demographics are considered “at-risk,” DB holds a different perspective, as these students embody the diversity that higher education was not designed for initially. When these socially, culturally, and economically diverse students bring their intersectional identities to SMCM, they help improve our campus’ understanding of inclusion and belonging, namely through their leadership and especially their Leadership Projects in the spring DBSP 102, the Leadership Project course. A new approach to this course was introduced this semester. All projects were grounded in student development theory (Muses, 2014) and critical theory (Yoss, 2005; Nunez, 2014), and required a sustainability element (how can the project’s impact be sustained beyond the current semester). Forty-three scholars completed 22 theoretical based projects. For more detail about these projects, please see the [DeSousa-Brent Scholars Leadership Projects Spring 2024 Appendix](#).

### On-Campus Leadership Project Areas



- In the Spring 2024, a major focus was placed on academic advising. Complementing the credit audits completed by Institutional Research and Sponsored Programs - which identifies students who are on-track credits wise, and the electronic audits performed by the Registrar’s Office in the junior year, the DB Academic Advisor completed degree audits to track Scholar progress within their declared majors and minors. These degree audits were shared with the

scholars and their faculty members. Because of the relationships formed between scholar and faculty advisor, some faculty advisors are not in the scholar's major or minor department, so the Academic Advisor's degree audits help improve course selections. They also assist in guiding winter and summer course recommendations.

<b>Cohort</b>	<b>Measure</b>	<b>All</b>	<b>DBSP</b>
FA18	5-YR GRAD	69%	56%
FA19	4-YR GRAD	58%	45%
FA20	4-YR GRAD	65%	48%

- Retention: The DBSP FA23 entering cohort's fall to spring retention rate was 100%, which was higher than the non-DBSP rate of 96% ([see DeSousa-Brent tab of the Retention Rate Comparisons spreadsheet](#)). (Note: At the end of the semester, one DBSP Scholar will be leaving due to financial and family reasons (43/44, 98% first to second year, first to second semester).

### **Landers Scholars Scholarship Program**

- Hilda Combs graduated from the St. Mary's Female Seminary in 1923. Afterward, she went to Baltimore where she taught English, typing and stenography and married businessman Arthur E. Landers, Jr. Together, in 1968 – with an initial gift of \$1,000 – they established the Arthur E. Landers, Jr. and Hilda Combs Landers Endowed Scholarship Fund, now administered by the Arthur E. Landers, Jr. and Hilda C. Landers Charitable Trust. After submitting an application and having an interview with the selection committee, four selected Landers Scholars Scholarship recipients receive full tuition for four years. Recipients must also meet the following eligibility criteria:
  - Students with financial need (determined by FAFSA and Pell eligibility).
  - Students with in-state residency, priority given to students from the Baltimore area.
  - Students willing to commit to one year of mentoring through a College program (DB or other mentor).
  - Students willing to commit to volunteering a minimum of 12 hours a year through campus-sponsored initiatives.
  - Students that are first generation, low-income or from an under-represented group will be given priority.
  - Students willing to respect and embrace the St. Mary's Way.
- There are currently 14 Landers Scholars enrolled in the college making satisfactory academic progress (over the last three years, two of the scholars have withdrawn). Comparative data can be seen in the [Landers tab of the Retention Rate Comparisons spreadsheet](#).

### Landers Scholars' GPA by Cohort

Cohort	GPA	Classification	Cohort Average
FA20	2.594	Senior	
FA20	3.548	Senior	
FA20	3.217	Senior	
FA20	3.336	Senior	3.174
FA21	3.758	Senior	
FA21	3.786	Junior	
FA21	3.618	Junior	
FA21	3.233	WITHDRAWN	3.721
FA22	3.757	WITHDRAWN	
FA22	3.314	Sophomore	
FA22	3.704	Sophomore	
FA22	2.854	Junior	3.291
FA23	4.000	Sophomore	
FA23	3.362	Sophomore	
FA23	3.344	First- year	
FA23	3.153	First- year	3.465
		<b>Overall Average</b>	<b>3.399</b>

- 

Currently, we are working to better define community service or volunteering and what activities should and should not count toward the required 12 hours of service. Moreover, there are four approaches this service can take: Exploration (performing new types of community

service and volunteering); CCCCS (service opportunities on Campus, in the City, in the County, around the Country, and within the State); Career Planning (link the service and volunteering to a potential career field, i.e. a student wants to work in the field of a non-profit health care); and Self-Defined (students who have preexisting relationships with organizations that they will continue to serve). (Note: One Landers Scholar, also a DB Scholar, designed a website, “The Landers Library,” as part of their DB leadership project to increase awareness and access to volunteering opportunities on and off campus. (<https://sites.google.com/smcm.edu/landers-library/home>))

**Sum Primus Scholars Program**

- Sum Primus - meaning “I am first” in Latin - is a mentorship program serving first-generation college students. The main requirement is that each year, students are paired with an appropriate mentor. In the first year, students are paired with an



upperclassman mentor to assist with their transition to college life. In the second year, students are matched with a faculty/staff mentor who can help them determine their majors and minors - which are to be declared at the end of the sophomore year. In the third year, students work with alumni mentors to help work on the transition from college to career. In the fourth year, students are connected with professional mentors in their chosen career field. At the conclusion of their four years, students will develop a network of mentors that could work with them well after St. Mary's. Students meet with their mentors, at least three times a semester. At the conclusion of each semester, students submit assessments of the mentoring relationships and their outcomes.

- The Coordinator of Equity Programming works closely with the Office of Student Success Services (OS3) to provide student support in response to midterm performance reports or any concerns brought to her attention by faculty, staff, or through Beacon Alerts. Over the summer, she will strengthen the relationship between Student Affairs and the Office of Equity Programming to develop a cohesive mission statement for the program and better support students transitioning from year one to year two.
- The FA22 Cohort of Sum Primus enrolled six students, and all were retained. Additionally, all six met with their faculty and staff mentors and earned an average GPA of 3.33.
- The FA23 Cohort (20 students) were all retained from the fall to the spring and had an average GPA of 3.17.
- Comparison data for Sum Primus can be found in the [Sum Primus tab of the Retention Rate Comparison spreadsheet](#).

### **Multicultural Programming**

A new Coordinator of Multicultural IDEAA Programming began earlier this semester. The Multicultural Programming Office provided leadership and professional opportunities for six student interns. Under the supervision of the Coordinator of Multicultural IDEAA Programming, the interns collaborated with student affinity groups and campus units to offer identity awareness programs for the campus community.

A variety of campus events and activities have been presented this semester to support faculty and students from all walks and to better educate the campus community about the rich diversity that makes up our College. A sample of these activities include Black History Month Trivia at a Basketball game and Step Afrika 101!; Women's History Month's Crochet Night, Tea Time, Bingo & Trivia; and LGBTQ+ programs like Trans Day of Visibility and Lavender Graduation. To address the Title IX problems associated with late night drinking, the Office of Title IX Compliance and Training piloted along with Multicultural Programming a "Seahawks After Dark" initiative, which coordinated with several campus programs, student organizations, and external partners to provide alcohol-free programming and activities between 9 p.m. to midnight

on various Fridays and Saturdays. These events were well attended and helped to curtail alcohol consumption and the often-inappropriate actions that come with excessive drinking.

## The Office of Title IX Compliance and Training

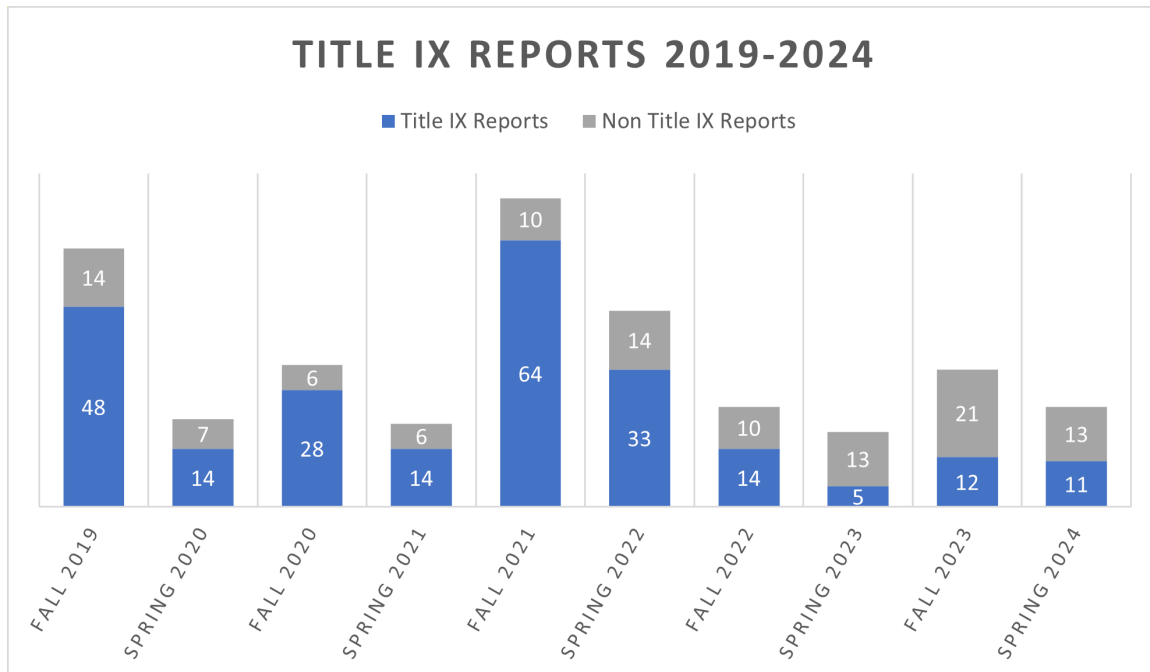
### Bias Prevention and Support

The Bias Prevention and Support Team complements and works with other campus entities to connect students, faculty, and staff who have been affected by bias-related incidents to the appropriate support and resources. The Bias Prevention and Support Team received two Bias reports during the Spring 2024 semester through April 26, 2024.

- One report involved an unknown person writing “Trump 2024,” “2 genders” and “roll tide” in permanent marker on the whiteboard in the Rainbow Room.
- One report came from a professor about a student who repeatedly made sexist and sex-related comments in class and in one-on-one interactions with the professor.

### Title IX Reporting

The Office of Title IX Compliance and Training received 24 reports in the Spring 2024 semester; however, 13 of the 24 reports were determined to be non-Title IX reports. The following chart provides historical data on those Title IX reports. Not included in the count are nine duplicate reports of incidents from different reporters. The office also received one report regarding the minor sibling of an SMCM student who was being sexually abused by a non-relative, which the Title IX Coordinator reported to St. Mary's County MDH, CPS.



## **Title IX Programming/Training**

The Title IX campus climate survey was conducted from January 18 to February 16, 2024. The Campus Climate Survey – Sexual Assault Incident Data Submission is due on or before June 1, 2024. In the Spring 2024, the Office of Title IX Compliance and Training piloted a late-night initiative called Seahawks after Dark. The program involved partnering with various offices and student clubs to provide alcohol-free events and activities between 9 p.m. to midnight on Friday and Saturday. The expectation of the intervention is that reducing student alcohol use would also reduce other negative outcomes associated with high intoxication, including participation in vandalism or risky behaviors, non-sexual physical altercations, accidents, injuries, and more. Partners included Johns Hopkins University, the Maryland Coalition Against Sexual Assault, the Multicultural Programming Office, Athletics, Soles of Imagination and the Alianza student club. Some 323 students and 17 employees participated in the Seahawks after Dark events.

First year and transfer students participated in in-person Diversity and Title IX Training during Orientation. As of April 1, 2024, 379 first year students and transfer students completed the Voices for Change Comprehensive Curriculum virtual training in the Get Inclusive platform. This module includes the following topics: Identities & Inclusion, Consent & Sexual Violence, Alcohol & Other Drugs, Hazing.

All totaled, over 686 students and 65 employees participated in in-person prevention and training events hosted by The Office of Title IX Compliance and Training.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
CAMPUS LIFE COMMITTEE  
MEETING OF MAY 10, 2024**

**ACTION ITEM II.A.  
APPROVAL OF THE 2024 CULTURAL DIVERSITY REPORT**

**RECOMMENDED ACTION**

The Campus Life Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the College's 2024 Cultural Diversity Report for submission to the Maryland Higher Education Commission.

**RATIONALE**

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



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

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** May 10, 2024

**Date of Next Meeting:** October 11, 2024

**Committee Chair:** Donny Bryan '73

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

**Staff Member:** Amir Mohammadi

**Dashboard Metrics**

None.

**Information Items**

Marine Science

Composite Yacht was contracted to construct the 46-foot vessel at a cost of approximately \$1.3M. Delivery of the vessel is expected in Fall 2024. Maritime design consultant Iver C. Franzen Maritime, LLC, was hired to assist with the development of preliminary custom drawings and plans for the retrofit and renovation of Composite Yacht's CY46 model. It is anticipated that the construction/build phase will take two years with completion by Spring/Summer 2026. Official census data from Fall 2023 shows that the number of declared marine science majors is 79. The out-year estimates assume 59 first-year students and nine transfer students each year, with 80% retention for the first two years, 90% for the third year, and 90% of seniors graduating on time.

College Managed Capital Projects

Contractor W.M. Davis has confirmed that construction of the Maryland Heritage Interpretive Center remains in line with the revised schedule. The exterior structure is completed and interior framing rough-in is underway. Roofing and siding materials are scheduled for delivery and installation in June 2024. Based on the most recent project schedule, all construction activities should be completed with the building handover occurring in October 2024.

Approval of Program Part II for the Hilda C. Landers Library renovation has been received from the Board of Public Works. Subsequently, Quinn Evans Architects commenced the schematic design phase, which is scheduled for completion in October 2024. The College anticipates award of the construction contract in January 2025 and the renovation to be completed by December 2025.

### Montgomery Hall Renovation

The College completed the programming and visioning efforts for the Montgomery Hall renovation and submitted a merged Program Part I/II to the Department of Budget and Management for approval in March 2024. Upon approval, the design phase with Hord Coplan Macht Architects shall begin. The project is expected to be completed in Summer 2027.

### Facilities Master Plan

The Facilities Master Plan will establish a framework for campus development. Based on the Academic and Strategic Plans, an assessment of space needs and building conditions, the Facilities Master Plan sets forth the requirements and objectives to be achieved within the planning timeframe, including a specific set of capital projects. The College is currently engaged in an internal preliminary master planning phase as a prelude to hiring a consulting firm to develop the next master plan.

### Information Technology Report

Representatives from the Office of Legislative Audits continue to review the College's network security and general security controls, 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. The College is awaiting the final report.

The College's fiber network and connections are being overhauled. Fiber between the main hub and the residence halls will be upgraded over the summer with an expected completion in the fall. The campus community will notice improvements in speed and connectivity over the next 60 days, as the College increases its bandwidth from 5-10 GB to 100GB.

The Anthology student system is expected to go-live in September 2024. The College has acquired the services of a project manager to support the subject matter experts with the implementation. This system will be integrated with the Anthology finance and HR/payroll system upon its launch. A breakdown of the costs to date and the cost estimates to complete the implementation and sustain the ERP are included in the materials.

### **Action Items**

#### **II.A. Approval of the FY26-FY31 State Capital Budget Proposal**

The Technology, Buildings, and Grounds Committee will review and consider the FY26-FY30 State Capital Budget Proposal, which includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and the design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall.

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

The Technology, Buildings, and Grounds Committee is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. The 2024 Summary Data Report and the Condition of Campus Facilities Annual Report are included in the materials.



**BOARD OF TRUSTEES  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
MAY 10, 2024**

**OPEN SESSION  
AGENDA**

**I. DISCUSSION ITEMS**

None

**II. ACTION ITEMS**

- A.** Approval of the FY26-FY30 State Capital Budget Proposal
- B.** Approval of the Annual Facilities Condition Report

**III. INFORMATION ITEMS**

- A.** Marine Science Program
- B.** College Managed Capital Projects
- C.** Facilities Master Plan
- D.** Information Technology Report
- E.** Historic St. Mary's City Commission Report
- F.** Minutes (Meeting of February 2, 2024)

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

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
MAY 10, 2024  
ACTION ITEM II.A.  
APPROVAL OF THE FY26-FY30 STATE CAPITAL BUDGET PROPOSAL**

**RECOMMENDED ACTION**

The Technology, Buildings, and Grounds Committee recommends approval by the Finance, Investment, and Audit Committee of the FY26-FY30 State Capital Budget Proposal. The Finance, Investment, and Audit Committee will review and consider approval of the proposed capital budget submission at its May 10, 2024 meeting.

The proposed FY26-FY30 state-funded capital budget request includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and the design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall.

**RATIONALE**

The attached chart summarizes the College's FY26-FY30 state capital budget request and provides a comparison to the governor's Five-Year Capital Improvement Plan (CIP).

**Campus Infrastructure Improvements**

This budget request continues to fund infrastructure improvements annually in multiple phases. The previous FY25 allocation of \$2.1M will fund improvements to the North Campus nodal loop, which was previously allocated to FY24 funding sources; however, the Schaefer Hall HVAC project proposals came in over budget and Department of Budget Management approved the use of the FY24 state capital funds to complete that project and deferring the North Campus nodal loop to FY25.

Additional highlighted projects proposed for FY26-FY30 include the Kent Hall HVAC replacement, Schaefer Hall fume hood replacement and automation controls upgrades, Goodpaster Hall automation controls upgrades, masonry restoration and slate roof replacement for the historic campus area, Hilda C. Landers Library/OIT generator and transfer switch replacement, and other projects. The total request for infrastructure projects in FY26-FY30 is \$10.0M.

**Montgomery Hall Renovation**

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

This renovation project remains core to the College's strategic planning efforts to provide adequate facilities for academic programs, as identified in the 2012-2027 Master Plan. With the completion of the Learning Commons and the Nancy R. and Norton T. Dodge Performing Arts



Center complex this past summer, the College's music department was relocated from Montgomery Hall, freeing space for other discipline. An extensive renovation of the entire 40-year-old building is anticipated to improve energy efficiency, update code compliance, and address programmatic space deficiencies.

The governor's CIP provided \$2.59M in FY24 to begin the design process. The funding to continue design was initially requested by the College for FY25 and has been deferred to FY26 by the Department of Budget Management as this aligns with the revised project schedule. Further, we are requesting \$24.1M in initial construction support in FY26 which includes the deferred final design funding, and the remaining \$30.9 in construction and equipment funding in FY27 to finish the renovation. Total project costs are forecasted at \$57.6M. This is an increase from the original request of \$43.3M due to the outcome of the Programming Part II which is currently under review and awaiting the Department of Budget Management approval.

#### Calvert Hall Interior Renovation

The College requested \$2.08M in FY28 for design funding to begin planning the interior renovations of Calvert Hall, constructed in 1932, which serves as the primary administrative building on campus. Recent Department of Budget and Management funded infrastructure projects have addressed significant building envelope deficiencies (HVAC and electrical system upgrades, masonry repair and slate roof replacement, and window replacement); we now focus on the life safety improvements and interior upgrades for this 90-year-old building that are needed to meet ADA code compliance, installation of an elevator and fire suppression system, upgraded restrooms, and other internal improvements. Renovation construction costs are estimated at approximately \$26.6M, and the renovation funding will be requested for FY30. The College is requesting the renovation cost into one year to reduce the displacement of the occupants for an extended period of time. Total project costs are estimated at \$28.7M.

**BOARD OF TRUSTEES**  
**ST. MARY'S COLLEGE OF MARYLAND**  
**TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE**  
**MEETING OF MAY 10, 2024**  
**ACTION ITEM II.B.**  
**APPROVAL OF THE ANNUAL FACILITIES CONDITION REPORT**  
*(See supplemental document for additional information.)*

**RECOMMENDED ACTION**

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

**RATIONALE**

The Technology, Buildings, and Grounds Committee is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. Overall, the report indicates that the campus remains in good condition. Plans are underway to prioritize renovation and repair efforts based on the facilities condition index, with a focus on student recruitment and retention.

The state-funded infrastructure improvement projects included in the governor's capital budget will provide \$2.1M in FY25 for North Campus nodal loop improvements. The College is requesting \$10M over the next five years for infrastructure improvements that will reduce deferred maintenance and improve campus functionality.

The cost of deferred components for 2023/2024 is \$11.7M, an increase of \$900K from 2022/2023. This increase is attributable to the 3% inflation rate built into the replacement costs for deferred components, and \$300K for additional deferred components of the Prince George residence hall chiller. Plant funded projects, such as the replacement of HVAC systems serving the Lewis Quad Residences, have helped keep the deferred component value increase to a minimum.

The 2024 Summary Data Report and the Condition of Campus Facilities Annual Report are included in the materials.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
MAY 10, 2024  
INFORMATION ITEM III.A.  
MARINE SCIENCE PROGRAM**

The College received a \$900K grant from the U.S. Department of Education on August 1, 2022. The grant, specifically for the marine science program and managed by Associate Dean of Faculty Randy Larsen, is for the period September 1, 2022, through August 31, 2024.

**Marine Science Research Vessel**

A public request for proposal (RFP) for the construction and delivery of a 46-foot custom built boat based on the College's program performance specifications and installed equipment was issued in Fall 2022. After the RFP failed to be successful, it was decided that the next course of action was to find a local boat manufacturing firm that would build a customized vessel. Composite Yacht, located in Maryland's Eastern Shore, was contracted to construct the 46-foot vessel at a cost of approximately \$1.3M. Delivery of the vessel is expected in Fall 2024. Subsequently, a maritime design consultant, Iver C. Franzen Maritime, LLC, was hired to assist with the development of preliminary custom drawings and plans for the retrofit and renovation of Composite Yacht's CY46 model. The design phase has been contracted for \$86K in FY24 which consists of \$64,500 to Composite Yacht for the design phase and \$21,700 to Iver C. Franzen Maritime, for consulting services to represent College with Composite Yacht during design phase.

The design phase is expected to be completed by the end of June 2024. Once the design has been completed, the full contract for the build phase will be issued and construction will begin. It is anticipated that the construction/build phase will take two years with completion by Spring/Summer 2026.

**Equipment Acquisition Update**

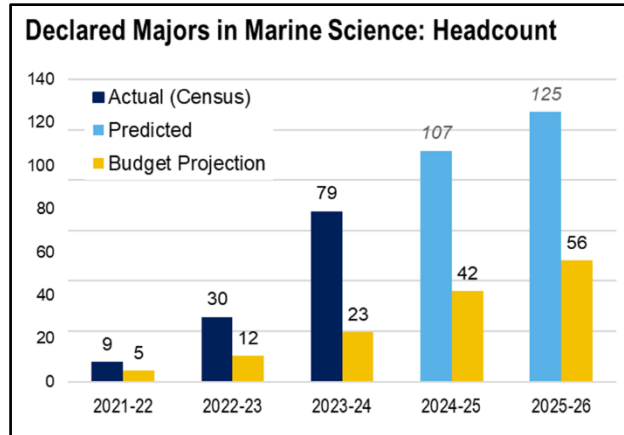
The College recently ordered a Conductivity, Temperature, and Depth (CTD) instrument from SeaBird, Inc., the premier producer of this type of equipment. The Although the CTD is intended for the research vessel, it could also be used on one of the smaller boats. Delivery of the CTD is expected by June 10, 2024.

A list of equipment needed for the lab was developed and will be ordered in accordance with a three-phased priority system. The target date for ordering phase one of the lab equipment is May 1, 2024. Equipment for the research vessel will be purchased after the orders for phase one of the lab have been submitted. The target date for these purchases is June 1, 2024. The maintenance and branding of the program's two current boats continues, with a target completion date of June 1, 2024.

## Growth and Challenges

Official census data from Fall 2023 shows that the number of declared marine science majors is 79. The out-year estimates assume 59 first-year students and nine transfer students each year, with 80% retention for the first two years, 90% for the third year, and 90% of seniors graduating on time.

The faster than anticipated growth of the marine science program has resulted in a strain on physical plant and program staff and has created a need for research and office space for tenured/tenure-track faculty. Also, to better accommodate the growing needs of the program, two to four new teaching labs, in addition to the current lab, are needed.



## Future Opportunities

Connections with the graduate marine science program at the University of Maryland Center for Environmental Science continue to grow and strengthen. Opportunities to collaborate with the underwater sensors research labs at the Patuxent River Naval Air Station are available but have not yet been realized. Likewise, collaborations with the Maryland Autonomous Technology Research and Innovation Laboratory in California, MD, are also available.

The recent hiring of Dr. John Seidel by Historic St. Mary's City and the addition of Dr. Matthew Breece to the program has created a synergy around underwater archeology, as both have experience in that field. Professor Elizabeth Hamman is connecting with local oyster farmers and the St. Mary's Watershed Association as she expands her research and teaching to include oyster ecosystems. In addition, Professors Breece and Gurbisz plan to increase the use of data science within the marine science curriculum.

Research vessels are routinely chartered by scientists both in academia and the government. With the planned hiring of a vessel captain/fleet operations manager in 2025, there is an opportunity for the College to subsidize a portion of the costs associated with the marine science vessels. This also serves one of our strategic goals of being a resource to our community.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
MAY 10, 2024  
INFORMATION ITEM III.B.  
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. The exterior structure is completed and interior framing rough-in is underway. Roofing and siding materials are scheduled for delivery and installation in June 2024. 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 October 2024.

Hilda C. Landers Library Renovation

Approval of Program Part II from the Board of Public Works was received on November 29, 2023. Subsequently, Quinn Evans Architects commenced the schematic design phase, which is scheduled for completion in October 2024. The College anticipates award of the construction contract in January 2025 and the renovation to be completed by December 2025.

Montgomery Hall Renovation

The College completed the programming and visioning efforts and submitted a merged Program Part I/II to the Department of Budget and Management (DBM) for approval in March 2024. We anticipate receiving approval from DBM for Program Parts I/II in July 2024. Upon approval, the design phase with Hord Coplan Macht Architects shall begin. Project is expected to be completed in Summer 2027.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
MAY 10, 2024  
INFORMATION ITEM III.C.  
FACILITIES MASTER PLAN**

The Facilities Master Plan establishes a framework for campus development. Based on the Academic and Strategic Plans, an assessment of space needs and building conditions, the Facilities Master Plan sets forth the requirements and objectives to be achieved within the planning timeframe, including a specific set of capital projects. The projects included in the Plan are also tested against potential funding capacity, including the state's capital budget funding requirements.

The Facilities Master Plan also establishes the land use parameters and the character of the campus through the development of planning principles and campus site plans. The College has placed significant effort on these qualitative issues to ensure that the campus has an identity fitting to its place. This emerged from architect and urban planner Jaquelin Robertson's vision of an "academic tidewater village." The College's consistent treatment of campus architecture is an intentional outcome guided by a history of master planning dating back to 1986. As a result of this honorific stewardship of the buildings and grounds through time, the College has created a memorable and cherished legacy for attracting generations of students to come.

The College is currently engaged in an internal preliminary master planning phase as a prelude to hiring a consulting firm to develop the next master plan. The focus of this preliminary phase is to involve the campus community, build upon previous planning goals and objectives, and to identify new initiatives and building projects. This effort will culminate with a preliminary conceptual plan, thus reducing the amount of time and expense typically charged by a consultant to perform this work.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
MAY 10, 2024  
INFORMATION ITEM III.D.  
INFORMATION TECHNOLOGY REPORT**

Legislative Audit

Representatives from the Office of Legislative Audits continue to review the College's network security and general security controls, 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. The College is awaiting the final report.

Fiber Network Upgrade

The College's fiber network and connections, which were installed in the late 1980s/early 1990s, are in the process of a much-needed overhaul. Fiber between the main hub and the residence halls will be upgraded over the summer with an expected completion in the fall. This fiber upgrade will provide a more robust infrastructure to support both instruction and student activities, such as streaming and e-sports for the entire campus. While the true impact of the upgrades won't be realized until all upgrades are completed, the campus community will notice improvements in speed and connectivity over the next 60 days, as the College increases its bandwidth from 5-10 GB to 100GB.

Enterprise Resource Planning (ERP) System

The Anthology student system, comprised of the admissions, financial aid, academic records, and student accounts modules, is expected to go-live in September 2024. The College has acquired the services of a project manager to support the subject matter experts with the implementation. This system will be integrated with the Anthology finance and HR/payroll system upon its launch.

As requested by the Board of Trustees, a breakdown of the costs to date and the cost estimates to complete the implementation and sustain the ERP system follows.

<b>Implementation Costs</b>	<b>Hours</b>	<b>Discounted Hourly Rate</b>	<b>Estimated Fees</b>
<b>Anthology Student Module</b>			
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
<b>Anthology Student Phase II</b>			
Financial Aid Automation (Separate System)	488	\$175	\$85,400
Student Financial Aid Automatic Awarding (Separate System)	592	\$175	\$103,600
Anthology Student Project Go-Live Support	200	\$175	\$35,000
<b>Anthology Finance, HR, and Payroll Module (Phase II)</b>			
Estimate	565	\$175	\$98,875
<b>Total</b>			<b>\$720,825</b>

Additional ongoing costs include those associated with the software as a service, which permits users to access programs via the Internet rather than through software, and managed services contracts with external companies that provide services to the institution.

<b>Professional Services</b>	<b>Term</b>	<b>Billing Amount</b>
<b>Managed Services Contract</b>		
Student Technical Account Manager Anthology Student will provide and support SSRS, Workflow, Forms Builder, Database and SQL	November 1, 2023 - October 31, 2024	\$55,000
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	\$48,016
Finance, Human Resources, Payroll Application Administrator will provide and support the Feature and Functionality Implementation Assistance.	November 1, 2023 - October 31, 2024	\$102,113
<b>Total Cost</b>		<b>\$205,129</b>



# HISTORIC ST. MARY'S CITY

A MUSEUM OF HISTORY & ARCHAEOLOGY AT  
MARYLAND'S FIRST CAPITAL

## Historic St. Mary's City Commission Report May 10, 2024

### State of the Organization

HSMCC is poised to kick off the 2Q of 2024 with established leadership in place and substantial progress on capital projects and core initiatives. Our Executive Director, John L. Seidel, PhD, now has one full quarter of managing, leading, overseeing, fundraising, and getting to know all the names and faces of the wonderful team that makes up HSMCC. He has made himself available and accessible to our employees, visitors, guests, and supporters of HSMCC, and he can be reached via e-mail at [John.Seidel@maryland.gov](mailto:John.Seidel@maryland.gov).

Dr. Travis Parno, who stepped in to fill the role of Executive Director on an interim basis, is back to leading our Research and Collections Team, as well as promoting HSMCC at the highest level with numerous presentations and speeches regarding HSMCC and the incredible findings that our Archaeologists continue to unearth monthly.

We eagerly await the arrival of Captain Angela Wilt, who will provide her leadership aboard the Maryland Dove. Beginning July 2024, she will oversee all responsibilities and maintenance of the Maryland Dove and her crew. Captain Wilt is a native of Southern Maryland and a graduate of SMCM. She returns to HSMCC with a wealth of experience as Captain and chef at Paradise Yacht Management, as former Chief Mate and Second Mate/Boatswain of the tall ship Lynx, and as the former 2nd Mate/Engineer of the S/V Denis Sullivan. With a wealth of maritime experience and a deep-rooted connection to Southern Maryland and SMCM, Captain Wilt embodies the spirit of adventure and heritage that defines HSMCC. In a July change of command ceremony, we will welcome Capt. Wilts and celebrate the illustrious career of Emeritus Captain Will Gates, whose 38-year legacy of stewardship will continue to inspire generations to come.

In the spirit of growth and vitality, we are actively seeking to fill key positions within our organization:

- 1) Director of Advancement
- 2) Gift Shop Coordinator
- 3) Volunteer Coordinator
- 4) Maintenance and Grounds (two positions)

### Capital Projects Update

Maryland Heritage Interpretive Center (MHIC): Our new visitor center, featuring a long-term exhibit gallery documenting more than 10,000 years of human history in southern Maryland, will exemplify our ongoing commitment to preserving and sharing the rich tapestry of Southern Maryland's history. Progress is now in a rapid phase, with construction completion anticipated in



the local St. Mary's Community as well as holding regattas with youth sailing clubs in the Mid-Atlantic.

**Ghost Frame Replacement:** Replacement of all existing ghost frames has been successfully completed. The contractor meticulously dismantled and rebuilt each ghost frame by making all the wood cuts at their shop and then transported all the material back to HSMCC for assemblage. The work is complete, and a final clear coat will be installed on the ghost frames in mid-June, once the wood is dry enough for coating.

**The Cell Tower at Mattapany Road:** SMC Planning Commission approved the construction of a new cell tower at their mid-February 2024 session. Network Building & Consulting is now proceeding with the building permit, which is expected by 5/1/24. They staked out the site and tower on February 1, and performed/completed a geotechnical analysis for the tower foundation, which is required for the permit. This important project will enhance and strengthen the communication between students/parents/faculty/staff at SMCM and will provide HSMCC with a much-needed boost in internet technology.

**Barns at The Godiah Spray Plantation House Exhibit:** This project has been approved and awarded to a contractor. We currently are awaiting the delivery of materials from the mill, which we project to be the first week of June 2024.

**Farthings Bathroom Renovations:** The public Men's and Women's bathrooms at Farthings will be undergoing complete renovation. The 100% complete construction drawings are into DGS for review and approval. We anticipate that this project will be reviewed by BPW at the July 17, 2024 meeting and, if approved, the project will be awarded shortly thereafter with a construction start date of September 2024.

**Struggle for Freedom Exhibit – Brome Howard Slave Quarters:** The Contractor issued the "submission for bid" documents for submission by May 24, 2024. We project completion of this exhibit to be complete by Q1 2025.

**Chapel Exhibit:** This project has been posted on Emma with a pre-bid date of 4/23/24, and a bid due date of 5/7/24. Once the bids are received and reviewed, an agenda item will be prepared by DGS for the BPW meeting of July 03, 2024. Dr. Henry Miller has done an exemplary job in shepherding along all the pertinent details which make up this early colonial Jesuit Catholic Chapel. The over-riding theme of this exhibition is the radical Maryland experiment in allowing "Liberty of Conscience," or freedom of religion.

**Other Projects:** With the onset of spring, many buildings have received new roofs, including rental properties on Rte. 5 and Mattapany Road, which are all getting a facelift. We have just over 100 structures on our 835-acre campus, and Joe Kangas, Director of Facilities and Grounds, currently has 12 employees, up two from our last report, leaving only two vacant open positions to fill.

**HSMC Internship Program with SMCM:** HSMC continues to have a great working relationship with the SMCM Center for Career and Professional Development. Four new SMCM interns worked closely with HSMCC's Volunteer Coordinator for the Winter/Spring semester. A special acknowledgement to Ms. Cindy Greb and her team at SMCM for ensuring and committing to make this happen.

**Research and Outreach Update:** The HSMCC Archaeology Field School is ready to commence this Summer with approximately 15 students. We have numerous new events at HSMCC planned for late Spring/Summer 2024. Please reference the HSMC website <https://www.hsmcdigshistory.org/events/> for updates.

**Maryland Day:** Saturday, March 23rd was postponed due to inclement weather. Please stay tuned for an announcement from HSMCC to celebrate the presentation of the Cross Botany award to Captain Will Gates. We will also be having a "Change of Command" ceremony with Captain Gates handing over the rudder to Captain Angela Wilks. The ceremony, including the award presentation, will take place at the HSMCC waterfront on July 13, 2024. Invitees will include leaders of SMCM, local representatives, the HSMCC Commission and Foundation Board members, etc. Invitations will be extended to Governor Moore, Lt. Governor Miller, their staff, and all of our local and state representatives.



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

**OPEN SESSION  
MINUTES**

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

**Status of Minutes:** Approved April 12, 2024

**Committee Members Present:** Committee Chair Donny Bryan '73, John Bell '95, Lex Birney, Board Chair Susan Dyer, Kate Fritz '04, Elizabeth Graves '95, Kristen Greenaway, Talib Horne, President Tuajuanda Jordan, Danielle Troyan '92

**Committee Members Absent:** Aaron Tomarchio '96

**Staff Members:** Mary Grube, Interim Assistant Vice President of Finance

**Others Present:** Betsy Barreto, Mary Broadwater, Kelsey Bush, Peter Carroccio, Paula Collins, Carolyn Curry, Kevin Emerson, Katie Gantz, Melissa Golowski, Jerri Howland, David Hautanen, Brad Newkirk, Dereck Rovaris, Jenell Sargent, John Seidel, Chuck Steenburgh, 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 11:45 a.m. Participation was both in-person and via videoconference.

**Discussion Items**

Current College Managed Capital Projects

Renovation of the Goodpaster Hall research lab is now complete. Lab equipment has been installed and the training of faculty and staff in its use is underway. The design cost of this state-of-the-art lab was funded through the plant budget and the construction costs were funded by state capital funds.

The Schaefer Hall chemistry/biochemistry lab, faculty research lab, and supporting lab facilities is now complete. This 900 square foot lab is dedicated to the marine science program.

Construction of the Maryland Heritage Interpretive Center remains on schedule and is expected to be completed in September 2024. The cost of this state capital funded project is \$12M.

The Board of Public Works approved the Hilda C. Landers Library renovation on November 29, 2023. Quinn Evans Architects has begun the schematic design phase. The College anticipates award of the construction contract in January 2025. The renovation is expected to be completed by Fall 2025.

Programming and visioning efforts for the renovation of Montgomery Hall are underway. The College anticipates receiving approval from the Department of Budget and Management for program parts I and II later this year. The design phase should begin by January 2025 and project completion is expected to occur in Summer 2027.

## **Information Items**

### Technology Update

The Office of Legislative Audits is conducting its periodic audit of the Office of Information Technology. The audit will include a review of the College's network and general security controls, examination of 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.

A breakdown of the cost to date, estimated cost to complete the implementation, and cost to sustain the new Enterprise Resource Planning system moving forward was provided to the Committee. Additional costs for completing the implementation include those associated with the Software as a Service and Managed Services Contracts.

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

In December, the Historic St. Mary's City Commission appointed Dr. John L. Seidel as the executive director and chief executive officer. Dr. Seidel is an experienced leader in higher education and comes to Historic St. Mary's City from Washington College.

Construction of the Maryland Heritage Interpretive Center continues. The first draft of the exhibition designs has been reviewed and are on track for completion by the end of this year. Additional projects include repairs and upgrades to Farthing's parking lot and walking paths, the Leonard Calvert House Exhibit archaeological excavations, and replacement of the ghost frames.

## **Action Items**

### II.A. Approval of the FY25 Plant Fund Budget

The Technology, Buildings, and Grounds Committee is charged with establishing priorities for capital projects. The amount of the proposed FY25 plant fund budget brought forward for approval was \$1.662M, which is primarily funded by the student facility fee. Previously, approval of the plant fund budget was sought at the May meeting. Earlier approval of the plant fund budget will enable the College to better plan and perform the major renovations and repair work that takes place over the summer. Additionally, the early approval will permit these plant projects to begin with the new fiscal year, significantly shortening lead time, and enabling projects to be completed before the students return. Summer 2024 planned projects include replacement of the Michael P. O'Brien Recreation Court roof, comprehensive painting of traditional residence halls and select townhouses, and restroom renovations in Prince George residence hall. Committee Chair Donny Bryan '73 asked for a motion to approve the action item as presented. A motion was made by Trustee John Bell '95 and seconded by Trustee Lex Birney. The Committee approved the action item unanimously and will provide its endorsement to the Finance, Investment, and Audit Committee, who will seek approval by the Board of Trustees at its May 10, 2024 meeting.

Committee Chair Donny Bryan '73 asked for a motion to adjourn the meeting. A motion was made by Board Chair Susan Lawrence Dyer and seconded by Trustee Lex Birney. The motion passed unanimously. The meeting adjourned at 12:15 p.m.

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

**OPEN SESSION  
REPORT SUMMARY**

**Date of Meeting:** May 10, 2024

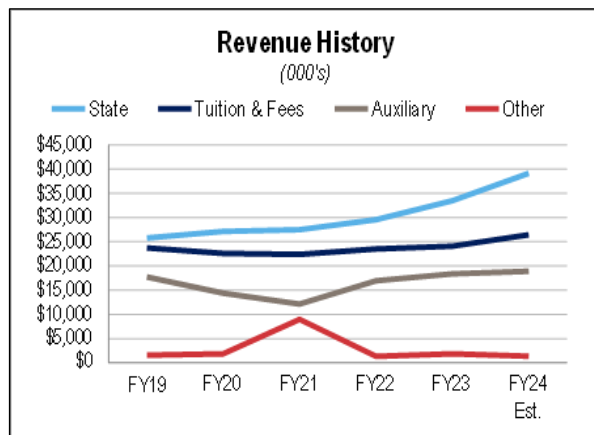
**Date of Next Meeting:** October 11, 2024

**Committee Chair:** John Wobensmith '93

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

**Staff Member:** Amir Mohammadi

**Dashboard Metrics**



**Information Items**

**FY25 Legislation Session Financial Impact**

The legislature fully funded the College's General Fund Grant (\$36.85M) and annual allotment from the Higher Education Investment Fund (\$2.55M) for a total of \$39.4M in state support. The College's FY25 General Fund Grant represents continued growth (\$14.4M or 57.6%) in state support since the FY19 funding formula reset and FY24 recalculation. Funding increased approximately \$216,875 from FY24 levels.

Both the Senate Budget and Taxation Committee and the House Appropriations Committee approved an additional 3% cost of living adjustment (COLA) for state employees above the College's proposed budget.

The College's FY25 capital budget was kept in line with the Governor's proposal and includes \$2.1M for North Campus nodal loop improvements to address critical deferred maintenance and



renewal needs over time. Additionally, both the Senate and House Capital Budget Subcommittees provided \$250,000 in FY25 support for planning and design of the Montgomery Hall renovation project.

A statewide amendment was issued for a FY24 appropriation in the amount of \$1,078,935 to cover the cost of the FY24 COLA increases that were received on July 1, 2023. This brought the overall FY24 State General Fund Appropriation to \$37.71M.

#### Status of Strategic Investments from Bond Proceeds

The FY24 anticipated College expenses to be supported by the bond currently total \$3.79M, which includes strategic planning initiatives from “*The Rising Tide*,” resulting in an expected remaining balance of \$9.0M. The FY25 anticipated College expenses are projected to total \$3.61M, producing an expected remaining balance of \$5.4M for FY26, which will be the final year for initiatives available from bond proceeds.

#### Joint Investment Activities

The Foundation’s Joint Investment and Advisory Committee met on April 25, 2024, to review the Foundation’s endowment portfolio. As of March 31, 2024, the total market value of the Foundation’s endowment was \$39.5M. The Foundation’s endowment is comprised of three parts: a portion of the JP Morgan portfolio (\$38.6M), the Student Investment Group account (\$682K), and WesBanco shares (\$236K). Of the endowment managed by JP Morgan, the fiscal year-to-date increase in market value of \$2.569M includes \$488K in contributions, \$496K in income, \$2.627M increase in investment value, and distributions of \$1.042M.

#### 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 Counsel, have a market value of \$4.76M as of March 31, 2024. Funds are currently invested in a mix of fixed income instruments and equities. The annualized rate of return is +3.23%. The remaining \$271K of College endowment is currently held in a cash investment pool by the Maryland State Treasurer.

### **Action Items**

#### **II.A. Approval of FY25 Tuition, Fees, Room, and Board Rates**

The Finance, Investment, and Audit Committee recommends there be no increase in tuition or mandatory fees for academic year 2024-2025. The College is seeking a 3.9% increase in board rates due to inflation, which has caused increases in costs associated with goods and services, and personnel costs associated with minimum wage increases, and a 3.9% increase in room rates for academic year 2024-2025. This action is applicable for Maryland resident undergraduate students, for non-resident undergraduate students, for DC resident undergraduate students, and for MAT students.

#### **II.B. Approval of the FY26-FY30 State Capital Budget Proposal**

The Finance, Investment, and Audit Committee will consider approval of, contingent upon a favorable endorsement by the Technology, Buildings and Grounds Committee, the FY26-FY30 State Capital Funding Proposal. The proposed FY26-FY30 state-funded capital budget request

includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and the design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall.

### **II.C. Approval of the Authority and Responsibility Matrix**

The Authority and Responsibility Matrix was developed to provide an accurate and clear summary of the responsibilities delegated to the Board of Trustees, the President, and to the officers of the College, regarding various functions and operations. The Finance, Investment, and Audit Committee will be review and consider updates to the Matrix as recommended by College leadership.



**BOARD OF TRUSTEES  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024**

**OPEN SESSION  
AGENDA**

- I. DISCUSSION ITEMS** (None)
  
- II. ACTION ITEMS**
  - A.** Approval of FY25 Tuition, Fees, Room, and Board Rates
  - B.** Approval of the FY26-FY30 State Capital Budget Proposal
  - C.** Approval the Authority and Responsibility Matrix
  
- III. INFORMATION ITEMS**
  - A.** FY25 Legislative Session Financial Impact
  - B.** Status of Strategic Investments from Bond Proceeds
  - C.** Joint Investment Activities
  - D.** Reportable Procurement Items
  - E.** Dashboard
  - F.** Minutes (Meetings of January 22, January 26, and February 2, 2024)

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

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024  
ACTION ITEM II.A.  
APPROVAL OF FY25 TUITION, FEES, ROOM, AND BOARD RATES**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends there be no increase in tuition or mandatory fees for academic year 2024-2025. The College is seeking a 3.9% increase in board rates due to inflation, which has caused increases in costs associated with goods and services, and personnel costs associated with minimum wage increases, and a 3.9% increase in room rates for academic year 2024-2025. This action is applicable for Maryland resident undergraduate students, for non-resident undergraduate students, for DC resident undergraduate students, and for MAT students.

**RATIONALE**

The Board of Trustees is the authorizing body for setting student tuition, fees, room, and board rates. Based on a long-range budget projection model approved by the Board of Trustees at its May 12, 2022, meeting, the College has held tuition flat for the past four academic years and will continue to do so in FY25. However, based on inflationary impact, and the increased personnel costs associated with minimum wage increases, the need to refresh residence halls, and the rising costs of infrastructure maintenance, management determines this is necessary to meet these demands and the College recommends adjusting the charges for room and board accordingly.

Total Charges for FY25:

- In-state tuition, fees, room, and board = \$30,480
- Out-of-state tuition, fees, room, and board = \$46,556
- DC resident tuition, fees, room, and board = \$40,480
- Graduate MAT program costs = \$21,416

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024  
ACTION ITEM II.B.  
APPROVAL OF THE FY26-FY30 STATE CAPITAL BUDGET PROPOSAL**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, contingent upon a favorable endorsement by the Technology, Buildings, and Grounds Committee, of the FY26-FY30 State Capital Funding Proposal.

The proposed FY26-FY30 state-funded capital budget proposal includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and the design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall.

**RATIONALE**

The attached chart summarizes the College's FY26-FY30 state capital budget request and provides a comparison to the governor's Five-Year Capital Improvement Plan (CIP).

**Campus Infrastructure Improvements**

This budget request continues to fund infrastructure improvements annually in multiple phases. The previous FY25 allocation of \$2.1M will fund improvements to the North Campus nodal loop, which was previously allocated to FY24 funding sources; however, the Schaefer Hall HVAC project proposals came in over budget and Department of Budget Management approved the use of the FY24 state capital funds to complete that project and deferring the North Campus nodal loop to FY25.

Additional highlighted projects proposed for FY26-FY30 include the Kent Hall HVAC replacement, Schaefer Hall fume hood replacement and automation controls upgrades, Goodpaster Hall automation controls upgrades, masonry restoration and slate roof replacement for the historic campus area, and the Hilda C. Landers Library/OIT generator and transfer switch replacement. The total request for infrastructure projects in FY26-FY30 is \$10.0M.

**Montgomery Hall Renovation**

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

This renovation project remains core to the College's strategic planning efforts to provide adequate facilities for academic programs, as identified in the 2012-2027 Master Plan. With the completion of the Learning Commons and the Nancy R. and Norton T. Dodge Performing Arts Center complex this past summer, the College's music department was relocated from Montgomery Hall, freeing space for other disciplines. An extensive renovation of the entire 40-

year-old building will improve energy efficiency, update code compliance, and address programmatic space deficiencies.

The governor's CIP provided \$2.59M in FY24 to begin the design process. The funding to continue design was initially requested by the College for FY25 but has been deferred to FY26 by the Department of Budget Management to align with the revised project schedule. The College is also requesting \$24.1M for initial construction support in FY26, which will include the deferred final design funding, and the remaining \$30.9M for construction and equipment funding in FY27 to finish the renovation. Total project costs are forecasted at \$57.6M. This is an increase from the original request of \$43.3M due to the outcome of the Programming Part II, which is currently under review and awaiting approval by the Department of Budget Management.

#### Calvert Hall Interior Renovation

The College requested \$2.08M in FY28 for design funding to begin planning the interior renovations of Calvert Hall. The focus of this request is to fund life safety improvements and interior upgrades that are needed to meet ADA code compliance, the installation of an elevator and fire suppression system, upgraded restrooms, and other internal improvements. Renovation construction costs are estimated at approximately \$26.6M. The College will request these funds for FY30. Total project costs are estimated at \$28.7M.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024  
ACTION ITEM II.C.  
APPROVAL OF THE AUTHORITY AND RESPONSIBILITY MATRIX**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees of the Authority and Responsibility Matrix.

**RATIONALE**

The Authority and Responsibility Matrix was developed to provide an accurate and clear summary of the responsibilities delegated to the Board of Trustees, the president, and to the officers of the College, for various functions and operations. The Authority and Responsibility Matrix highlights actions that require Board of Trustees approval, as well as those that require Board of Trustees notification. The Authority and Responsibility Matrix last received Board of Trustees approval on May 12, 2023.

The Committee is recommending the following updates:

- Reassignment of the responsibility for Title IX policy changes from Equity and Strategic Initiatives to Student Affairs.
- Changing the title of Provost to VP for Academic Affairs/Dean of Faculty.

**St. Mary's College of Maryland**  
**Authority and Responsibility Matrix**

Last Approved by the Board of Trustees on May 12, 2023

Administrative Area	Prepare	Recommend	Approve	Notify
<b>Budget &amp; Finance</b>				
Fiscal Year Budgets - Operating and Capital (Plan)	VP Business/CFO	President	Board	
Rates: Tuition, Fees, Room and Dining Plan	VP Business/CFO	President	Board	
Auditors' Report and Audited Financial Statements	VP Business/CFO	President	Board	
Operating Budget Revision: Revenues = or > Expenditures	VP Business/CFO	VP Business/CFO	President	Board
Operating Budget Revision: Revenues < Expenditures	VP Business/CFO	President	Board	
Plant Budget Revision < \$200K	VP Business/CFO	VP Business/CFO	President	Board
Plant Budget Revision > \$200K	VP Business/CFO	President	Board	
Liquidation of up to 10% of Quasi-Endowment	VP Business / CFO	VP Business / CFO	President	Board
Spending Authority above 5% of Annualized Budget	VP Business / CFO	VP Business / CFO	President	Board
Contingency Budget Spending	AVP Finance	VP Business/CFO	President	
<b>Banking / Bond Issues</b>				
Issue Revenue Bonds / Bank Loans	VP Business/CFO	President	Board	
Bond Refinancing	VP Business/CFO	President	Board	
<b>Procurement and Memoranda of Understanding</b>				
Procurement Policy	VP Business/CFO	President	Board	
Procurement >\$100K	Director of Budgets	Director of Procurement	VP Business/CFO	President/Board
Procurement >\$1.0M	Director of Procurement	Director of Procurement	VP Business/CFO and Board of Public Works	President/Board
Procurement State Capital Funds	HSMC	Director of Budgets	VP Business/CFO and Board of Public Works	President
Facility and Service Agreements with HSMC	HSMC	VP Business/CFO	President	Board
Various Memoranda of Understanding and Agreements	Unit/Department Head	Impacted VP and VP Business/CFO	President	
<b>Information Technology</b>				
IT Master Plan (Required by State)	AVP Office of Information Technology and VP Business/CFO	President	Board	
IT Security Plan (Required by State)	AVP Office of Information Technology and VP Business/CFO	President	Board	
<b>Facilities</b>				
Facilities Master Plan	VP Business/CFO	President	Board	
Building Designs	VP Business/CFO	President	Board	
Building Programs	VP Business/CFO	President	Board	
Acquisition/Disposal of Real Property	VP Business/CFO	President	Board	
Annual Facilities Condition Report	VP Business/CFO	President	Board	
Appointment - Staff (Department Head and Below)	Unit Head	VP of Unit	VP of unit	President/Board
Appointment - Staff (Assistant VP and Above)	VP of Unit	Division Head	President	Board
Termination - Staff	VP Business/CFO	VP Business/CFO	<del>President</del> VP for Academic Affairs/Dean of Faculty	President/Board
Termination - Faculty (LAW Bylaws)	Division Head	<del>VP Business/CFO</del> VP for Academic Affairs/Dean of Faculty	President	Board
Contract Renewal - Probationary Status to Permanent FT Employees	Human Resources	Human Resources	VP of unit	President/Board
Create New Position	VP Business/CFO	VP Business/CFO	President	Board
Union Agreement AFSCME	VP Business/CFO	VP Business/CFO	President	Board



Administrative Area	Prepare	Recommend	Approve	Notify
Staff Salary Plan	VP Business/CFO	President	Board	
Employee Handbook Revisions	VP Business/CFO	President	Board	
Modifications to Retirement Plans	VP Business/CFO	President	Board	
Staff Senate Bylaw Revisions	Staff Senate	VP Business/CFO	President	
Various Human Resources Policies	VP Business/CFO	President	Board	
Faculty Bylaws	Faculty and <del>President</del> VP for Academic Affairs/Dean of Faculty	President	Board	
<b>Reporting to Government Agencies</b>				
Managing for Results Submission (MFR)	Director of Institutional Research/ <del>President</del> VP for Academic Affairs/Dean of Faculty	VP Business/CFO and President	Board	
Performance Accountability Report (PAR)	Director of Institutional Research/ <del>President</del> VP for Academic Affairs/Dean of Faculty	VP Business/CFO and President	Board	
Cultural Diversity Report	Chief Diversity Officer and VP Equity and Strategic Initiatives	VP Equity and Strategic Initiatives and President	Board	
<b>Academic Affairs</b>				
Faculty Reappointment, Tenure, Promotion	<del>President</del> VP for Academic Affairs/Dean of Faculty	President	Board	
Curriculum Changes, Majors and Minors	Faculty and <del>President</del> VP for Academic Affairs/Dean of Faculty	President	Board	
Study Abroad Sites, SMCN as primary operator	<del>President</del> VP for Academic Affairs/Dean of Faculty	<del>President</del> VP for Academic Affairs/Dean of Faculty	President	Board
Academic Policy Changes	Faculty and <del>President</del> VP for Academic Affairs/Dean of Faculty	President	Board	
<b>Student Affairs</b>				
Student Trustee-in-Training Selection	VP Student Affairs	President	Board	
Clearly and Crime Statistics Reporting	Public Safety	VP Student Affairs	President	Board
Title IX Policy Changes	VP Student Affairs	President	Board	
<b>Advancement</b>				
Capital or Comprehensive Campaigns	VP Advancement	President	Board	Foundation Board
Named Opportunities Less than Building	VP Advancement and VP Business/CFO	VP Advancement	President	Board
Named Opportunities Building	VP Advancement and VP Business/CFO	President	Board	
Note 1: Requires final approval by Board of Public Works				
<b>Enrollment Management</b>				
Admission Policies	VP Enrollment Management	President	Board	
Financial Aid Award Policies	VP Enrollment Management	President	Board	
<del>Equity and Strategic Initiatives (DE-AA)</del>				
<del>Title IX Policy Changes</del>	VP Equity and Strategic Initiatives	President	Board	
<b>Other Policies</b>				
Revision of any Policy Approved by the Board of Trustees	VP of Unit	President	Board	
Order of the Ark and Dove Award		President	Board	
Conferral of Degrees	<del>President</del> VP for Academic Affairs/Dean of Faculty	President	Board	
Honorary Degree Recipients		President	Board	

Note: in the event that any item in this Authority Matrix conflicts with specific authorities provided in a Board of Trustees approved policy, then the Board approved policy shall prevail.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024  
INFORMATION ITEM III.A.  
FY25 LEGISLATIVE SESSION FINANCIAL IMPACT**

**FY25 Operating Budget**

The legislature fully funded the College's General Fund Grant (\$36.85M) and annual allotment from the Higher Education Investment Fund (\$2.55M) for a total of \$39.4M in state support. The College's FY25 General Fund Grant represents continued growth (\$14.4M, or 57.6%) in state support since the FY19 funding formula reset and FY24 recalculation. Funding increased approximately \$216,875 from FY24 levels. This limited growth is primarily attributable to a lower than anticipated FY25 price deflator and significant savings in statewide line items, such as employee health insurance premiums.

Neither the Senate Budget and Taxation Committee nor the House Appropriations Committee adopted any reductions to the College's operating budget. However, both Committees approved an additional 3% cost of living adjustment (COLA) for state employees above the College's proposed budget. This COLA funding will be calculated and disbursed to the College by the Department of Budget and Management at the beginning of FY25.

**FY25 Capital Budget**

The College's FY25 capital budget was kept in line with the Governor's proposal and includes \$2.1M for North Campus nodal loop improvements to address critical deferred maintenance and renewal needs over time. This project is essential for the implementation of Pillar I, as included in strategic plan. Additionally, both the Senate and House Capital Budget Subcommittees provided \$250,000 in FY25 support, beyond the administration's proposal, for planning and design of the Montgomery Hall renovation project. This funding will continue to support the College's top capital priority.

**FY 24 Operating Budget Adjustment**

The state issued an amendment for the FY24 appropriation in the amount of \$1,078,935 to cover the cost of the FY24 COLA increases that were received on July 1, 2023. This brought the overall FY24 State General Fund Appropriation to \$37.71M.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024  
INFORMATION ITEM III.B.  
STATUS OF STRATEGIC INVESTMENTS FROM BOND PROCEEDS**

The FY24 anticipated College expenses to be supported by the bond currently total \$3.79M, which includes strategic planning initiatives from “*The Rising Tide*,” resulting in an expected remaining balance of \$9.0M. The FY25 anticipated College expenses are projected to total \$3.61M, producing an expected remaining balance of \$5.4M for FY26, which will be the final year for initiatives available from bond proceeds.

Included in the materials are the following items which detail bond usage:

- FY24 anticipated bond expenditures.
- FY25 anticipated bond expenditures.
- Allocated Bond Spending by Category.

**BOARD OF TRUSTEES**  
**ST. MARY'S COLLEGE OF MARYLAND**  
**FINANCE, INVESTMENT, AND AUDIT COMMITTEE**  
**MAY 10, 2024**  
**INFORMATION ITEM III.C.**  
**JOINT INVESTMENT ACTIVITIES**

The Foundation's Joint Investment and Advisory Committee met on April 25, 2024, 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 March 31, 2024, the total market value of the Foundation's endowment was \$39.5M. The Foundation's endowment is comprised of three parts: a portion of the JP Morgan portfolio (\$38.6M), the Student Investment Group account (\$682K), and WesBanco shares (\$236K).

Of the endowment managed by JP Morgan, the fiscal year-to-date increase in market value of \$2.569M includes \$488K in contributions, \$496K in income, \$2.627M increase in investment value, and distributions of \$1.042M.

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

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

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024  
INFORMATION ITEM III.D.  
REPORTABLE PROCUREMENT ITEMS**

In accordance with the College's Internal Procurement Requirements and Practices Statement, all purchase orders and contracts that exceed \$100,000 must be approved by the Vice President for Business /CFO or an approved designee. These procurements are required to be reported to the Finance, Investment and Audit Committee of the Board of Trustees.

The following procurement items were approved during the period between the last Finance, Investment, and Audit Committee meeting (February 2, 2024) and April 12, 2024.

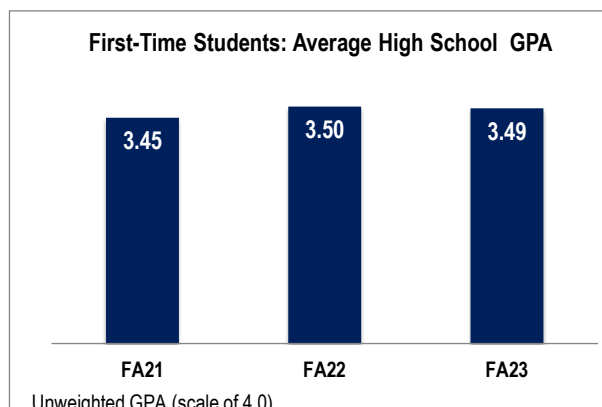
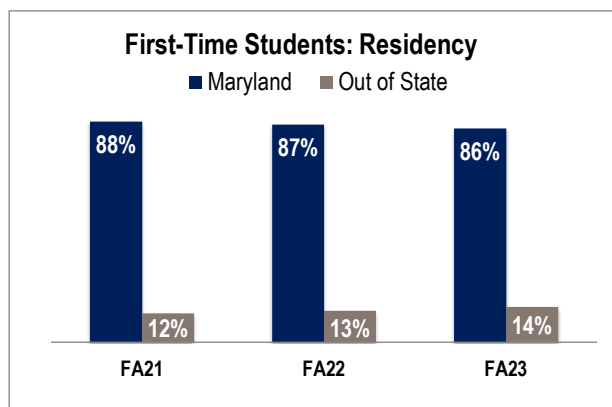
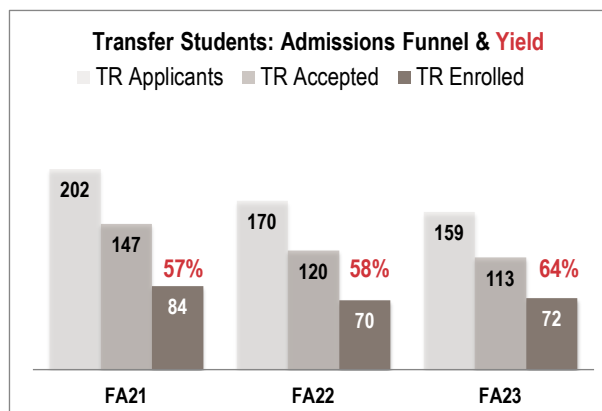
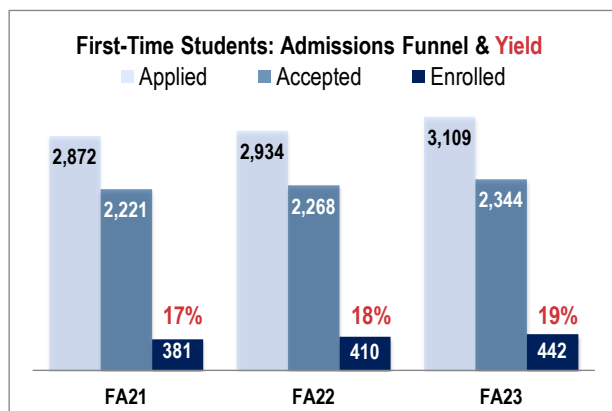
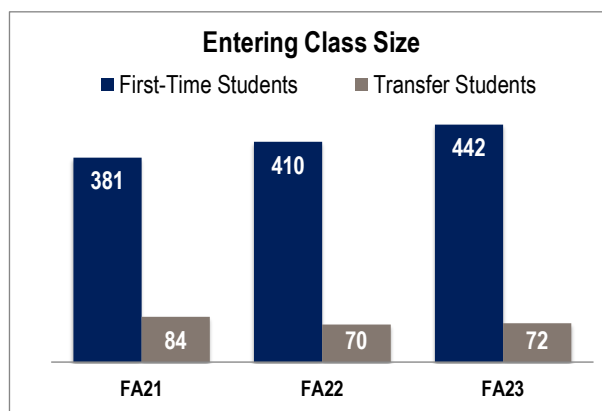
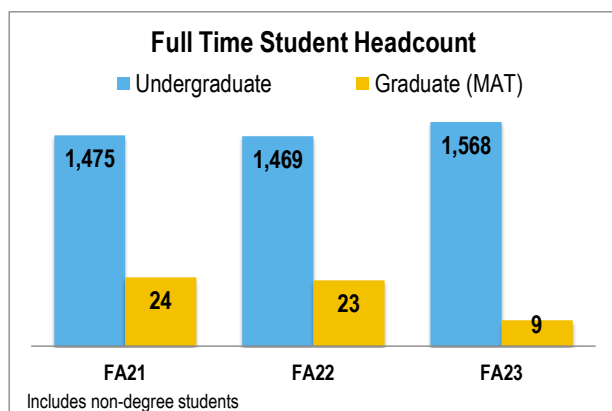
Payee	Description	Amount
SCB Management Solutions	Anthology Training Services	\$101,423
Capital Brand Group	Calvert HVAC and Electrical Upgrades	\$192,448
Gartner Inc	Network Data Security Services	\$338,606
*SE Davis	Tennis Courts Complex Renovation	\$920,876
SE Davis	Farthings Parking Lot Replacement	\$1,372,257

*\* Although the total cost is >\$900K, the amount the College will pay from its operations budget is ~\$700K.*

## Board of Trustees Dashboard - May 2024

### Student Characteristics in Enrollment

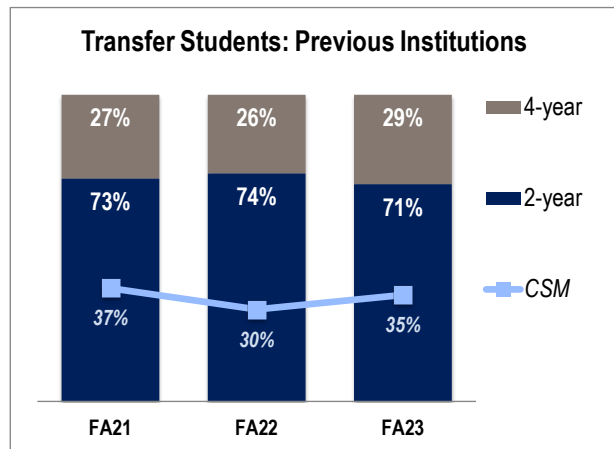
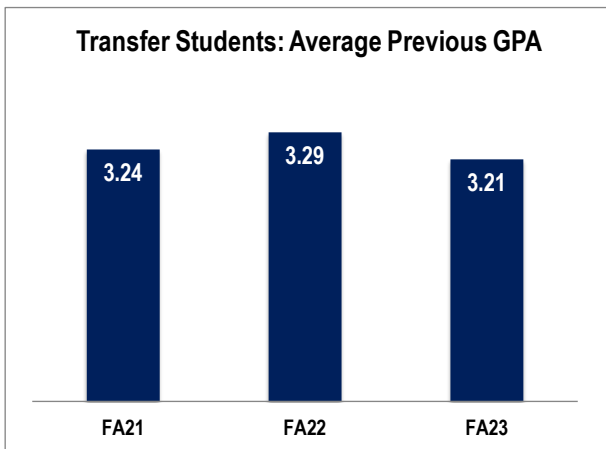
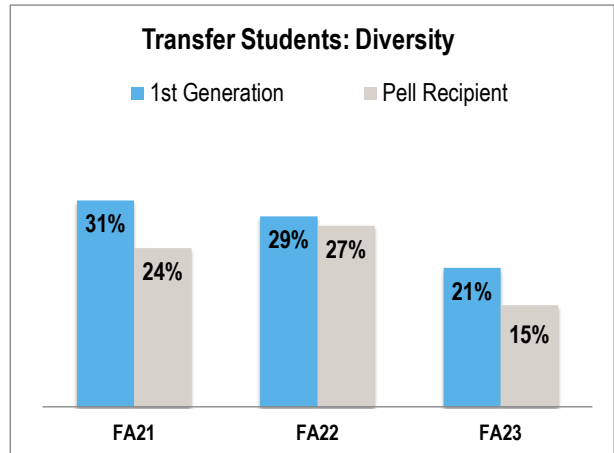
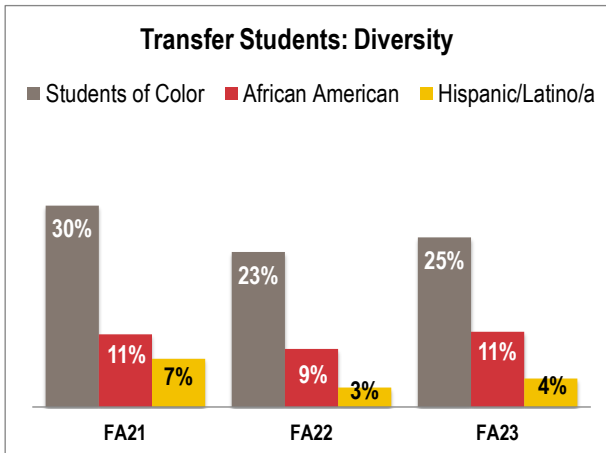
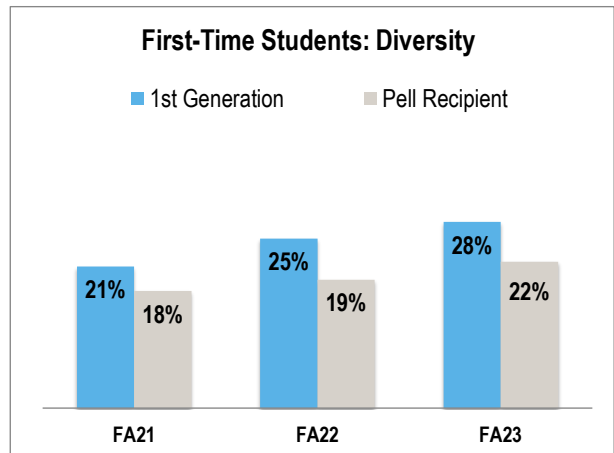
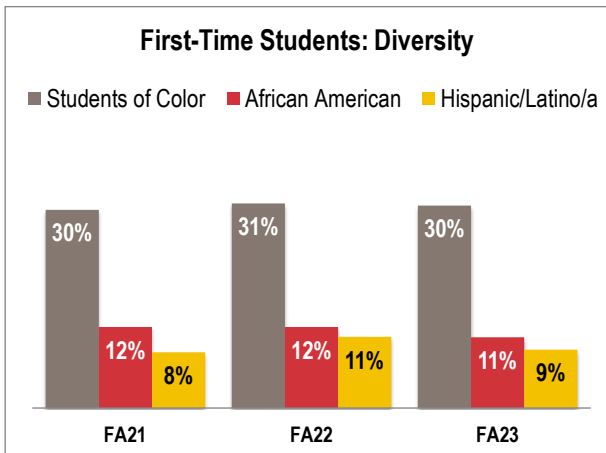
Fall 2023 figures based on final census (freeze) data, 9/25/2023



## Board of Trustees Dashboard - May 2024

### Student Characteristics in Enrollment

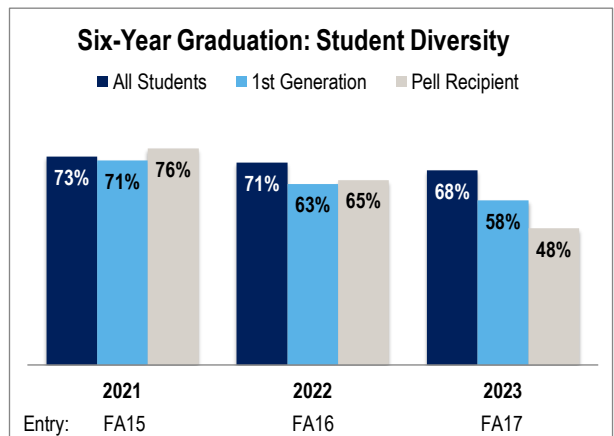
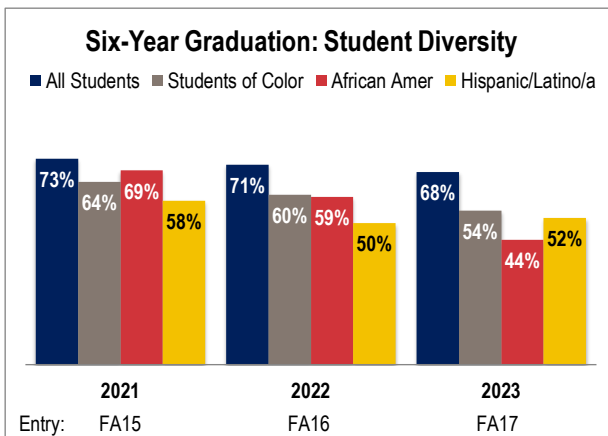
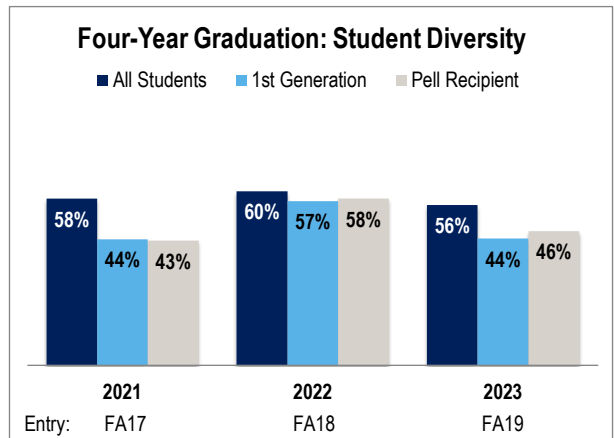
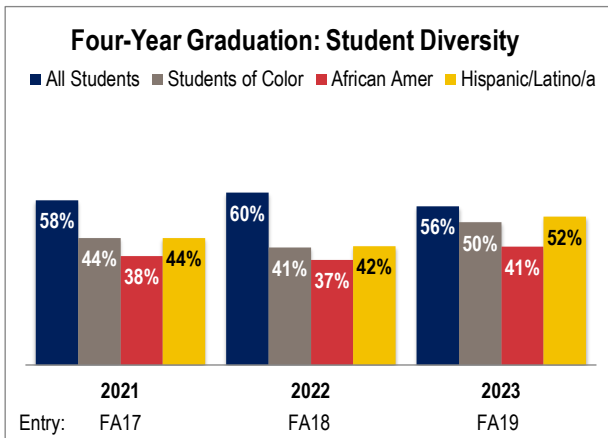
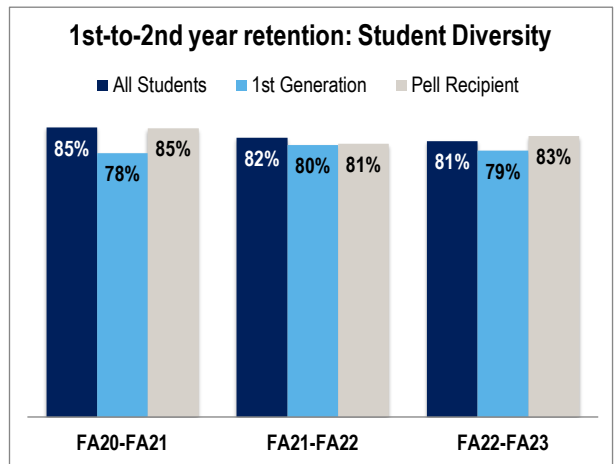
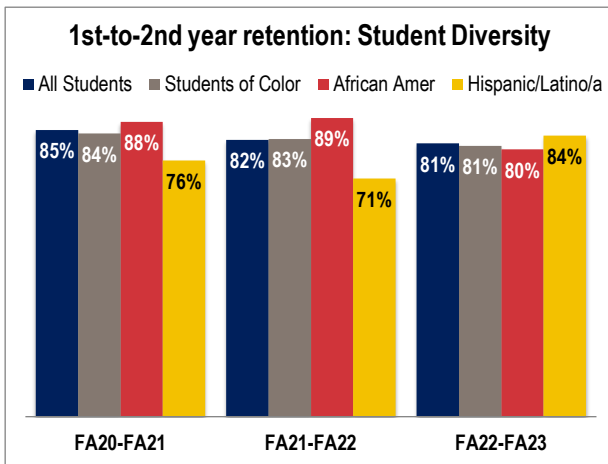
Fall 2023 figures based on final census (freeze) data, 9/25/2023



## Board of Trustees Dashboard - May 2024

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

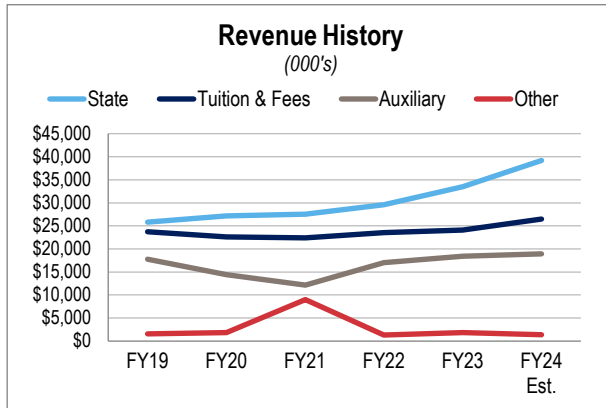
Fall 2023 figures based on final census (freeze) data, 9/25/2023



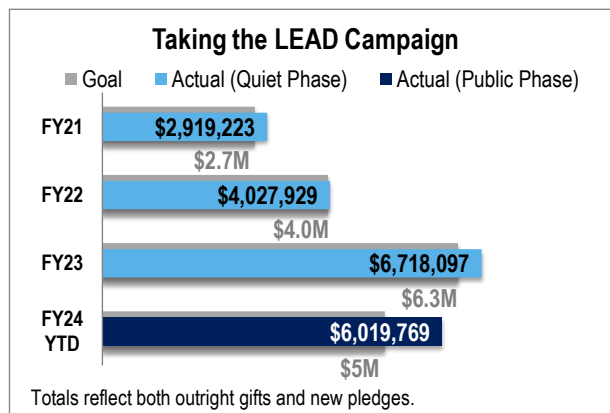
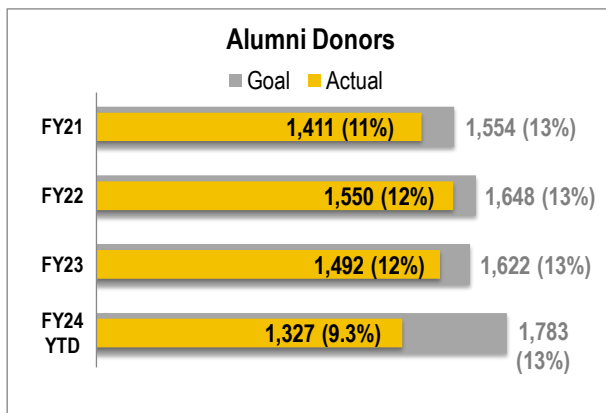


## Board of Trustees Dashboard - May 2024

### Revenue and Fundraising



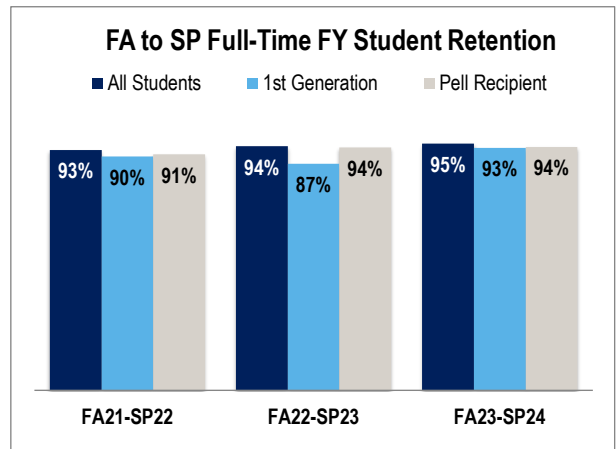
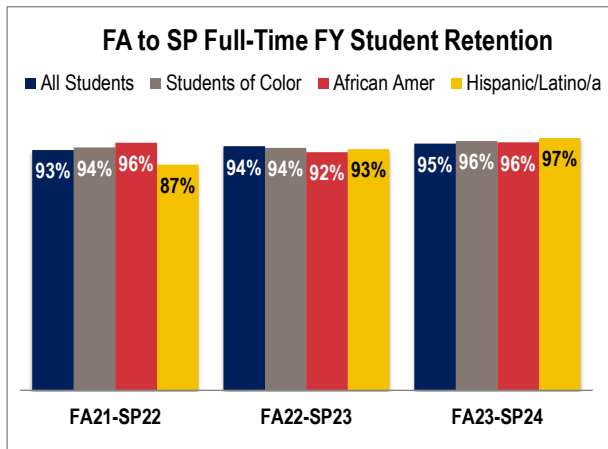
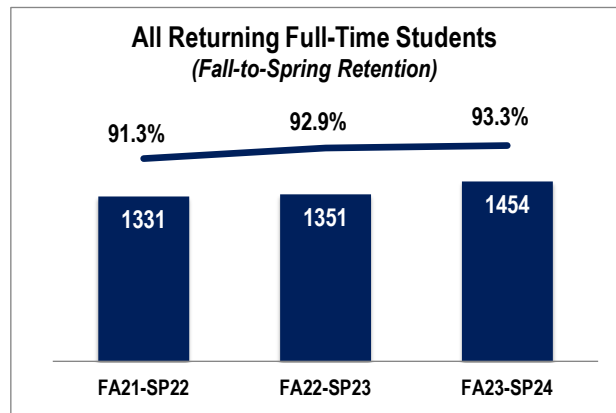
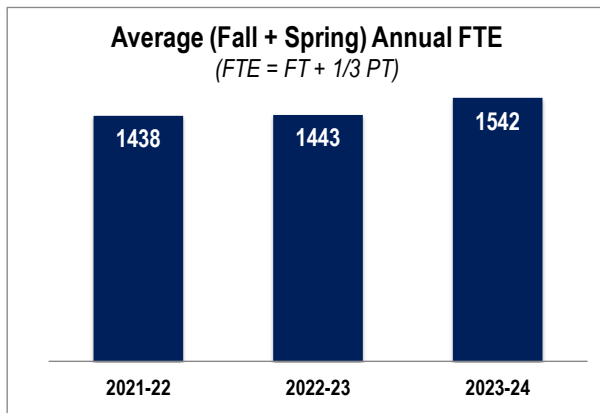
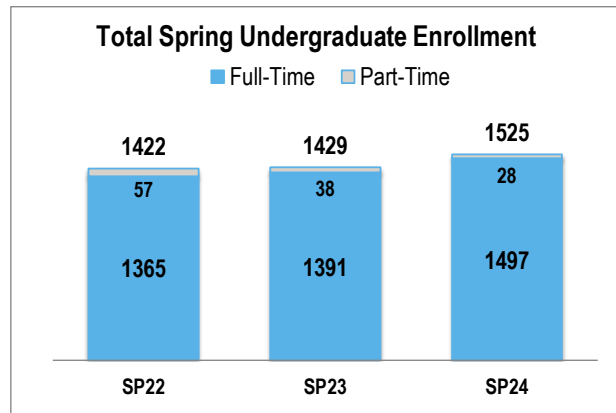
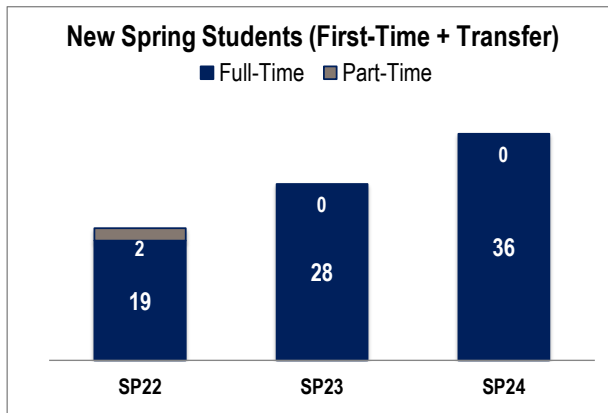
**Note regarding FY21 Revenue:** The COVID-19 pandemic had major impacts on Auxiliary revenues. A significant portion of the student population chose to study remotely, leading to substantial decreases in on-campus living and dining participation rates. Offsetting revenue increases were recorded in the 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 Dashboard - May 2024

### Spring Semester Enrollment and Persistence

Spring 2024 figures based on final census (freeze) data, 2/12/2024





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

**OPEN SESSION  
MINUTES**

**Date of Meeting:** January 22, 2024

**Status of Minutes:** Approved March 29, 2024

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

**Committee Members Absent:** None

**Staff Member:** Paul Pusecker

**Others Present:** Betsy Barreto, Mary Broadwater, Mary Grube, David Taylor, Anna Yates

**Executive Summary**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the open session meeting to order at 11:30 a.m. The meeting was held via videoconference.

**Discussion Item**

Fiscal Year 2023 Financial Audit Update

During the December 18, 2023, Finance, Investment, and Audit Committee meeting, Remi Omisore from Clifton, Larson, Allen, LLP, provided an informative presentation regarding the College's FY23 auditor's report and audited financial statement. Mr. Omisore stated that there was no evidence of fraud or malicious conduct, and that he had received full cooperation from management. However, at that time, the audit process was only 85% completed as the full cash reconciliation process was still outstanding.

In order to provide proper fiduciary oversight, management was asked to complete the audit process before presenting the FY23 auditor's report and audited financial statements to the Committee for approval. The Committee also requested that it be provided with context to explain the cash reconciliation issue that arose during the review of the current year financial statements. In response to that request, Vice President for Business and CFO Paul Pusecker provided the following information, including a timeline of events since the December 18 meeting.

The state of Maryland had a significant amount of surplus cash from unused Federal CARES Act funding. The legislature designated this surplus as PayGo funds that were to be used specifically to support state capital renovation and construction projects in FY22 and FY23. Although the College does not typically receive PayGo funding, it did receive this supplementary funding in both FY22 and FY23.

Due to their unfamiliarity with PayGo funding, business office staff improperly recorded the journal entries within the College's financial system for FY22 and part of FY23. During the cash reconciliation process journal entry errors were discovered for FY22 and part of FY23. There was no malfeasance or fraud in the opinion of CLA. Corrective journal entries were made to the College's statement of net position, balance sheet, and cash flows, resulting in a balanced cash reconciliation. As a result of the errors related to the PayGo system and journal entries, the financial statements for FY22 would need to be corrected and reissued.

This series of events prompted a comprehensive evaluation of current business office practices and procedures. To ensure the adherence to proper accounting practices, and to help prevent such errors in the future, corrective operational actions were developed and would be instituted immediately. These actions include monthly cash reconciliations, development of standard operating procedures, updating business office policies and procedures, and restructuring the finance and accounting office.

Board Chair Susan Lawrence Dyer expressed her appreciation to the Finance, Investment, and Audit Committee for its dedication and commitment to their fiduciary responsibility to the College. Chair Wobensmith recognized Interim Assistant Vice President of Finance Mary Grube for her efforts to identify and correct the error. President Jordan concurred, adding that the leadership of Committee Chair Wobensmith and Board Chair Dyer was key in resolving the issue, stressing the importance of having leadership that care about the fiduciary responsibility of this institution.

The meeting adjourned at 12:20 p.m.

#### Summary of Closed Session Held on January 22, 2024

Time: 12:21 p.m.

Location: Virtual

Purpose: To provide an opportunity for the Committee to discuss matters that relate to the fiscal audit, financial statements, and personnel.

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: (1) matters that relate to College personnel and confidential information exempt from disclosure under the section 4-335 of the Maryland Public Information Act.

Topic Description: The Committee discussed personnel, the financial health of the College, the financial audit, 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, Betsy Barreto, Anirban Basu, John Bell '95, Lex Birney, Mary Broadwater, Board Chair Susan Lawrence Dyer, Sven Holmes, President Tuajuanda Jordan, Melanie Rosalez '92, David Taylor, Ray Wernecke, Anna Yates.



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

**OPEN SESSION  
MINUTES**

**Date of Meeting:** January 26, 2024

**Status of Minutes:** Approved April 1, 2024

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

**Committee Members Absent:** Lex Birney, Faculty Finance Delegate Charles Holden

**Staff Member:** N/A

**Others Present:** Betsy Barreto, David Cannavo, Carolyn Curry, Mary Grube, Elena Langill, Gretchen Phillips, Chuck Steenburgh, David Taylor, Anna Yates, Clifton, Larson, Allen, LLC Representatives Robert Gauthier, manager, and Remi Omisore, principal

**Executive Summary**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the open session meeting to order at 10:34 a.m. The meeting took place via videoconference.

Mr. Remi Omisore provided a thorough presentation to the Committee regarding the College's audit and financial statements for the year ended June 30, 2023. Mr. Omisore explained the audit firm's scope of engagement and responsibilities, the audit process and results, and reviewed 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, Mr. Omisore confirmed that the College had implemented GASB No. 84 successfully and that the audit firm received full cooperation from College management.

At 10:54 a.m. Committee Chair Wobensmith '93 asked for a motion to reconvene the Committee meeting in closed session in accordance with Title 10, Subtitle 3 of the General Provisions Article, the Open Meetings Act, for the purposes set forth in the closing statement, specifically, to provide an opportunity for the Clifton, Larson, Allen, LLC representatives to engage in discussion with Trustees regarding their assessment of how management is performing with respect to the financial health of the College and any issues related to fraud, waste, and abuse. The closed session adjourned at 11:06 a.m. and the Finance, Investment, and Audit Committee meeting reconvened in open session at 11:07 a.m.

## **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 the reissued FY22 financial statements, which were revised to reflect a corrective journal entry. The auditor's report and financial statements were prepared by the independent firm of Clifton, Larson, Allen, LLC in accordance with generally accepted accounting principles, reflecting the GASB 34 and 35 reporting requirements. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee Ray Wernecke and seconded by Trustee Nicolas Abrams '99. The motion passed unanimously.

The meeting adjourned at 11:10 a.m.

### **Summary of Closed Session Held on January 26, 2024**

Time: 10:54 a.m.

Location: Virtual

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

Motion to close meeting made by: Ray Wernecke

Seconded by: Nicolas Abrams '99

Names of members voting aye: Committee Chair John Wobensmith '93, Anirban Basu, John Bell '95, Board Chair Susan Lawrence Dyer, Sven Holmes 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, Larson, Allen, LLC 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, Board Chair Susan Lawrence Dyer, Robert Gauthier, Sven Holmes, Remi Omisore, Melanie Rosalez '92, Ray Wernecke



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

**OPEN SESSION  
MINUTES**

**Date of Meeting:** February 2, 2024      **Status of Minutes:** Approved April 24, 2024

**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, Derek Rovaris, Ray Wernecke

**Committee Members Absent:** Anirban Basu

**Staff Member:** Mary Grube, Interim Assistant Vice President of Finance

**Others Present:** Jamie Athey, Betsy Barreto, Mary Broadwater, Jeff Byrd, David Cannavo, Carolyn Curry, Katie Gantz, Melissa Golowski, Cynthia Greb, Gail Harmon, David Hautanen, Jerri Howland, Felix Martinez, Brad Newkirk, Dereck Rovaris, Jenell Sargent, Chuck Steenburgh, David Taylor, Jackie Wright, Anna Yates

Representatives from 19/19 Investment Counsel: Managing Director/Portfolio Manager Aimee Eudy, Vice President/Portfolio Manager Michael McAndrew, Managing Director/Portfolio Manager Meredith Mowen, Managing Director/Portfolio Manager Lauren Webb.

**Executive Summary**

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the open session meeting to order at 1:02 p.m. The meeting took place in person and via videoconference.

Investment Strategy for Quasi-Endowment

Representatives Aimee Eudy, Lauren Webb, Meredith Mowen, and Michael McAndrew from 19/19 Investment Counsel, fund manager of the College's endowment, provided a detailed presentation to the Committee which highlighted current and future market conditions and expectations. Following the presentation, the Committee discussed the College's investment strategy, as approved by the Board of Trustees on February 3, 2018. The Committee agreed that the current investment strategy needed updating. The Committee would like to review recommendations from multiple fund managers to determine an investment strategy that best meets the needs of the College.

Outstanding Bonds Repayment Structure

The College has a statutory debt limit of \$60M, of which there are \$35.115M in revenue bonds outstanding. The cost of debt service in 2023 and 2024 was \$3.79M. Each year, the cost will



decrease until 2033 when the College begins paying the principal of the 2020 Series private bond placement, which will be paid off in 2040. The Committee was provided with the outstanding principal and debt payments by year.

### **Information Items**

#### **Strategic Investments from Bond Proceeds**

Bond supported expenses are expected to total \$4.22M in FY24 with an expected remaining balance of \$8.57M. The College is projecting an estimated \$4.18M in bond supported expenses, including strategic planning initiatives, resulting in an expected remaining balance of \$4.39M. This will take us into year five of the strategic investment initiative. The Committee received a list of FY24 anticipated bond expenditures, a list of specific expenses that were charged to the bond proceeds FY22 and FY23, and a list of strategic allocation categories that included cumulative spend totals per category. Expenditures to date align with the bond strategic allocations authorized by the Board of Trustees at its meeting in May 2022.

### **Action Items**

#### **II.A. Approval of the FY25 Plant Fund Capital Budget**

The proposed plant fund capital budget, endorsed by the Technology, Buildings, and Grounds Committee, totaled \$1.662M. The primary source of funding is from the student facility fee. The proposed budget funds capital projects, campus maintenance and repairs, program support, and residence hall renewal projects. A cost breakdown by priority categories and a listing of FY25 plant projects was provided.

Approval of the plant fund capital budget was sought at the February meeting, rather than in May as in previous years. Earlier approval of the plant fund budget will enable FY25 plant projects to get underway immediately when the new fiscal year begins. Committee Chair John Wobensmith '93 asked for a motion to approve the action item as presented. A motion was made by Trustee Ray Wernecke and seconded by Trustee Sven Holmes. The motion passed unanimously.

The meeting adjourned at 2:16 p.m.



**BOARD OF TRUSTEES**  
**SPECIAL MEETING – MARINE SCIENCE PROGRAM OVERVIEW**  
**OPEN SESSION/VIRTUAL MEETING**  
**MINUTES**

**Date of Meeting:** October 27, 2023

**Status of Minutes:** Approved

**Board Members Present:** Chair Susan L. Dyer; President Tuajuanda Jordan; Nicolas Abrams '99; John Bell '95; Arthur "Lex" Birney; Peter Bruns; Donny Bryan '73; Paula Collins; Judy Fillius '79; Kate Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Sven Holmes; Kimberly Kelley; Jesse Price '92; Melanie Rosalez '92; Danielle Troyan '92; Ray Wernecke; John Wobensmith '93.

**Board Members Absent:** Carlos Alcazar; Anirban Basu; Peg Duchesne '77; Talib Horne '93; Steny Hoyer; Aaron Tomarchio '96.

**Others Present:** Betsy Barreto; Mary Broadwater; Carolyn Curry; Todd Eberly; Darry Green; Mary Grube; Cassie Gurbisz; Randy Larsen; Gretchen Phillips; Paul Pusecker; Bill Roberts; Chuck Steenburgh; John Spinicchia; David Taylor; Adam Werblow; Anna Yates.

Chair Dyer convened the open meeting/Zoom of the Board of Trustees at 1:02 p.m. on Friday, October 27. A quorum was noted. The meeting was to continue a discussion during the October 13-14 Board meetings to further explore the impressive growth of the Marine Science program over a short period of time and how SMCM is adapting, planning, and allocating resources. Topics included a review of the program's creation; current and projected enrollment; current and future financial projections and funding sources, with a particular focus on the use of bond funding; and the obtaining, refurbishing, and maintaining of the marine research vessels and the upgrading of lab facilities. The full presentation is linked below. The discussion was led by President Jordan, Associate Dean of Faculty Randy Larsen, and Vice President for Business/CFO Paul Pusecker.

Strong enrollment/tuition revenue, ongoing state support, impressive grant funding, and applied bond proceeds during the startup years, suggest a strong financial base for the program's initial years and a promising projection for the future. The program popularity/enrollment growth beyond the current projections will help to further build and sustain the program as the State's only college/university with an undergraduate major in Marine Science.

Chair Dyer thanked all for the special session discussion, given the rapid program growth and various sources of new support. On a motion by Chair Dyer, a second by Vice Chair Collins, and a vote – the meeting adjourned at 2:15 p.m.

**Link to Marine Sciences Presentation**

<https://app.onboardmeetings.com/3c6f2f174b0e43c399ce013935d03e01-101/resourceDetail/fcca25a8428c4494b764cd0f30727b3a-101>



**BOARD OF TRUSTEES  
OPEN SESSION**

**MINUTES**

**Date of Meeting:** January 26, 2024

**Status of Minutes:** Approved

**Board Members Present:** Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Nicolas Abrams '99; Anirban Basu; Peter Bruns; Paula Collins; Peg Duchesne '77; Judy Fillius '79; Kate Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne '93; Jesse Price '92; Melanie Rosalez '92; Ray Wernecke; John Wobensmith '93.

**Board Members Absent:** Carlos Alcazar; John Bell '95; Lex Birney; Donny Byan '73; Kimberly Kelley; Steny Hoyer; Aaron Tomarchio '96; Danielle Troyan '92.

**Others Present:** Betsy Barreto; David Cannavo; Carolyn Curry; Mary Grube; Robert Gauthier; Elena Langrill; Remi Omisore; Gretchen Phillips; Chuck Steenburgh; David Taylor; Anna Yates.

Chair Dyer called the open meeting to order at 11:15 a.m. and a quorum was noted. She asked President Jordan to update the Board on the FY23 financial statements as a follow up to the December 18, 2023, postponed meeting.

President Jordan said that in preparing the FY23 financial statements some errors were found in the FY22 financial statements and confined to the "Pay Go" program – which was based on the state having had a significant amount of surplus cash from the Federal CARES Act funding. The College received a portion of this surplus from the state's operating budget in FY22 and FY23 which was to be used specifically for approved State Capital projects.

What occurred in the statements was purely an accounting error; there was no fraud or financial malfeasance, and the College's financial situation remains healthy and stable. Financial controls to mitigate this were put in place to prevent it from happening again.

Board Treasurer and FIA Committee Chair Wobensmith said that the Finance, Investment, and Audit Committee and the Clifton, Larson, and Allen auditors all agree with what President Jordan said. Questions raised at the FIA Committee meeting of Dec. 18, 2023, led us to review the situation, because the audit received (at that time) was not complete. The FIA committee asked the management team to work with the auditors, finish the cash reconciliation process, and bring the FY23 financial statements back to the Committee and the Board for review and approval.

The CLA auditors worked with the Interim Assistant Vice President of Finance Mary Grube and the SMCM team during the December holiday break to identify and resolve these issues; they

agreed that the cause was a Pay Go funds processing error and the FY22 statements needed to be restated and approved as well as the FY23 statements.

It is clear this unusual funding source and how to account for the funds led to the mistake in the FY22 financial statements. Committee Chair Wobensmith said he was pleased with how the FIA Committee handled this situation to ensure that the FY22 financial statements are now accurate and in order and the FY23 financial statements are fully prepared and audited. The auditors are finished with their work and issued a clean opinion for FY23.

Committee Chair Wobensmith emphatically stated that regarding the financial statements – there was no fraud, and they were not intentionally misleading. This was an accounting error; these were state funds on a state balance sheet and the money is still there for capital expenditures. They ended up on the college balance sheet in error – but are now back on the state’s balance sheet.

Trustee Holmes concurred that this is an accounting error in the reporting and not in the use of the funds. These funds are still there and held by the state.

On a motion by Chair Dyer and a second by Trustee Holmes, and a unanimous vote, this portion of the public meeting concluded to go into closed session pursuant to Md. Gen. Prov. Code Ann. §3-305(b) to discuss matters pertaining to: (1)(ii) Any other personnel matter that affects one or more specific individuals. Chair Dyer said that following the closed session, the Board would return briefly into open session to vote.

The following persons attended the closed session:

**Board Members Present:** Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Nicolas Abrams ‘99; Anirban Basu; Peter Bruns; Paula Collins; Peg Duchesne ‘77; Judy Fillius ‘79; Kate Fritz ‘04; Elizabeth Graves ‘95; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne ‘93; Jesse Price ‘92; Melanie Rosalez ‘92; Ray Wernecke; John Wobensmith ‘93.

**Board Members Absent:** Carlos Alcazar; John Bell ‘95; Lex Birney; Donny Byan ‘73; Kimberly Kelley; Steny Hoyer; Aaron Tomarchio ‘96; Danielle Troyan ‘92.

**Others Present:** Betsy Barreto; Elena Langrill; David Taylor.

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

**MINUTES**

**Date of Meeting:** January 26, 2024

**Status of Minutes:** Approved

**Board Members Present:** Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Nicolas Abrams '99; Anirban Basu; Peter Bruns; Paula Collins; Peg Duchesne '77; Judy Fillius '79; Kate Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne '93; Jesse Price '92; Melanie Rosalez '92; Ray Wernecke; John Wobensmith '93.

**Board Members Absent:** Carlos Alcazar; John Bell '95; Lex Birney; Donny Bryan '73; Kimberly Kelley; Steny Hoyer; Aaron Tomarchio '96; Danielle Troyan '92.

**Others Present:** Betsy Barreto; David Cannavo; Carolyn Curry; Mary Grube; Robert Gauthier; Elena Langrill; Remi Omisore; Gretchen Phillips; Chuck Steenburgh; David Taylor; Anna Yates.

Chair Dyer reconvened the open session of the Board of Trustees and a quorum was noted. This open session began at the conclusion of a closed session preceding. The following persons attended the closed session:

**Board Members Present:** Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Nicolas Abrams '99; Anirban Basu; Peter Bruns; Paula Collins; Peg Duchesne '77; Judy Fillius '79; Kate Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne '93; Jesse Price '92; Melanie Rosalez '92; Ray Wernecke; John Wobensmith '93.

**Board Members Absent:** Carlos Alcazar; John Bell '95; Lex Birney; Donny Byan '73; Kimberly Kelley; Steny Hoyer; Aaron Tomarchio '96; Danielle Troyan '92.

**Others Present:** Betsy Barreto; Elena Langrill; David Taylor.

The actions taken in the closed session were confined to discuss matters pertaining to: (1)(ii) Any other personnel matter that affects one or more specific individuals. Chair Dyer had announced that following the closed session, the Board would return briefly into open session to vote.

Chair Dyer asked FIA Committee Chair Wobensmith to report. Chair Wobensmith made a motion, which was seconded by Trustee Holmes, to present Action Item 2324-05 – Acceptance of the FY23 Auditor's Report and Audited Financial Statements (attached below) – for a vote. On a unanimous vote, the Action Item was approved.

Chair Dyer then asked for a motion to conclude the open session; on a motion by Trustee Greenaway and a second by Trustee Abrams, a unanimous vote was taken to conclude the open session of the Board of Trustees meeting of January 26, 2024.

**ACTION ITEM 2324-05**  
**ACCEPTANCE OF THE FY23 AUDITOR'S REPORT AND AUDITED**  
**FINANCIAL STATEMENTS**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit committee recommends that the St. Mary's College of Maryland Board of Trustees accept the FY23 auditor's report and the audited financial statements of the College and the FY22 restated financial statements.

**RATIONALE**

Statements reflecting the financial transactions and position of the College for the period July 1, 2022, through June 30, 2023 were prepared in accordance with generally accepted accounting principles, reflecting the GASB 34 and 35 reporting requirements. Corrections were made to the FY22 financial statements, which were subsequently restated and are being brought forth for approval. The independent firm of Clifton, Larson, Allen, LLP, whose report and opinion are included in the document, has audited these statements. To provide evidence that the statements have been provided to, and approved by, the Board of Trustees, the Committee is asked to recommend acceptance of the financial statements by the St. Mary's College of Maryland Board of Trustees.



**BOARD OF TRUSTEES  
OPEN SESSION**

**MINUTES**

**Date:** February 2, 2024

**Status of Minutes:** Approved

**Board Members Present:** Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Paula Collins; John Wobensmith '93; Nicolas Abrams '99; John Bell '95; Arthur "Lex" Birney; Peter Bruns; Donny Bryan '73; Judith Fillius '79; Kate Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne '93; Kimberly Kelley; Jesse Price '92; Melanie Rosalez '92; Aaron Tomarchio '96; Danielle Troyan '92; Ray Wernecke.

**Board Members Absent:** Carlos Alcazar; Anirban Basu; Hudson Christensen '25; Peg Duchesne '77; Steny Hoyer.

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

**Executive Summary**

Board of Trustees Chair Susan Dyer convened an open meeting at 4:00 p.m. on Friday, February 2, 2024. A quorum was noted. The Chair announced the meeting would go into closed session for the reasons outlined in the written statement 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, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; (2) to protect the privacy or reputation of individuals with respect to a matter that is not related to public business; (8) to consult with staff, consultants, or other individuals about pending or potential litigation. A motion was made by Trustee Holmes, seconded by Trustee Wernecke, and unanimously approved by vote to close the session for the reasons outlined above. Chair Dyer said the open session would not reconvene until Saturday morning, February 3, 2024. The following persons attended the closed session:

**Board Members Present:** Susan Lawrence Dyer; Tuajuanda Jordan; Paula Collins; John Wobensmith '93; Nicolas Abrams '99; John Bell '95; Arthur "Lex" Birney; Peter Bruns; Donny Bryan '73; Judith Fillius '79; Kate Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne '93; Kimberly Kelley; Jesse Price '92; Melanie Rosalez '92; Aaron Tomarchio '96; Danielle Troyan '92; Ray Wernecke.

**Board Members Absent:** Carlos Alcazar; Anirban Basu; Hudson Christensen '25; Peg Duchesne '77; Steny Hoyer.

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



The actions taken or discussed in the closed meeting were confined to: (1) reviewing and voting on faculty personnel actions; (2) reviewing and voting on a nominee to receive an honorary degree at May 2024 commencement; (3) a litigation report from counsel and review of legal matters.

Upon the conclusion of these business items, at 4:50 p.m., the board excused President Jordan, Betsy Barreto, and David Taylor to discuss leadership personnel at SMCM. Following a motion, second, and unanimous vote, the meeting concluded at 5:45 p.m.

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## BOARD OF TRUSTEES OPEN SESSION

### MINUTES

**Date:** February 3, 2024

**Status of Minutes:** Approved

**Board Members Present:** Chair Susan Lawrence Dyer; President Tuajuanda Jordan; Anirban Basu; Student Trustee Hudson Christensen '25; Paula Collins; John Wobensmith '93; Nicolas Abrams '99; John Bell '95; Arthur "Lex" Birney; Peter Bruns; Donny Bryan '73; Judith Fillius '79; Kate Fritz '04; Elizabeth Graves '95; Kristen Greenaway; Gail Harmon; Sven Holmes; Talib Horne '93; Kimberly Kelley; Jesse Price '92; Melanie Rosalez '92; Aaron Tomarchio '96; Danielle Troyan '92; Ray Wernecke.

**Board Members Absent:** Carlos Alcazar; Peg Duchesne '77; Steny Hoyer.

**Others Present:** Katy Arnett; Betsy Barreto; Mary Broadwater; Jeffrey Byrd; Carolyn Curry; Brandon Engle; Jennifer Falkowski; Katie Gantz; David Hautanen; Jerri Howland; Kaylah Lovitts; Leslie Mangold; Sarah Meador; Pamela Metz; Gretchen Phillips; Lily Riesett; Bill Roberts; Dereck Rovaris; Chuck Steenburgh; David Taylor.

Chair's Remarks: Chair Dyer convened the open meeting of the Board of Trustees at 9:00 a.m. A quorum was noted. The Chair welcomed new Student Trustee Hudson Christensen to his first full Board meeting; she asked for a motion to approve the agenda as written. Following a motion by Trustee Wernecke, a second from Trustee Holmes and a unanimous vote, the agenda was approved. Chair Dyer noted that despite these times of discord, it is rewarding to be part of a college community with a caring nature. The campaign update will demonstrate generosity and teamwork; the creation of Solomon's Shoppe enables and empowers students; and it's great to be part of this campus spirit.

President's Remarks: President Jordan complimented the Chair's remarks and said that despite chaos all around there is calm focus on campus due to the people SMCM attracts to teach, study, and lead. The College welcomed its most diverse class than any time in the past 10 years; and since 2019, enrollment has increased by 12% and the number of student applicants has doubled from 1,600 to 3,200 annually resulting from strategic initiatives from *Big Audacious Goals*. The full President's Report is posted.

#### **Committee Reports**

Trustee Governance – Committee Chair Paula Collins gave the report. The committee has at least one and possibly two Ark and Dove nominees for consideration at the May Board meeting. Given the turnover due to the expiration of a number of trustee terms in 2025, recruitment is underway, and several candidates are under consideration for possible Board service. Utilizing

the resources of AGB and our OnBoard portal, a Board survey is in development and review by the Governance Committee to forward to the Board for its possible endorsement at the May meeting.

Academic Affairs Committee – Committee Chair Peter Bruns gave the report. The Academic Affairs Committee requested the Board review and approval of the College’s proposed Religious Accommodations policy - a collaborative effort, drafted by Academic Affairs, in consultation with Student Affairs, with input from the Faculty Senate and Student Government Association, and reviewed by the Vice President for Equity and Strategic Initiatives. The proposed policies provide reasonable academic accommodations for students to practice sincerely held faith-based beliefs and resulted from House Bill 923 requiring written policies of all public higher institutions in Maryland. Following a motion by Trustee Bruns, a second by Trustee Fillius, and a unanimous vote, Action Item 2324-08 was approved (outlined below). Chair Bruns also reported that several faculty searches are underway; and Vice President Gantz reported on program snapshots with a significant amount of data to help track costs and productivity.

Admission and Financial Aid Committee – Committee Chair Ray Wernecke gave the report. The Admission and Financial Aid Committee proposed an edit to the end of the *Tuition Waiver Policy for College Employees and Dependents* section in the SMCM Human Resources Tuition Benefits policy. The key new phrasing was that “*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.*” On a motion by Chair Wernecke, a second by Trustee Fillius, and a unanimous vote – Action Item 2324-09 was approved (outlined below).

Vice President David Hautanen gave a spring enrollment and retention update with a focus on the integrated strategy and powerful collaboration with the vice presidents. Both enrollment and retention are up. When comparing the past two years (spring 2022 to spring 2024) the total enrollment is up 101 students; the number of new spring enrollees is up 32% (from 19 to 37); and all returning full-time students is up from 91.3% to 93.6% (from 1331 to 1459).

Applications for new/first year students rose from 1469 in 2019 to 3120 in 2023 and for transfers from 25 to 40. Regarding the academic interest of new students (from fall 2023 to fall 2024), Business Administration rose from 346 to 375 while Marine Science rose from 161 to 216. The number of in-state applicants rose from 2296 to 2436 and out-of-state applicants rose from 594 to 681.

Vice President Hautanen invited trustees to attend admissions/recruitment events; his office continues to work with Alumni Affairs on “love letters” to prospective students from SMCM alumni; and in April, Admission is hosting an on-campus event for high school counselors to enable them to see SMCM first-hand.

Institutional Advancement Committee – Committee Chair Gail Harmon gave the report. The *Taking the Lead* fundraising campaign is less than \$1M away from hitting the goal, as the development effort continues to reach out to sources for support. The committee approved two action items to move forward for a full Board vote. The first was a new/revised memorandum of

understanding between the SMCM Foundation, Inc., and SMCM. On a motion by Chair Harmon, a second by Trustee Fillius, and a unanimous vote, Action Item 2324-10 was approved (outlined below). The second was a new memorandum of understanding between the SMCM Boat Foundation and SMCM. On a motion from Chair Harmon, a second by Trustee Fillius, and unanimous vote, Action Item 2324-11 was approved (outlined below).

Technology, Buildings, and Grounds Committee – Committee Chair Donny Bryan gave the report on current campus projects. Among them will be rapid progress to construction at the neighboring Historic St. Mary’s City Maryland Heritage Interpretive Center scheduled for completion later this year. Following approval by the Board of Public Works in November, the Landers Library project has commenced schematic design and will soon be collaborating with a steering committee of faculty and staff on project design. For the Montgomery Hall renovation, the architect is working with the steering committee on programming and visioning. We hope to begin design in 2025, but all projects must await the legislative budgetary review to see if the timeline may be affected. Chair Bryan also conveyed the committee’s endorsement of Action Item 2324-12: Approval of the FY25 Plant Fund Budget, to be brought to the full Board by the FIA Committee for a vote (outlined below).

Finance, Investment, and Audit Committee – Committee Chair John Wobensmith gave the report. Action Item 2324-12: the Approval of the FY25 Plant Fund Budget was put forth for approval; on a motion from Chair Wobensmith, a second from Trustee Holmes, and a unanimous vote, the action item was approved (outlined below). Other committee business included a presentation by 19/19 Investment Counsel, LL.C., regarding the management of College assets and a review of the investment strategy for the quasi-endowment.

Campus Life Committee- Committee Chair Nicolas Abrams gave the report. He thanked SGA President Lily Riesett for her report, which included information on projects supported financially by the SGA, including \$50K in funding every two years for the next eight years for concert support. The SGA also contributed \$125K to go toward the purchase of the motor coach as a transportation asset for students traveling from campus to and from major metropolitan areas. The students expressed concerns about the lack of space in the gym, based on higher volume of use by student athletes for their training purposes; and while students are grateful for their positive relationship with SMCM Public Safety, they do not feel similarly about the presence of Valentis. Among other items discussed in committee was how to enhance the selection of the student trustee and increase the number of applicants. In closing, it was noted that Vice President Rovaris’ report is posted for review.

### Strategic Plan Discussion

President Jordan led a comprehensive discussion of *The Rising Tide* strategic plan, with particular focus on its implementation progress and financing, with discussion and individual presentations by the Vice Presidents. The four pillars are the foundation, to:

- **Create** an innovative, distinctive, and competitive academic identity that attracts and retains talented students, faculty, and staff.
- **Empower** all students for success.

- **Build** a sustainable, vibrant, and diverse student body that exemplifies an inclusive institution.
- **Become** a sought-after regional resource and develop opportunities for student educational engagement with communities that are mutually beneficial.

Key discussion points by the Vice Presidents in this initial phase of implementation focused on efforts and successes to *recruit, retain, and rise*.

Vice President Gantz – outlined academic enhancements, such as the hiring of an inaugural Director of Student Awards and Fellowships (Jennifer Cognard Black) and the immediate success of four Fulbright applicants who now are all national semi-finalists. She described an initiative to recruit top faculty as a “strategic cluster” connected by an academic theme – such as five new positions in biology and chemistry; she also discussed efforts to retain junior faculty via the Eagle/Osprey Junior Faculty Professorships and LEAD research opportunities for students. We have launched innovative new programs with a special focus on international affairs and globalization – via a collaboration with a university in Colombia and with new programs in South Africa and Taiwan.

Vice President Hautanen – outlined student recruitment efforts in Maryland, regionally, and in Central and South America (including the first SMCM viewbook in Spanish). Locally, we continue to work with College Bound, DC CAPS, Dream US, and College Track to spread our name, our brand, and to attract a diverse student body. On April 11-12, SMCM will host an overnight visit by National Association of College Admission Counselors who are attending a meeting in Washington, DC. After students have enrolled, we are developing common experiences and traditions to enhance our community cohesiveness, establish a service orientation, and create an identity for each class. And for those students who might initially struggle academically, we created an early alert system to enable us to assist.

Vice President Howland – described the focus on academic and social integration, to create a Seahawk experience (yearlong program focused on leadership, social skills, and building community). And the motor coach will help students get off campus and go to Baltimore, Washington, Annapolis, and elsewhere to expand their horizons – while not forgetting Great Mills and Lexington Park. The residence halls need a refresh (furniture and paint), and we are doing that one hall at a time to make student homes more welcoming. For students who have food or clothing insecurity, the food pantry, now known as Solomon’s Shoppe, has been given a new home and a refresh to make it more inviting. Importantly, our efforts to enhance Public Safety speak volumes for our desire to have a safe and secure community, and our successes are apparent after only a short time.

Vice President Rovaris – described the impressive retention efforts for priority programs to enhance our diversity. With a focus on key programs, such as Sum Primus, DeSousa-Brent, and Landers, the retention statistics were competitive with (and often exceeded) retention for all other categories of students.

Vice President Curry – described efforts for SMCM to “rise” as a college of choice with regional and national audiences through integrated marketing, social media, face-to-face engagement,

storytelling, and most importantly – authenticity of messaging. SMCM has a strong story to tell, and we are targeting prospects and families to join our efforts to have students LEAD (learn through experiential and applied discovery). The Dodge Performing Arts Center is becoming a community hub for marquee events, and the \$20M Taking the LEAD campaign goal is within reach.

Funding the Rising Tide and its \$6.16M projected cost over the next four years comes via four main sources – the bond (64%); fundraising (24%); operating budget (11%); and capital budget (1%). While the initial phase will come via the bond, fundraising will become the main source of support in the later phase. This year we are on budget (\$1.6M) and have spent \$1.3M with a solid return on investment.

Discussion by trustees followed, and Chair Dyer complimented the team on having created an integrated plan now coming to life and the importance of documenting our progress. The Chair then asked for a motion to conclude the meeting, which was provided by Trustee Wernecke, a second by Trustee Collins, and on a unanimous vote, the open session ended at 12:45 p.m.

### **Action Items Summary**

#### **Action Item 2324-08: Religious Accommodations**

The Academic Affairs Committee asked the Board of Trustees to review and approve the College's Religious Accommodations. The proposed policy was drafted by Academic Affairs in consultation with Student Affairs, reviewed by the Vice President for Equity and Strategic Initiatives, and approved by shared governance. 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. On a motion by Trustee Bruns, a second by Trustee Fillius, and a unanimous vote, Action Item 2324-08 was approved.

#### **Action Item 2324-09: Tuition Waiver Policy for College Employees and Dependents**

The Admissions and Financial Aid Committee proposed 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.*" 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. On a motion by Chair Wernecke, a second by Trustee Fillius, and a unanimous vote, Action Item 2324-09 was approved.

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

The Institutional Advancement Committee recommended the affirmation by the Board of Trustees of the Memorandum of Understanding (MOU) between the St. Mary's College of Maryland Foundation, Inc., and St. Mary's College of Maryland. An 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 came 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 it 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. On a motion by Chair Harmon, a second by Trustee Fillius, and a unanimous vote, Action Item 2324-10 was approved.

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

The Institutional Advancement Committee recommended the approval by the Board of Trustees of the Memorandum of Understanding (MOU) between the St. Mary's College of Maryland Boat Foundation, Inc., and St. Mary's College of Maryland. In a review of all guidelines and procedures of the SMCM Boat Foundation, Inc., it was discovered that an 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. On a motion from Chair Harmon, a second by Trustee Fillius, and unanimous vote, Action Item 2324-11 was approved.

**Action Item 2324-12: Approval of FY25 Plant Fund Budget**

The Technology, Buildings, and Grounds (TBG) Committee recommended approval by the Finance, Investment, and Audit Committee (FIA) of the proposed FY25 plant budget in the amount of \$1.662M. The primary source of funding comes from the student facility fee. The FIA Committee also reviewed and acted on the FY25 plant projects at its February 2, 2024, meeting. The TBG Committee is charged with the responsibility to establish priorities for capital projects and considered the proposed FY25 plant projects. A cost breakdown of the FY25 plant projects by priority categories was provided. *Note:* In 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 TBG and FIA Committees, approval of the plant fund budget was advanced for approval at the February meeting. This will enable the College to expeditiously begin major renovation and repair work this summer. The awarding of 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, making it impossible for the work to be completed during the summer if approval does not occur until May. Acquiring approval in February will permit the College to begin these plant projects immediately at the beginning of the new fiscal year (July 1). On a motion from Chair Wobensmith, a second from Trustee Holmes, and a unanimous vote, Action Item 2324-12 was approved. (*A plant project summary and FY25 priority list was included*).

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**BOARD OF TRUSTEES  
MAY 10, 2024**

**PRESIDENT'S REPORT**

To paraphrase the opening to Charles Dickens' A Tale of Two Cities, it is the best of times and it is the worst of times. Depending on your point of reference – current events, the state of higher education, and even at St. Mary's College of Maryland – you might find indicators of both.

**Impact of Enrollment on Finances**

Since the February meeting, we have worked to make the budget and its associated process more intelligible, efficient, and transparent. Overall, the college is in a very good position financially. Nonetheless, relative to this point last year, the extensively flawed FAFSA rollout has affected all higher education and significantly impacted the number of our paid deposits, a year with the highest number of admissions applications in the College's history. The students most impacted by this are those of greatest need. Trustees will hear of the multi-pronged outreach approach to identify, engage, and assure these populations of the work we are doing to provide their financial aid awards as quickly as possible and afford them additional time to make the enrollment decision. Meeting time will also be devoted to discussing the College's thinking around test-optional admission practices, which we committed to in 2019 and many other institutions implemented in response to the recent pandemic. Nationally, there have been several high-profile institutions that concluded that test-optional admission practices have a negative impact on marginalized students. That conclusion is subject to debate and the College will revisit its rationale for continuing with our current strategy. These external factors (FAFSA and testing) have significant impacts - potentially negative - on enrollment and ultimately the College's finances. Fortunately, a few years ago, we planned for a potential budget shortfall due to a year when the enrollment target was missed. Although there is tremendous stress and uncertainty within the system, the College's financial situation allows us to absorb some of the shock thereby mitigating the potential negative financial impact.

**Inclusive Diversity at SMCM**

During the decade of my tenure, we have prioritized the College's explicit commitment to inclusive diversity and equity and the creation of an environment in which all who wish to engage can thrive. This commitment led to the concept of IDEAA (Inclusive Diversity, Equity, Access, Accountability) to centralize our efforts and maximize coordination of support, services, and initiatives across the campus. At the May 2024 meeting, the trustees will be asked to approve the annual state-mandated cultural diversity report. Information will be provided regarding the status of the equity review of our College policies and the impact of various initiatives on the retention and graduation rates of specific marginalized populations. In a year when the FAFSA debacle has impacted historically marginalized, first generation, and low socio-economic status students the most, it has never been more important that we, as a public institution, do all that we can to ensure that these populations get the support they need across the campus. With Dr. Rovaris' pending retirement, the Executive Council and I have given considerable thought to the

concept of IDEAA and its long-term sustainability at the College in light of the needs of our campus community and within the context of the disruptions in the DEI space nationally. Although the work of the next leader will remain essentially the same, their title will be changed and the concept of IDEAA will likely be tweaked to better integrate its essential work into the DNA of campus operations.

### **Shared Governance**

Higher education has been in a period of transformation for more than a decade. As is the case with all things, as environmental forces change, it is essential for the institution to adapt and evolve to facilitate its long-term viability and sustainability. Change, nonetheless, is hard.

Nationally, there have been robust debates in the higher education sector questioning what impact external factors have had/should have on how institutions govern themselves. The concept of shared governance is unique to higher education and it is a slow, deliberative process. As such, it oftentimes appears to be at odds with the rapid and ever-evolving changes observed in the world around us that necessitate equally rapid, strategic, and equitable responses to ensure institutional vibrancy and long-term financial viability. Long-term enrollment declines necessitated that the College respond to external factors much more rapidly than it had in the past. The results of the College's response have been both good and challenging.

On the positive side, student interest in the College has increased steadily since 2019 and has been at record levels the last two years. The downside is that the processes used, and the decisions made to address the very real challenges to the College's viability and financial sustainability resulted in questions from various stakeholders regarding the vibrancy and viability of shared governance at the College. After months of collaborative planning led by a joint partnership between the faculty and the executive leadership, and participation by stakeholders and constituents in a series of meetings facilitated by a consultant team, a report has been issued regarding the state of shared governance at St. Mary's College.

The upshot of the report is that shared governance is not broken at SMCM and within the meeting materials there are many examples of how shared governance is working at the College. A notable example of this is the work of the faculty to align its bylaws with operational, programmatic, and administrative changes at the College since 2020 (Note that the faculty senate president's report details the process to get to this point). Per shared governance protocol, the VPAA reviewed the changes and recommended approval to me as president. Upon my review, I met with both the VPAA and faculty senate president to discuss my concerns with the bylaws as presented. Upon agreement by the three of us on a potential path forward, a revision of the updated bylaws was presented to and approved by the faculty and subsequently approved by the VPAA and me. The document is presented in the meeting materials with my recommendation of approval by the trustees.

There are numerous other examples of shared governance working as it should at the College. Nonetheless, within the context of shared governance, there are things we can do better regarding communications and social interactions. The consultants' report will be released to the campus community soon after the Board meeting. At the upcoming meeting, the trustees will be asked to endorse a charge to form a task force to create a statement on shared governance at the College

and, within that statement, develop a statement of principles of shared governance and decision making. The work of the proposed task force, and an ongoing commitment to shared governance at the College will help ensure that shared governance is vibrant and continues to evolve to remain responsive to the times while providing voice to all stakeholders and respect for the decision-making process.

### **Strategic Plan Implementation**

The implementation of *The Rising Tide* continues at a good pace and, importantly, within budget. Please consult the website (<https://www.smcm.edu/president/strategic-plan>) for a snapshot of our progress as well as [Appendix 1](#) for a brief synopsis of the successes and challenges associated with our efforts to create, empower, build, and become THE college of choice, bar none. Thus far, expenses are lower than expected because of the timing, and in some instances, challenges of implementing certain initiatives and processes. Consequently, we are projecting that through FY25 implementation will be approximately \$1.8M below budget (\$1.7M updated projection versus \$3.5M originally projected).

### **Reaffirmation of Middle States Accreditation Update**

Finally, the preparation for the Middle States site visit as part of the reaffirmation of accreditation process is steadily progressing. The steering committee is deep into evidence gathering in support of compliance with the seven standards in the context of the institutional priorities our community agreed upon in Spring 2023. An update of the self-study analysis is [here](#). Co-chairs Arnett and Brady will present additional information to the trustees as means to gather trustee feedback and input before the steering committee prepares a draft of the self-study report over the summer. At this point, there are no apparent issues that will in anyway prevent the reaffirmation of the College's Middle States accreditation.

### **Epilogue**

Return to Dickens, "It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity...it was the spring of hope, it was the winter of despair."

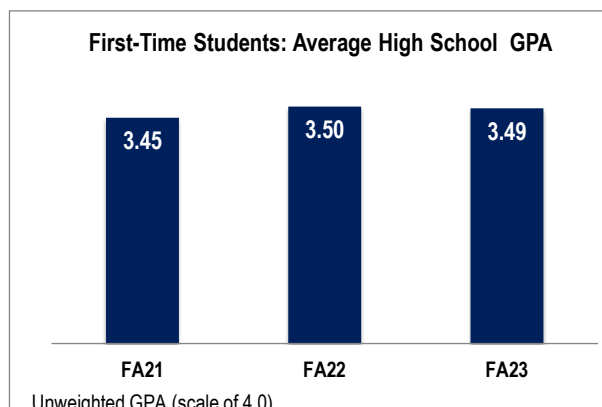
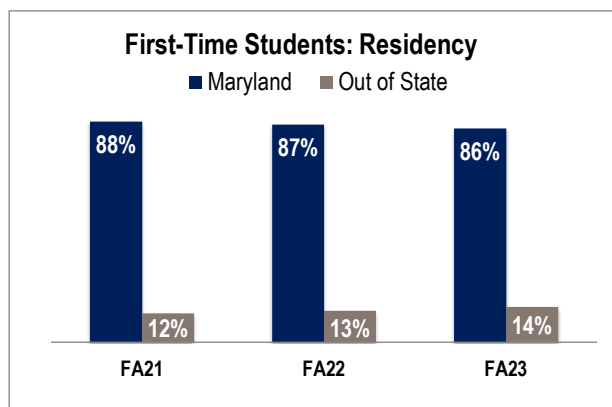
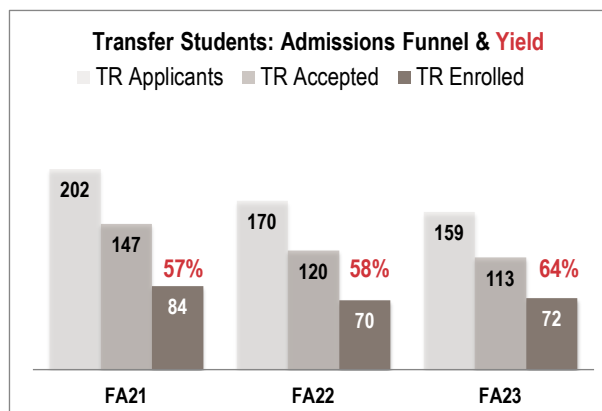
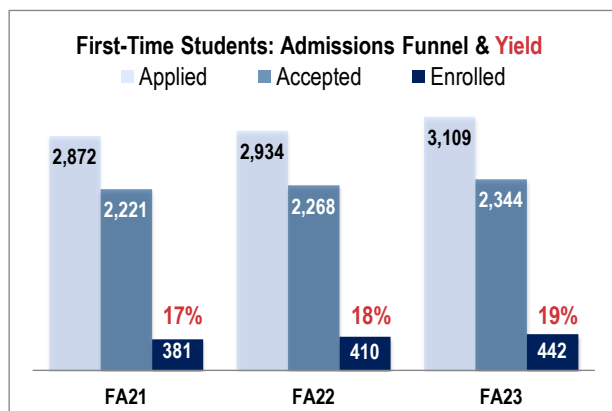
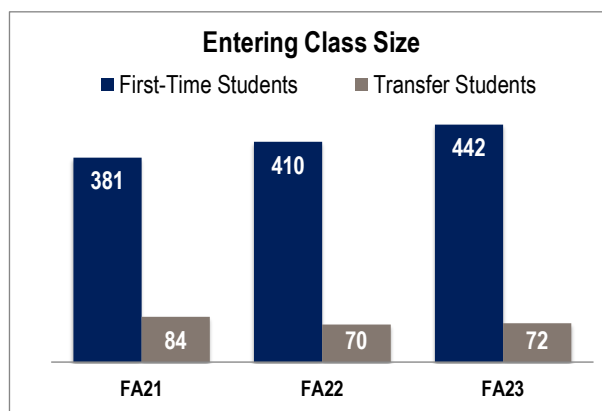
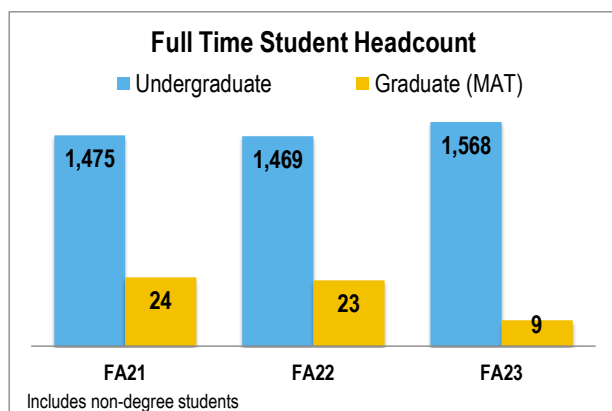
In many respects it appears that we are in the worst of times. Higher education is in the midst of radical and necessary change and the nation is grappling with the fragility of democracy as it is buffeted by polarizing and uncompromising forces. Yet, a liberal arts education, especially in the public sector, has the power to democratize opportunity by providing an affordable and accessible education *to all*. SMCM is at the forefront of this reality and, with an agreed upon ideal of how we will govern ourselves, respect each other, and work together to advance the mission of the College in helping to educate, engage and inspire a productive citizenry, I must believe that SMCM will continue to be the beacon of light that leads us all out of this epoch of incredulity to the epoch of belief, from this winter of despair to the spring of hope in humanity to get us to a better time.



## Board of Trustees Dashboard - May 2024

### Student Characteristics in Enrollment

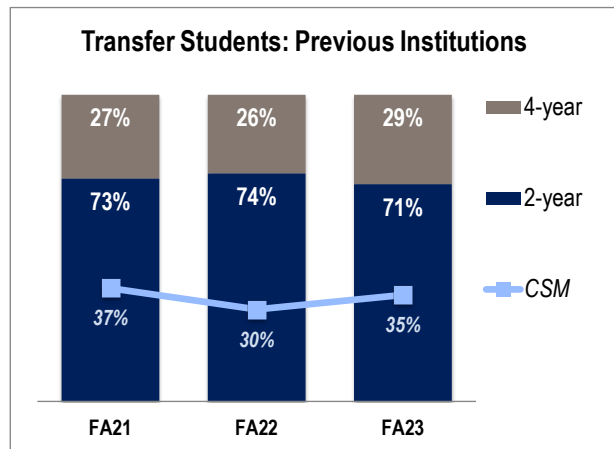
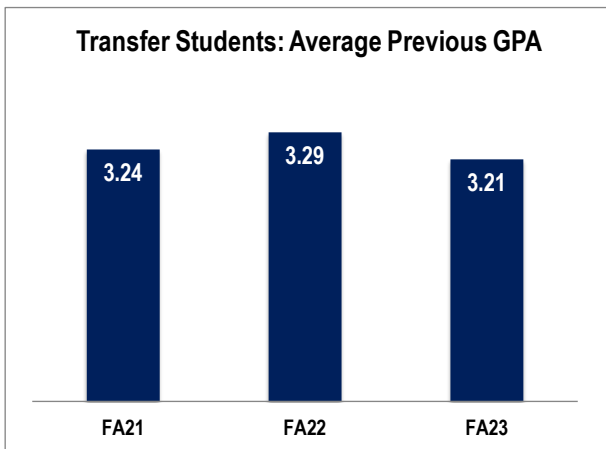
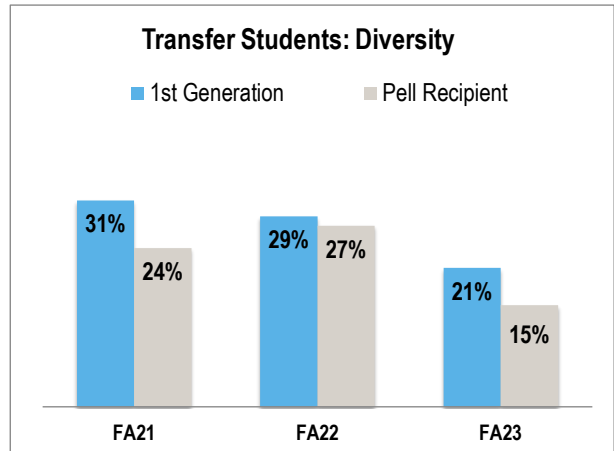
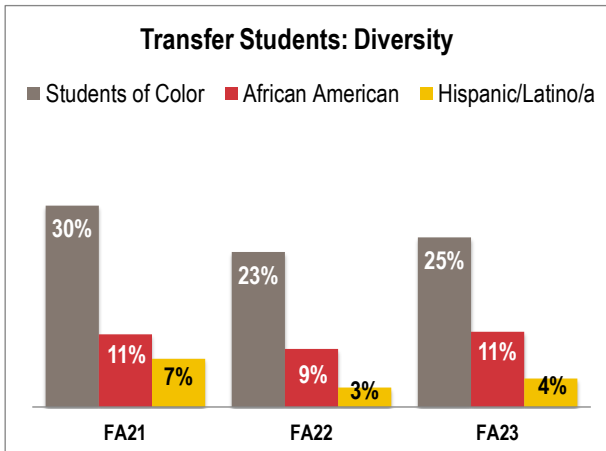
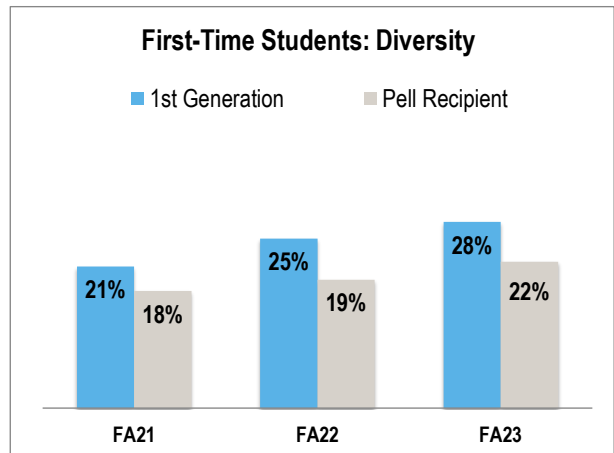
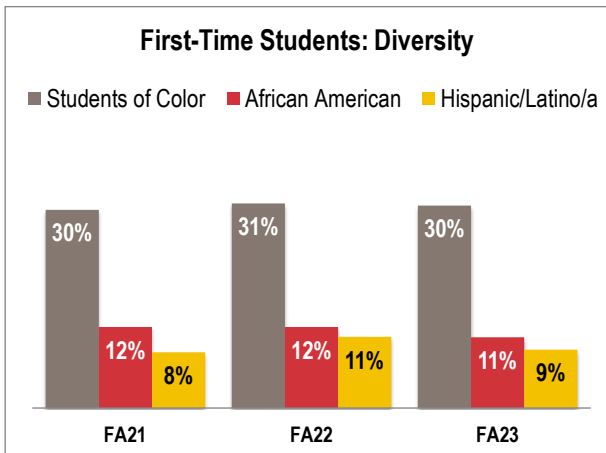
Fall 2023 figures based on final census (freeze) data, 9/25/2023



## Board of Trustees Dashboard - May 2024

### Student Characteristics in Enrollment

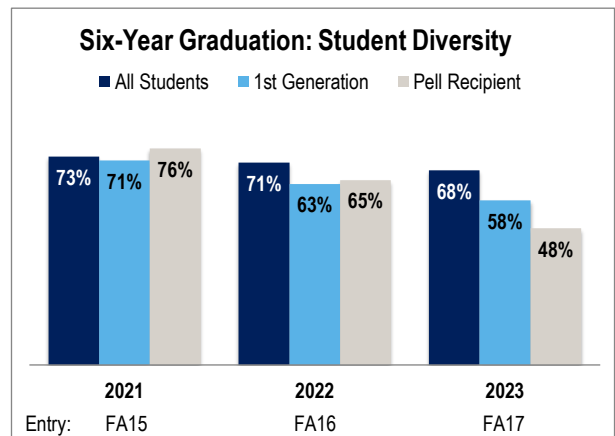
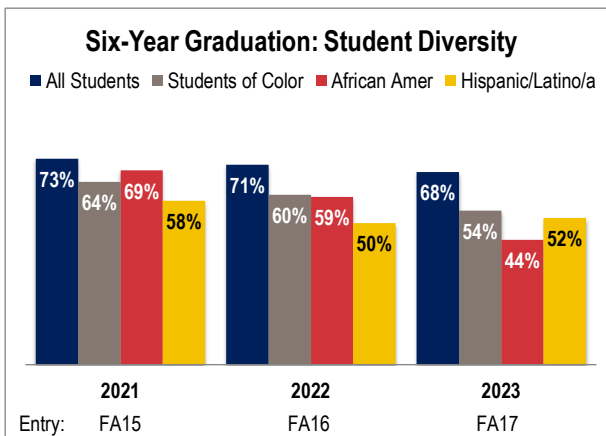
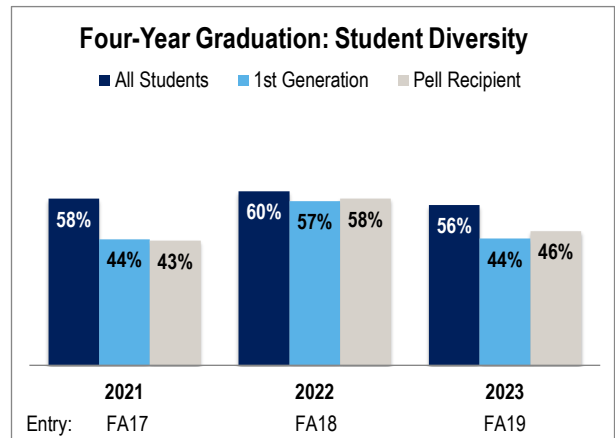
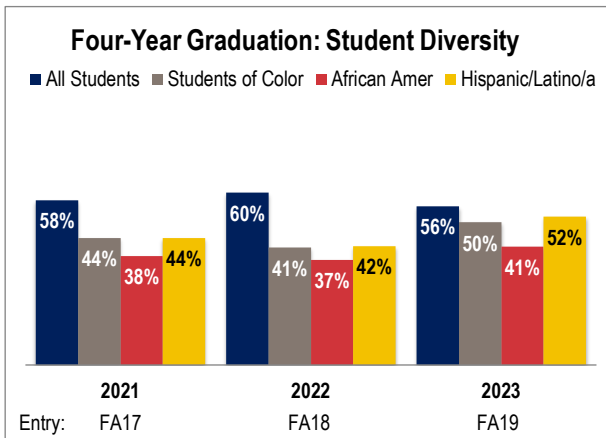
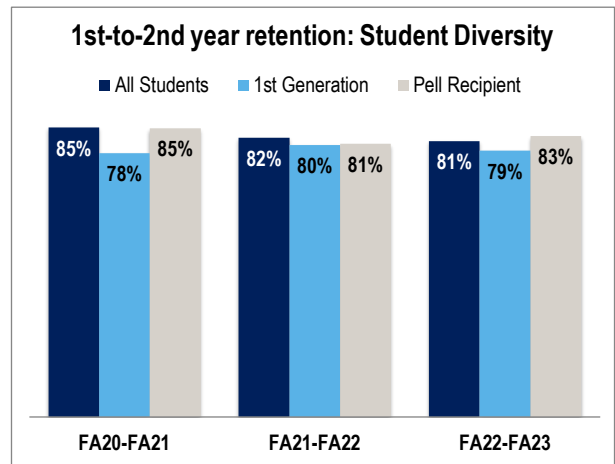
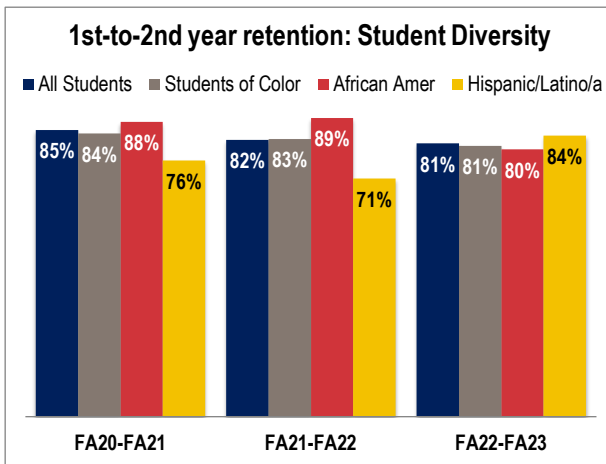
Fall 2023 figures based on final census (freeze) data, 9/25/2023



## Board of Trustees Dashboard - May 2024

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

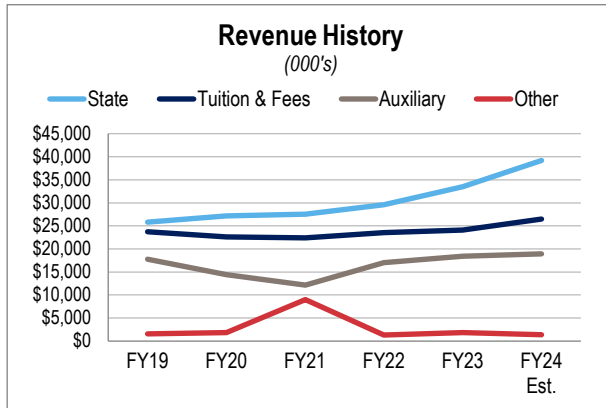
Fall 2023 figures based on final census (freeze) data, 9/25/2023



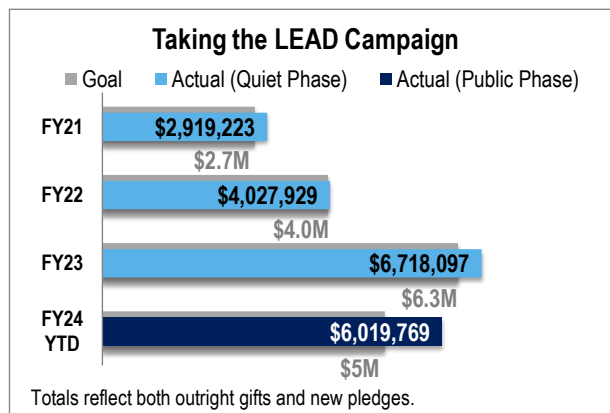
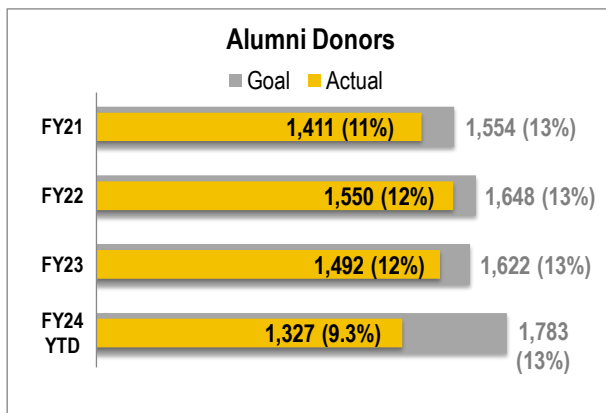


## Board of Trustees Dashboard - May 2024

### Revenue and Fundraising



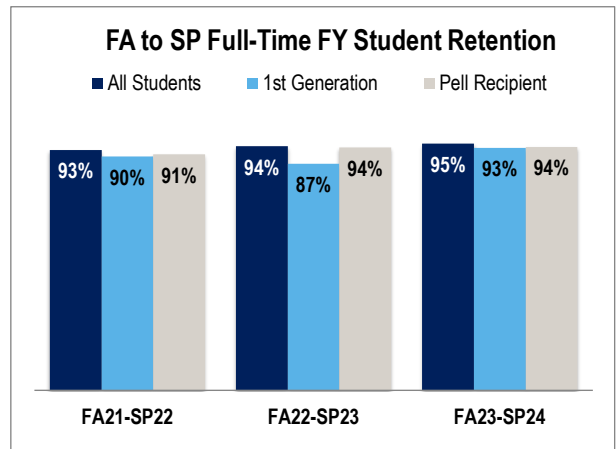
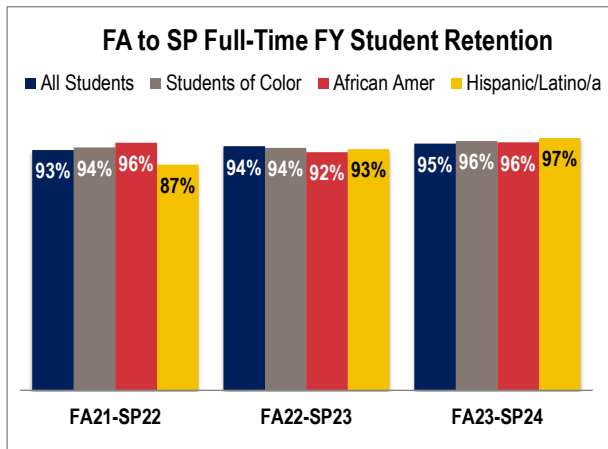
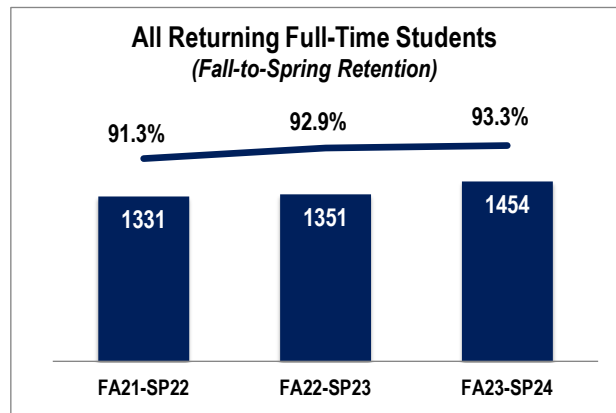
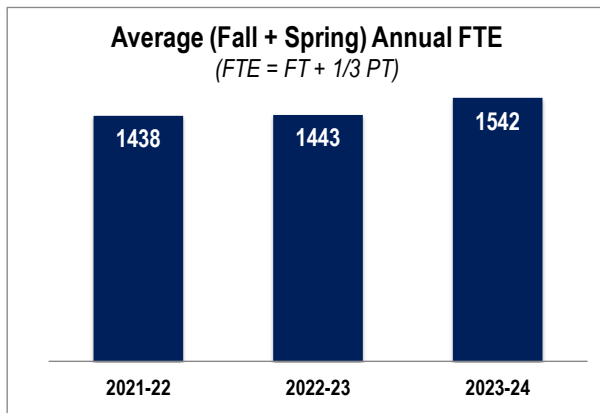
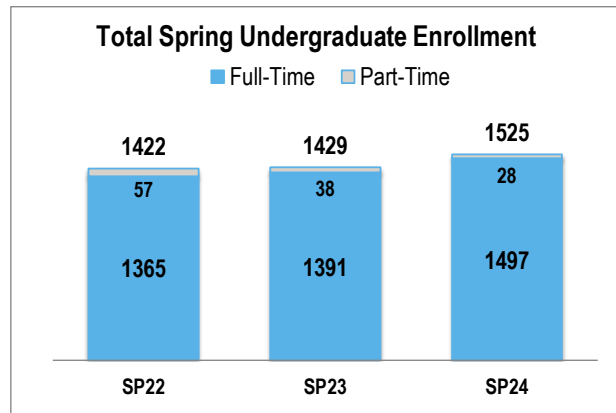
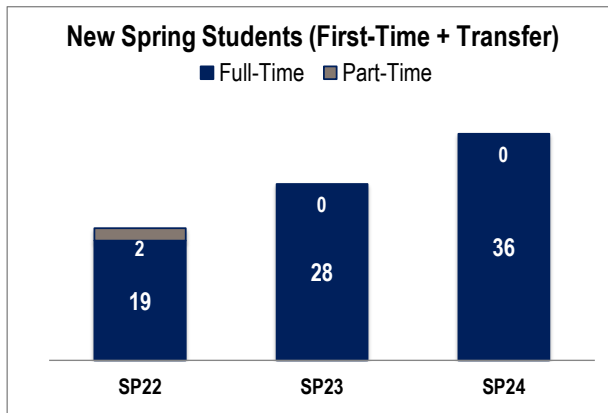
**Note regarding FY21 Revenue:** The COVID-19 pandemic had major impacts on Auxiliary revenues. A significant portion of the student population chose to study remotely, leading to substantial decreases in on-campus living and dining participation rates. Offsetting revenue increases were recorded in the 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 Dashboard - May 2024

### Spring Semester Enrollment and Persistence

Spring 2024 figures based on final census (freeze) data, 2/12/2024





**TRUSTEE GOVERNANCE COMMITTEE**  
**May 10, 2024**

**ACTION ITEM – 2324-17**  
**BOARD OF TRUSTEES CALENDAR – 2024-2026**

**RECOMMENDED ACTION**

The Trustee Governance Committee recommends the following dates for approval as the Board of Trustees meeting schedule for 2024-2026.

**CALENDAR YEAR 2024**

- February 2, 2024 - Committee Meetings
- February 3, 2024 - Board Meeting
- May 10, 2024 - Board Meeting (*one day for Committees and Board*)
- May 11, 2024 - Commencement
- July 26, 2024 - Board Retreat
- July 27, 2024 - Board Retreat
- October 11, 2024 - Committee Meetings
- October 12, 2024 - Board Meeting

**CALENDAR YEAR 2025**

- January 31, 2025 - Committee Meetings
- February 1, 2025 - Board Meeting
- May 9, 2025 - Board Meeting (*one day for Committees and Board*)
- May 10, 2025 - Commencement
- July 25, 2025 - Board Retreat
- July 26, 2025 - Board Retreat
- October 10, 2025 – Committee Meetings
- October 11, 2025 – Board Meeting

**CALENDAR YEAR 2026**

- February 6, 2026 – Committee Meetings
- February 7, 2026 – Board Meeting
- May 15, 2026 – Board Meeting (*one day for Committees and Board*)
- May 16, 2026 – Commencement
- July 24, 2026 – Board Retreat
- July 25, 2026 – Board Retreat
- October 9, 2026 – Committee Meetings
- October 10, 2026 – Board Meeting



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

**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MAY 10, 2024**

**ACTION ITEM 2324-18**

**RECOMMENDATION TO APPROVE  
2024 CANDIDATES FOR GRADUATION**

**RECOMMENDED ACTION:**

The Academic Affairs Committee recommends approval of the candidates for the degree of Bachelor of Arts, Bachelor of Science, and Master of Arts in Teaching.

**RATIONALE**

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



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE**

**MAY 10, 2024**

**ACTION ITEM 2324-19**

**RECOMMENDATION TO APPROVE  
FACULTY BYLAWS**

**RECOMMENDED ACTION:**

The Academic Affairs Committee recommends approval of the revised Faculty Bylaws.

**RATIONALE**

The Faculty Bylaws are the foundational document within the shared governance structure used to guide decision-making by the faculty body. Last approved in 2019, the current proposed revisions were put forward to address outdated terminology and to align institutional processes with best practices. The specific details of each area of change are outlined in the supplementary material. The Board of Trustees has the authority to approve all revisions from the faculty as they shall recommend.



**BOARD OF TRUSTEES  
ACADEMIC AFFAIRS COMMITTEE  
MAY 10, 2024**

**ACTION ITEM 2324-20**

**RECOMMENDATION TO APPROVE  
ATTENDANCE POLICY**

**RECOMMENDED ACTION:**

The Academic Affairs Committee recommends approval of the Attendance Policy.

**RATIONALE**

The attendance policy was revised to provide clearer regulations for student attendance, standardizing an accepted percentage of absences per class. This moves away from an outdated “punitive” approach to attendance, and instead bases the policy on an accepted amount of course material completed and accomplished by the student. Consequently, the attendance policy was clarified to make no distinctions between “accepted” and “unaccepted” absences, which remain difficult to define and occasionally contentious. The Board of Trustees has the authority to approve the attendance policy as recommended by the faculty and Dean of Faculty.

**BOARD OF TRUSTEES  
ADMISSION AND FINANCIAL AID  
MAY 10, 2024**

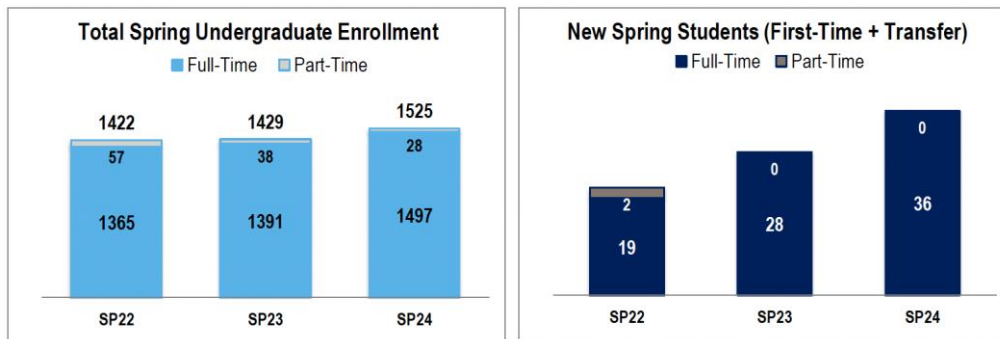
**REPORT**

The Office of Enrollment Management is pleased to submit its May report to the Committee on Admission and Financial Aid of the Board of Trustees. This report includes information on 2023–2024 enrollment, Fall 2024 enrollment, financial aid, Fall 2025 recruitment initiatives, and student success services.

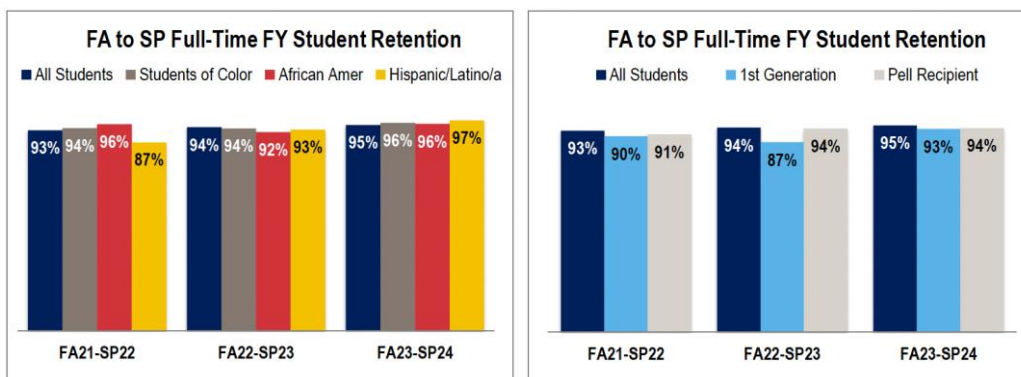
**A. 2023-2024 Enrollment**

Spring Census:

Total enrollment for the spring term is 1525 students including 28 part time students. Over the last three years, the number of part-time students has declined significantly as the pandemic evolved to an endemic. For Spring 2024, the College enrolled 36 new students on a goal of 28 new students. This compares to 28 total new students for Spring 2023, and 21 new students for Spring 2022.



Term to term retention is on an upward trend. The fall to spring term retention of all full-time students was 93.3%. This compares to the overall term-to-term retention of 92.9% for 2022-23, and 91.3% 2021-22. The fall to spring term retention of all full-time first year students was 95% with students of color retaining at higher levels. While first generation and Pell-grant eligible students retained at a slightly lower level, the retention of first generation students increase 5% compared to the previous academic year.



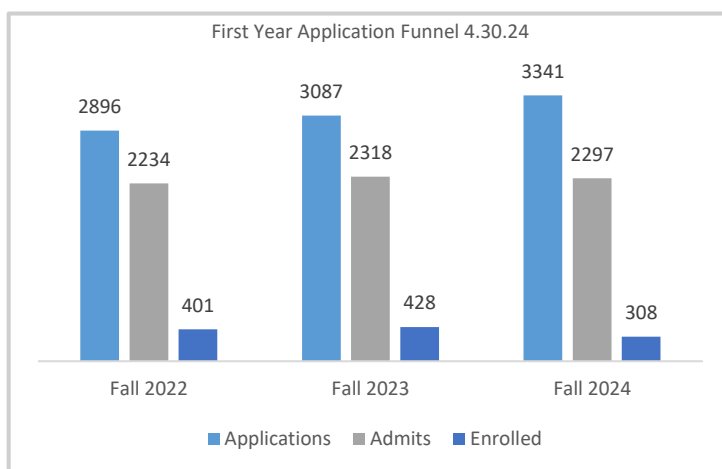


## B. Fall 2024 Enrollment

### First Year Students:

I am pleased to share that as of April 24, 2024, the College has received a historic number of Fall 2024 applications for admission. The delayed launch of the new Free Application for Federal Student Aid (FAFSA) form by the federal Department of Education at the end of December along with ongoing issues with data being sent to higher education institutions and critical functionality for families to make corrections on their forms has had significant impact on the financial aid awarding process and resulted in delayed new student enrollment across the country. The current impact cannot be overstated. From an operational perspective, the College began sending out financial assistance packages on April 15. This is compared to the third week of November in previous years. While the team fulsomely communicated with our applicants, this has compressed the timeframe for our usual initiatives that follow the release of financial assistance award packages.

Due to this delay and to allow families time to make the enrollment decision, the College moved the enrollment deadline from May 1 to May 15. May 15 is also the extended deadline for the University System of Maryland and public institutions in Virginia. Also, while the College's Office of Student Financial Assistance was able to begin communicating offers of financial assistance in mid-April to our admitted students, other Maryland institutions reported that they expected to communicate their awards later in the month or at the beginning of May. These differences are impacting the new student enrollment trend for this year's enrollment cycle and the number of enrolled new students is tracking behind previous years.



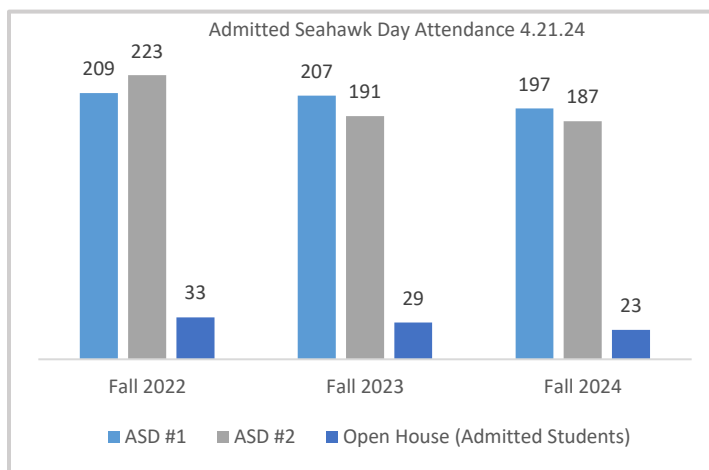
### Fall 2024 First-Year Applications by Application Plan:

- 72 (+24.1%) Early Decision applications
- 2011 (+13.7%) Early Action applications
- 1254 (0%) Regular Decision applications

Following the admission decision process, select students are invited to be part of the DeSousa Brent Scholars Program, Sum Primus for first-generation college students, and apply for the Landers Scholars Program. In partnership with the Division of Academic Affairs a new pilot program, Monument Scholars, was developed to recognize students in the top 10% of the admitted student pool. As part of this recognition and among other programming, Monument Scholars will be connected with the new Director for Student Fellowships and Awards to support intentional preparation for these highly competitive awards.

Our signature Admitted Seahawk Days were a success. The success of these programs is due to the support of the entire campus community. The program included a plenary welcome featuring President Jordan, video presentations, a student panel, and the College's PING vocal ensemble. This was followed by an academic

and student life fair with faculty and students, brunch in the Great Room, campus tours, residence hall show rooms and academic showcases in the academic departments. Including the admitted students who attended the Spring Open House, a total of 407 admitted students attended our on-campus signature yield events. This compares to 428 who attended last year and 462 who attended in 2022. This trend is off set by the increasing numbers of students who have been attending our open house programs.



Other yield programs include our in person daily campus tours, the Shadow a Seahawk class visit program and the virtual Future Seahawk Series. Between February 1 and April 30, 72 admitted students attended one of our daily tour programs and 37 admitted students participated in the Shadow a Seahawk program. The Future Seahawks Series included programs featuring our academic disciplines, affordability/financial aid, career preparation and alumni, housing and residence life, and student life. A total of 112 unique students attended the Future Seahawk Series programs. With 62 students the April 30 program on affordability/financial aid was the most well attended. Over the last few years, the number of students participating in virtual programming has decreased. The Office of Admission will be reevaluating this strategy for future cycles.

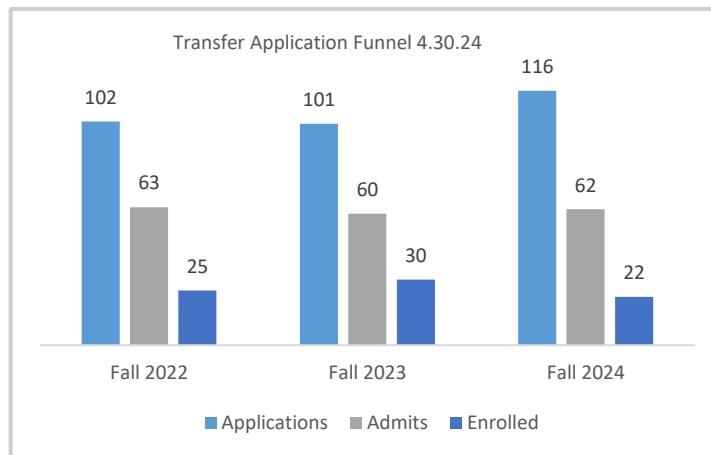
Off campus Admitted Student Celebrations were held in Bethesda, Maryland and near the Baltimore Washington International Airport. These locations were selected due to target student populations and availability of public transportation. These events featured current students, faculty members and alumni who volunteered their time to interact with admitted students. Thirty-three admitted students and their family members attended these events. In addition to these large regional events, admission staff also hosted events for admitted students in Frederick (14), Kent Island (3), and Salisbury (2).

The Office of Admission continues to accept, review, and make decisions on applications for admission. This is normal business procedure because we want to ensure that the College is an option for students who are later than others to the college search process as well as for students who realize that their other college admission offers do not meet their academic, personal, or financial needs.

Once a first-year student has submitted their enrollment deposit, they receive information pertinent to the business of completing their enrollment. Our one day-long SOAR (Seahawk On-Boarding, Advising and Registration) programs are on June 17, 18, and 20. Students who are unable to attend the on-campus program either due to a conflict or distance will be able to participate in a virtual eSOAR program on June 21. The New Student Experience (NSE) team including staff from Academic Affairs, Enrollment Management and Student Affairs, coordinates SOAR and the Orientation program at the beginning of the fall semester.

Transfer Students:

The transfer admission priority deadline is June 1 with admission decisions and financial aid awards released on a rolling basis. This will continue through mid-August. Transfer applications have increased 14.9% as of this point in time. Like the yield for our first-year students, the yield of our transfer students is also behind previous years.



The creation of a transfer student recruitment, admission, and services unit in the Office of Admission is already delivering results.

#### Transfer Initiatives:

- A new, pilot enrollment pathway program, SMCM Pathway to Honors (p2H), was launched in partnership with the College of Southern Maryland. This program is for first-year applicants from Calvert, Charles, and St. Mary's Counties and were not admitted to the College. Students in the p2H program will take a minimum of 15 academic credits at the College of Southern Maryland and participate in joint orientation and advising programs. Students also will participate in Reverse Transfer, which will help them earn their Associate's degree while completing their Bachelor's degree at the College after they complete the p2H program. Forty students were invited to participate in the program. We plan to expand this program in partnership with other Maryland community colleges.
- A new model for transfer articulation agreements has been developed. All Maryland Community Colleges have received our new master transfer articulation agreement, which includes guaranteed admission and scholarship opportunities. Initial conversations with the Virginia Community College System have also been started. Academic program transfer agreements, which had been separate documents, will be updated in partnership with our academic departments to reflect the legislated Transfer with Success Act requirements and will be added as appendices to the master agreement. Similar agreements with community college honors programs will also be developed and added as appendices. This strategy will support better management of our articulation agreements.
- The Transfer Evaluation System (TES) public view database was launched on the admission webpage in April. This technology enables prospective students to view how courses from other colleges and universities would transfer to the College. So far, over 4,000 transfer course equivalencies have been added to TES public database. This technology also has the functionality to streamline faculty evaluations of transfer courses.
- On April 26th, the College hosted our first Transfer Professionals Day. Community college staff from nine of the 16 Maryland Community Colleges participated in sessions about Transfer

Services, the Center for Career and Professional Development, Office of International Education, and Financial Aid.

### **C. Financial Aid**

The delay and challenges associated with the launch of the new Free Application for Federal Student Aid (FAFSA) forms has impacted the number of FAFSA forms received at this time of the year. The College has received 1588 FAFSA forms from admitted students as of April 30 which is 6% more compared to last year. As of April 19, FAFSA form completion is down more than 29% nationally. In Maryland that figure is 27.9%. Of concern is that this decline is from areas which tend to be historically underserved. While we do not know for certain, we believe that our robust and ongoing communication across various channels including bilingual, Spanish, communications supported our students and families in this process and contributed to our volume differential relative to the national norm.

Financial assistance award packages were communicated to admitted students beginning on April 15. In typical years, this process begins the third week of November. This has compressed the timeframe for our usual initiatives that follow the release of financial assistance award packages and for families to make their enrollment decision with all information in hand. Because of the reduced window between the release of awards and the extended May 15 enrollment deposit deadline, the Office of Student Financial Assistance (OSFA) offered families virtual appointments until 7 p.m. Eastern time the week of April 29. This is in addition to the office and virtual appointments that are available during normal business hours.

As of May 1, the Scholarship Committee has received 38 merit scholarship appeals submitted by admitted students which is 20 fewer than for Fall 2023 at the same time due to the FAFSA delay. The staff has processed 14 special circumstance financial aid appeals, compared to 29 for the Fall 2023 entering class. The Office of Student Financial Assistance will continue to receive and review appeals through the summer.

### **D. Fall 2025 Recruitment**

The recruitment cycle for an entering class begins more than two and a half years before the start of the entry term. The Fall 2025 recruitment cycle is the first which will be affected by the changes to process for accessing prospective student leads by the College Board which has been historically the source of much of our top of the prospective student recruitment funnel. Starting in November 2023, colleges are no longer able to license the names of test takers and contact them directly. Now, the student needs to express interest in the College after seeing postings in a new application called Connections which, as expected, has been significantly less effective than direct outreach to students. In anticipation of this change, the College - in partnership with our external partner who executes this strategy - secured additional volume for Fall 2025 and 2026 before the new app was launched. We have also been increasing alternate prospective student lead sources in addition to increasing recruitment travel and on-campus event options. We are working with Institutional Advancement to identify strategies to increase interest among prospective students through digital means.

#### Spring Recruitment Travel:

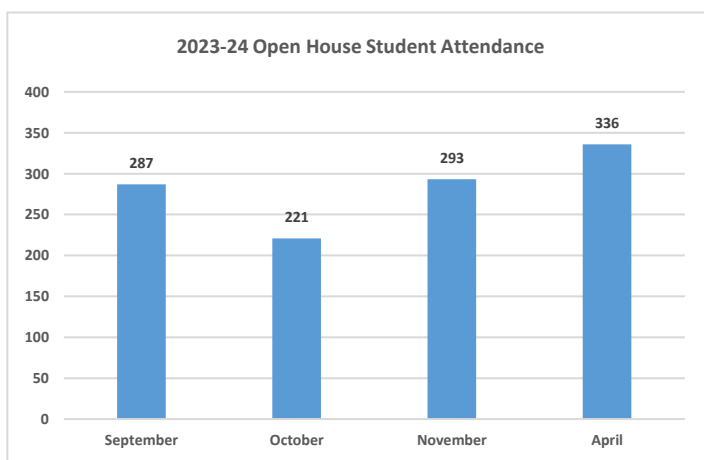
Admission staff has been actively engaged in off-campus Spring recruitment travel. For first-year student recruitment, this has included 95 high school visits, local, regional, and national college fairs and workshops with 52 of these events in Maryland and the remainder out of state, primarily in our contiguous regions.

As a partner of the College Bound Foundation, the College joined several other institutions to present college-awareness programs at 11 Baltimore City high schools the second week in April. The formats varied from large presentations to the entire junior class, to rotating classes with small school groups, to college fair-style layouts. These were successful programs.

Transfer staff participated in 15 in-person transfer fairs and one virtual transfer fair. This included recruitment events at 12 of the 16 Maryland community colleges. Staff also hosted workshops for various community colleges, including the Hagerstown Community College Phi Theta Kappa Chapter, the College of Southern Maryland S-STEM Scholars, and the Carroll Community College Honors Program.

### Spring Open House:

The Office of Admission hosted our on-campus Spring Open House on Saturday, April 20, 2024. With 336 student attendees, this was the largest Open House in the history of the College. Feedback from the program was very positive with 25% (N=85) of student attendees completing the evaluation survey. 81.2% “loved” the program, 83.5% are “more interested” in the College and 73.8% are “very likely” to apply to the College. Only two students indicated that they are less interested. Narrative feedback was also just as positive with interactions with our students, faculty and staff and the student panel noted as highlights.



Our annual Open House programs have been scheduled for the fall semester. The Open House programs will be on the following Saturdays: September 21, October 26, and November 16.

Entitled the SMCM Counselor Voyage Program, the Office of Admission hosted the College’s first secondary school counselor overnight program from April 14-16. Seven counselors from California, Georgia, Maryland, New Jersey, and Pennsylvania attended. The program was a success and the format will serve as a model for future annual programs.

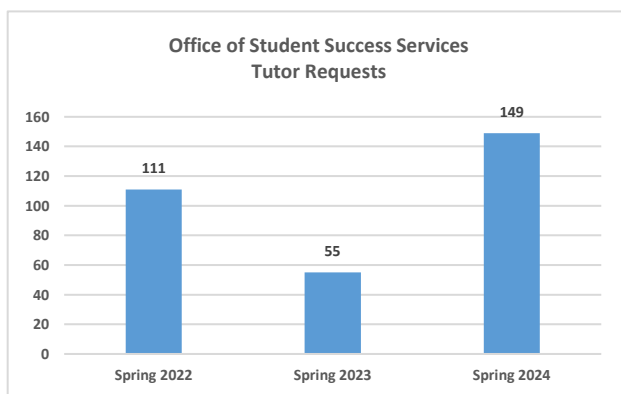
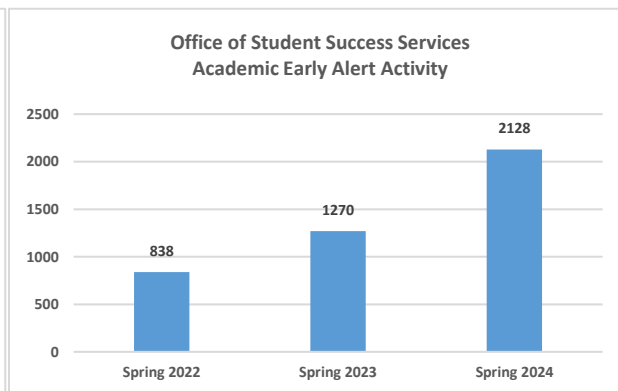
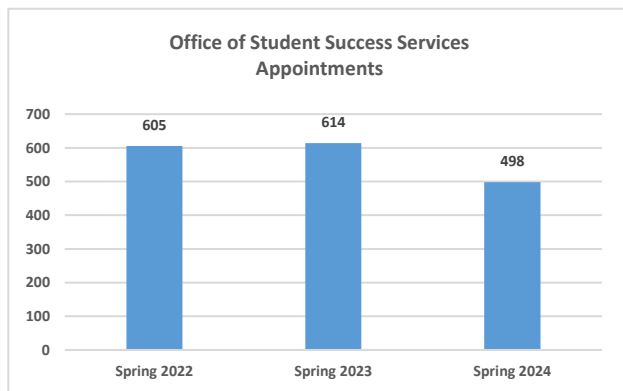
### Summer Programs:

- The Office of Admission is planning two Counselor Programs. The first will be off-campus in Montgomery County, Maryland, on June 5 and the second will be an on-campus Counselor Preview Day on June 14.
- From July 7-13, the campus will be again hosting the National Hispanic Institute Conference Lorenza de Zavala American Youth Legislative Conference from for about 150 youth from the United States, Dominican Republic, Guatemala, Mexico, and Panama.

### **E. Student Success Services**

The Office of Student Success Services (OS3) is responsible for services and programs designed to support student success and retention. This includes the College’s academic early alert system, academic advising, mentoring, coaching, just-in-time programming, and tutoring. This spring saw a decrease in the number of students appointments in the OS3. This was a phenomenon that was also experienced by other offices on campus. The use of the early alert system by our faculty and staff as a tool to identify and respond to students of concern continues to increase and as was experienced in the fall, there was an increase in the demand for

tutoring. Chemistry and math courses are the sources of much of the demand for tutors.



Other Updates for Spring 2024 include:

- Three Peer Academic Success Strategies (PASS) specialists met one-on-one with 47 students.
- Advising day preparation outreach in the residence halls.
- PASS specialists and OS3 staff completed 17 tabling sessions in the Campus Center. Topics included:
  - Dealing with Stress
  - Help with Studying
  - Preparing for Midterms
  - Advising Preparation
  - Preparing for your SMP
- Expanded tutor training and increased access to tutor appointments.
- The Seahawk Family Liaison program responded to 42 requests in addition to some families directly contacting OS3 staff.
- Articles for the Parent and Family Newsletter:
  - January: Developing a Good Sleep Routine
  - February: Parenting a Perfectionist
  - March: Moving Home After Graduation
  - April: Advice and Quality Time During Breaks
- Parents and Family Webinars:
  - January: Helping Your Student Recover from a Hard Semester
  - February: Explaining the New FAFSA
  - April: Are You Living in My Basement

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

**Date of Meeting:** May 10, 2024

**Date of Next Meeting:** TBA

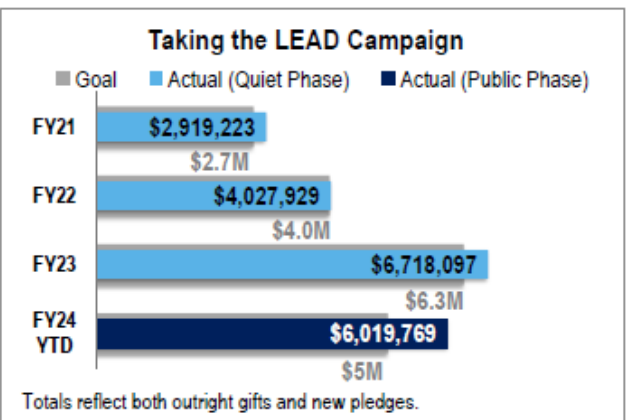
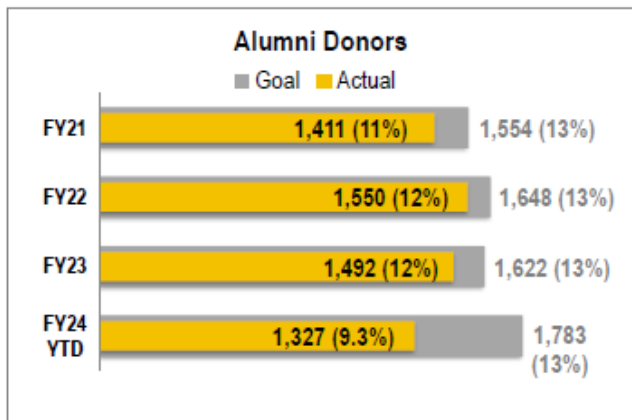
**Committee Chair:** Gail Harmon

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

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

**Dashboard Metrics:**

**Revenue and Fundraising**



**Executive Summary:**

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

The two graphs above are among metrics that track progress. IA focuses on building the alumni donor base. To date, 1,397 alumni have given toward the FY24 goal of 1,783. The Taking the LEAD campaign is tracked in the second graph which had been in its quiet phase since 2020-21 and is now in its public phase. To date, the FY24 annual goal of \$5M has been exceeded; more than \$19M has been raised to date toward the overall \$20M campaign goal.

The IAC will not meet on May 10, but IAC Chair Gail Harmon will present a high-level overview at the Board of Trustees meeting from the Institutional Advancement, Alumni Association and SMCM Foundation reports submitted. Each details how IA with its partners is actualizing *The Rising Tide* strategic plan.

Of note, the Taking the LEAD campaign has had great momentum and is closing in on reaching its \$20M goal a year early. Cultivation by President Jordan, the Campaign Steering Committee, the SMCM Foundation Board, the Trustees, the Alumni Association and IA team have made inroads in building the College's donor pipeline. Equally gaining traction are regional and national media campaigns for The National Public Honors College and the LEAD initiative, including content in The Chronicle of Higher Education and Inside Higher Education. The IA integrated marketing team continues to garner third party validation by winning top national awards in enrollment and event marketing. In addition to assisting Admission reach its funnel goals, the team's strategic marketing for the Dodge Performing Arts Center has helped surpass last year's total attendance by 24% to a record 26,387 to date. The latter addresses IA's goal to establish SMCM as a cultural hub for the region.





**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE  
MAY 10, 2024**

**VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT AND EXECUTIVE  
DIRECTOR, ST. MARY'S COLLEGE OF MARYLAND FOUNDATION REPORT**

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 February 2024-May 2024 as illustrated in selected progress points.

**IA Goal: Fundraising for the \$20M Taking the LEAD Campaign**

**Giving to date:** Now in its public phase, the Taking the LEAD campaign has yielded \$19.5M since its quiet phase launch in 2020-21. To date, \$6M has been raised toward the annual campaign goal of \$5M. Thirty-one major gifts (\$10k or more) comprise 90% of this year's total raised. The team is closing in on its goal of raising \$600,000 through non-major gifts in FY24 with \$594,194 to date. Three cohorts have exceeded the FY24 goals set for numbers of givers: faculty/staff 158/150 (+8); parents 432/340 (+92); and students 316/235 (+81).

The total campaign thus far has raised 52% in current funds and 48% in endowed. The largest categories include the LEAD General Fund (\$3.5M), Scholarship Support (\$6.8M) and the Performing Arts (\$1.6M). To keep abreast of the campaign and its impact, view the website at [go.smcm.edu/taking-the-lead/](http://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 Tuajuanda C. Jordan, the Campaign Steering Committee, Foundation Directors, Trustees and the Alumni Council, an alumni ambassador group is helping to increase the number of givers to grow the donor pipeline. With a goal of 1,783 alumni donors by June 30, 2024, 1,327 have contributed to date.
- *Taking the LEAD Tours*—Alumni gatherings in Maryland throughout the year featuring President Jordan aimed to bring attention to the campaign and the College's strategic plan which the campaign helps to actualize. Tours completed in FY24 have been in Annapolis (October), North Bethesda (November), Baltimore (December), Frederick (March), Solomons (April) and Savage (May). Several Trustees, Foundation Directors and

Campaign Steering Committee members networked with nearly 290 total attendees. During the spring semester, major gift officers continue to travel out-of-state to meet with major prospects. In March, Campaign Steering Committee Chair Helen Werneke and Trustee Ray Werneke hosted a highly successful prospect reception in their home.

- *Campaign assets*— Taking the LEAD Tour Flickr photo albums for each event were posted to the smcm.edu Flickr section of the College’s front page web site and pushed out to alumni. Campaign Steering Committee members issued more than 1,300 letters encouraging contributions. In light of the recent \$4M planned gift by Foundation Director Scott Raspa, requests for more planned giving information have been received. Planned giving details were added to the campaign website along with personal contacts by major gift officers.

### **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 33 Admission pieces during the reporting period, the team augmented partner agency digital work to help drive enrollees to the April Open House, which was showing an uptick of more 27% to date over last year. Focused multi-media strategies, including three radio campaigns, newspaper ads and Meta (Facebook and Instagram) pushes have increased key Admission pageviews 11% over this time last year with a 5% uptick in users. Of note, pageviews for the transfer information web page are up 211% over last year with 173% growth in users thanks in part to targeted digital, radio and print ad outreach. Monthly ads also began in the NAS Patuxent River base magazine featuring veteran students and the College’s designation as military-friendly.

The team constantly creates short videos, photo albums and social media assets for major events and experiences on campus to illustrate the SMCM experience to key stakeholders such as prospects and their families. Twelve “Takeover Tuesdays” were produced with Admission whereby current students posted on social media visuals about their typical day, averaging 2,000 accounts reached. During April, the team began work on a new recruitment video to be shown at Open Houses and other key Admission events.

*Validation:* To add to its exceptional collection of third party validation for its marketing efforts (more than 50 top national awards in the past several years), the integrated marketing team just won the following: Gold for the Admitted Student Pocket Folder in the 37<sup>th</sup> Annual Educational Advertising Awards as well as a Bronze in the same competition for its digital marketing for the 2023 Fall Open House Campaign in conjunction with a partner agency. More than 1,000 higher education institutions compete. The team also landed a Gold in the Collegiate Advertising Awards for its *Spirit of SMCM: Memories of 2023* video, a Silver for its 2023 Mulberry Music Festival advertising campaign and a Merit for the President’s 2023 holiday card.

**Alumni Engagement:** Alumni choosing to engage with SMCM is an ongoing goal enhanced by bi-monthly e-newsletters. IA's Alumni Relations department produced the Valumtine's Virtual 5K in February, with 53 participants from 10 states and four countries raising funds for the Alumni Legacy Scholarship. Bay-to-Bay Service Days is ongoing to date, with more than 10 groups already conducting service projects in Maryland, Philadelphia and Boston; close to 100 volunteers are expected. Over 450 students are currently being mentored in the Core-P 102 class by the largest number of alumni mentors to date. The FY24 goal to enroll 275 mentors has been exceeded (285), up 14% over last year. Refer-a-Seahawk, whereby alumni refer prospective students to Admission, continues to see results: the number of referrals to date topped 69, up 156% over last year's 27.

**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 more cohort groups giving.

### **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 will feature, in its late May issue, how the SMCM Alumni Association and Alumni Council create a unique model in helping to actualize the College's strategic plan and student success, worthy of The National Public Honors College.
- *Focus on LEAD*— The team produced two new videos to enhance the LEAD web pages, one that illustrates a LEAD project with community interaction and another that captures why a graduate chose to donate to LEAD due to its relevancy in today's workplace. Articles and ads were created and launched for both the Chronicle of Higher Education and Inside Higher Education that tout LEAD and President Jordan's belief in the value of a public liberal arts education. Content will be running through June in time for the COPLAC summer conference June 9-10 on the SMCM campus. The content will also be leveraged in Admission, parent, donor and alumni outreach. The team launched a LEAD awareness campaign on Meta reaching nearly 77,000 with over 4,000 link clicks to the LEAD pages. The efforts drove an overall increase of 29% in pageviews and 63% in users over the same time last year.
- *Leveraging Brand Resources*—The team continues to work with internal groups, publishing monthly "Brand Marketing Tips" in the SMCM Daily newsletter it produces. It is currently working to update the existing Brand Resources Guide with some new assets suggested by students, faculty and staff.
- *New Internal Communications Tools*—IA launched *The Current*, its custom-built daily communication platform created just for students. To date, 11,260 visits since February have been tracked. 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. Several student feedback sessions have been conducted to continually improve the product and its usefulness. The team also assisted nearly 250 campus members in the reporting period with web improvements.

### **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 four radio campaigns, 90 marketing pieces, Spotify campaigns, and Facebook ads to a four -state region and D.C., among other tactics. The Dodge Performing Arts Center pageviews have increased by 106% over the same time last year. A result: the number of attendees increased by 24% over the same time last year (26,387/21,223). Of note, the Dodge PAC has hosted 155 events so far in FY24, 21 of them being rental of the facility by external groups. The largest shows, just about at capacity, have been the King's Singers, Reagan Years, Randy Rainbow, and the Messiah. Two Southern Maryland performing arts groups are using the Dodge PAC for "residency:" COSMIC Symphony and Ballet Caliente. Also, the marketing team secured space on the widely circulated county tourism map for both the Dodge PAC and the Commemorative to Enslaved Peoples of Southern Maryland.

**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 reporting period, this has included the Maryland Supreme Court live hearings at the Dodge PAC on March 5 that included an interactive luncheon for the Justices and 28 students. More than 170 high school students joined 100+ members of the campus community for this historic event. The team also supported the annual Awards Convocation, the Twain Lecture Series featuring Randy Rainbow, and is assisting with Commencement, the summer COPLAC conference, the Mulberry Music Festival, the Chesapeake Writer's Conference, summer River Concerts and a host of other summer conferences. The team began surveying attendees to gauge event strengths and areas to improve. The annual Twain Lecture survey yielded 75 responses with 68% rating the event excellent; the rest were very good or good. Ticket pricing, parking, customer service and the quality of the program garnered the highest rating in each category among 70% of those responding.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**SMCM ALUMNI ASSOCIATION REPORT**

**Date of Meeting:** May 10, 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. In this reporting period, regional chapter leadership vacancies have been filled in Philadelphia with Colin Woods '05 and in Western Maryland with Alex Hutt '05. With four filled, the Alumni Council will continue to fill the remaining four vacancies.
- Promoting the Bay-to-Bay Service Day initiative. The four new regional chapter presidents, along with current regional chapter presidents, assisted Alumni Relations with organizing 10 projects throughout Maryland, Washington, D.C., Philadelphia and Boston during April.
- Reinstating annual events in FY25 that were signature events for chapters, such as the Crab Feast in Annapolis and the Orioles game in Baltimore. The Baltimore Metro Chapter has the Orioles game penciled in for Friday, August 23 and the Council is exploring venues throughout Maryland for a trivia tour this fall.

Other items of focus include:

- Onboarding five new Alumni Council members. The Council is excited to welcome Meg Gesner '17, Benjamin Casto '10, Leslie Fields '03, Morgan Lum '96 and Jim Harvey '83; their terms start July 1, 2024.
- Selecting this year's Alumni Scholarship and Alumni Award winners who will be celebrated at Alumni Weekend on Friday, June 7 at the annual Awards Ceremony.
- Preparing for and volunteering at Alumni Weekend. This event provides a great opportunity to raise money for the Alumni Legacy Scholarship through the new 0.2K Fun Run, among other means. The Alumni Council will be supporting the Alumni Relations team throughout the four-day event.

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

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

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

**Date of Meeting:** February 22, 2024 (JIAC), April 25 (JIAC and SMCM Foundation)

**Reporter:** Dan Schiffman '91, Foundation President

The Foundation's Joint Investment Committee (JIAC) and the Foundation Board of Directors met on April 25, 2024. The JIAC also met on February 22, 2024. Among the items of note:

The Foundation Board welcomed George Anas, its newest director. Mr. Anas is director of external affairs and Berkshire Hathaway Energy.

As part of its periodic review process, the Foundation Board approved edits to its Investment Policy as recommended by the JIAC. It also approved its FY25 Operating Budget.

JIAC Chair Nicole West reported the Foundation's total endowment market value, as managed by J.P. Morgan, was \$38.6M net of fees as of March 31, 2024. The fiscal year-to-date performance of the endowment portfolio is 10.4%. The portfolio's benchmark return is 12.7% over the same period. The JIAC reviewed with J.P. Morgan the five-year performance of the portfolio against benchmarks as well as trends and long-term risk expectations.

Both the JIAC and the Foundation discussed two private credit opportunities as presented by J. P. Morgan. The Foundation voted to accept the JIAC's recommendation to invest in one of them—a more open-ended conservative option.

SMCM President Tuajuanda Jordan shared with the Foundation Board enrollment progress-to-date and challenges by the nationally delayed FAFSA rollout. She noted with gratitude that the Governor and legislators have fully supported the College's operating budget for FY25. Among other points she highlighted: Commencement will take place May 11 with Congressman and Trustee Steny Hoyer as the keynote. Lynn Pasquerella will receive an honorary degree; she is a strong advocate of the liberal arts who is president of the American Association of Colleges and Universities. She will keynote the Council of Public Liberal Arts College's (COPLAC) this summer held at St. Mary's College under the leadership of Dr. Jordan who serves as its president.

Foundation Executive Director Carolyn Curry reported on the Taking the LEAD campaign with \$19.5 raised representing 97.7% toward the \$20M goal. She explained that the campaign would officially end on June 30, 2025, with fundraising continuing for the LEAD General Fund to help actualize *The Rising Tide* strategic plan. She thanked those Directors who attended the Taking the LEAD tours throughout the state, who have written letters cultivating major donors and for making major campaign gifts through current and endowed funds as well as planned gifts.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
CAMPUS LIFE COMMITTEE  
MEETING OF MAY 10, 2024**

**ACTION ITEM 2324-21  
APPROVAL OF THE 2024 CULTURAL DIVERSITY REPORT**

**RECOMMENDED ACTION**

The Campus Life Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the College's 2024 Cultural Diversity Report for submission to the Maryland Higher Education Commission.

**RATIONALE**

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

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024  
ACTION ITEM 2324 - 24  
APPROVAL OF THE FY26-FY30 STATE CAPITAL BUDGET PROPOSAL**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, contingent upon a favorable endorsement by the Technology, Buildings, and Grounds Committee, of the FY26-FY30 State Capital Funding Proposal.

The proposed FY26-FY30 state-funded capital budget proposal includes funding of various campus infrastructure improvements, funding for the design and renovation of Montgomery Hall, and the design and renovation costs associated with interior improvements and ADA compliance issues in Calvert Hall.

**RATIONALE**

The attached chart summarizes the College's FY26-FY30 state capital budget request and provides a comparison to the governor's Five-Year Capital Improvement Plan (CIP).

**Campus Infrastructure Improvements**

This budget request continues to fund infrastructure improvements annually in multiple phases. The previous FY25 allocation of \$2.1M will fund improvements to the North Campus nodal loop, which was previously allocated to FY24 funding sources; however, the Schaefer Hall HVAC project proposals came in over budget and Department of Budget Management approved the use of the FY24 state capital funds to complete that project and deferring the North Campus nodal loop to FY25.

Additional highlighted projects proposed for FY26-FY30 include the Kent Hall HVAC replacement, Schaefer Hall fume hood replacement and automation controls upgrades, Goodpaster Hall automation controls upgrades, masonry restoration and slate roof replacement for the historic campus area, and the Hilda C. Landers Library/OIT generator and transfer switch replacement. The total request for infrastructure projects in FY26-FY30 is \$10.0M.

**Montgomery Hall Renovation**

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



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

The governor's CIP provided \$2.59M in FY24 to begin the design process. The funding to continue design was initially requested by the College for FY25 but has been deferred to FY26 by the Department of Budget Management to align with the revised project schedule. The College is also requesting \$24.1M for initial construction support in FY26, which will include the deferred final design funding, and the remaining \$30.9M for construction and equipment funding in FY27 to finish the renovation. Total project costs are forecasted at \$57.6M. This is an increase from the original request of \$43.3M due to the outcome of the Programming Part II, which is currently under review and awaiting approval by the Department of Budget Management.

#### Calvert Hall Interior Renovation

The College requested \$2.08M in FY28 for design funding to begin planning the interior renovations of Calvert Hall. The focus of this request is to fund life safety improvements and interior upgrades that are needed to meet ADA code compliance, the installation of an elevator and fire suppression system, upgraded restrooms, and other internal improvements. Renovation construction costs are estimated at approximately \$26.6M. The College will request these funds for FY30. Total project costs are estimated at \$28.7M.

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE  
MAY 10, 2024**

**ACTION ITEM 2324 - 22**

**APPROVAL OF THE ANNUAL FACILITIES CONDITION REPORT**  
*(See supplemental document for additional information.)*

**RECOMMENDED ACTION**

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

**RATIONALE**

The Technology, Buildings, and Grounds Committee is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. Overall, the report indicates that the campus remains in good condition. Plans are underway to prioritize renovation and repair efforts based on the facilities condition index, with a focus on student The state-funded infrastructure improvement projects included in the governor's capital budget will provide \$2.1M in FY25 for North Campus nodal loop improvements. The College is requesting \$10M over the next five years for infrastructure improvements that will reduce deferred maintenance and improve campus functionality.

The cost of deferred components for 2023/2024 is \$11.7M, an increase of \$900K from 2022/2023. This increase is attributable to the 3% inflation rate built into the replacement costs for deferred components, and \$300K for additional deferred components of the Prince George residence hall chiller. Plant funded projects, such as the replacement of HVAC systems serving the Lewis Quad Residences, have helped keep the deferred component value increase to a minimum.

The 2024 Summary Data Report and the Condition of Campus Facilities Annual Report are included in the materials.

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

**MAY 10, 2024**

**ACTION ITEM 2324 - 23**

**APPROVAL OF FY25 TUITION, FEES, ROOM, AND BOARD RATES**

**RECOMMENDED ACTION**

The Finance, Investment, and Audit Committee recommends there be no increase in tuition or mandatory fees for academic year 2024-2025. The College is seeking a 3.9% increase in board rates due to inflation, which has caused increases in costs associated with goods and services, and personnel costs associated with minimum wage increases, and a 3.9% increase in room rates for academic year 2024-2025. This action is applicable for Maryland resident undergraduate students, for non-resident undergraduate students, for DC resident undergraduate students, and for MAT students.

**RATIONALE**

The Board of Trustees is the authorizing body for setting student tuition, fees, room, and board rates. Based on a long-range budget projection model approved by the Board of Trustees at its May 12, 2022, meeting, the College has held tuition flat for the past four academic years and will continue to do so in FY25. However, based on inflationary impact, and the increased personnel costs associated with minimum wage increases, the need to refresh residence halls, and the rising costs of infrastructure maintenance, management determines this is necessary to meet these demands and the College recommends adjusting the charges for room and board accordingly.

Total Charges for FY25:

- In-state tuition, fees, room, and board = \$30,480
- Out-of-state tuition, fees, room, and board = \$46,556
- DC resident tuition, fees, room, and board = \$40,480
- Graduate MAT program costs = \$21,416

**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024  
ACTION ITEM 2324 - 24  
APPROVAL OF THE FY26-FY30 STATE CAPITAL BUDGET PROPOSAL**

**RECOMMENDED ACTION**

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**RATIONALE**

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**BOARD OF TRUSTEES  
ST. MARY'S COLLEGE OF MARYLAND  
FINANCE, INVESTMENT, AND AUDIT COMMITTEE  
MAY 10, 2024**

**ACTION ITEM 2324 - 25**

**APPROVAL OF THE AUTHORITY AND RESPONSIBILITY MATRIX**

**RECOMMENDED ACTION**

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

**RATIONALE**

The Authority and Responsibility Matrix was developed to provide an accurate and clear summary of the responsibilities delegated to the Board of Trustees, the President, and to the officers of the College, regarding various functions and operations. The Authority and Responsibility Matrix highlights actions that require Board of Trustees approval, as well as those that require Board of Trustees notification. The Authority and Responsibility Matrix last received Board of Trustees approval on May 13, 2022. At that time, the Finance, Investment, and Audit Committee directed the College leadership to review the Authority and Responsibility Matrix annually, and to present any updates to the Board of Trustees for its review and approval.

The Committee is recommending the following updates:

- Reassignment of the responsible administrative area for Title IX Policy Changes from Equity and Strategic Initiatives to Student Affairs.
- Changing the title of Provost to VP for Academic Affairs/Dean of Faculty.



**REAFFIRMATION OF THE MIDDLE STATES COMMISSION ON HIGHER  
EDUCATION (MSCHE) ACCREDITATION: Self-Study Update  
May 10, 2024**

**Co-Chairs: Katy Arnett and Anne Marie Brady**

We are at the midway point in the process to support SMCM's reaffirmation of accreditation by the Middle States Commission on Higher Education (MSCHE). During this academic year, as you know from previous updates offered by President Jordan, the steering committee and eight work groups have been engaging in the self-study process. During the 2023-24 academic year, these work groups have been gathering evidence and analyzing it against the expectations of each of the MSCHE standards. This month, the work groups are revising their initial chapter reports based on feedback from us. By the end of May, we expect to have the final versions of the chapter reports, which will serve as the anchor to draft the self-study report this summer. You can expect to see that full draft at the October 2024 meeting.

**At this point in our process, based on the work of the work groups, we expect to meet the criteria required for the reaffirmation of accreditation.** In accordance with MSCHE's culture of continuous improvement, we suggest areas for growth below, but these are all contained within a broad expectation of compliance with the standards.

In addition, a critical component of the self-study process is the engagement of the entire campus community in an inclusive and comprehensive way. Over the past year, we have held Town Hall meetings, launched a web site, administered surveys, and hosted small group community chats to share our findings and gather feedback. As we have expanded the conversation with the campus this spring semester in particular, the Steering Committee opted to use the Institutional Priorities as a more accessible and familiar avenue (compared to the MSCHE standards) for the campus community to engage with the reaffirmation process. The four Institutional Priorities, established collaboratively with the campus community in Spring 2023, are Academic and Professional Excellence; Diversity, Equity, and Inclusion; Strong Communities; and Institutional Adaptability. These provide consistent themes that are critical to SMCM's identity and ethos and will recur throughout the self-study report.

During February and March, we launched a three-part campaign to increase awareness and gather feedback on the Priorities. First, in consultation with Integrated Marketing, we released a series of social media posts advertising the Priorities. Shortly afterward, we administered a set of surveys presenting some of the initial findings of the work group organized around the Priorities

and asked for campus feedback. Finally, in March, we held a set of Community Chats focusing on particular issues identified by the work groups and linked to the Priorities.

As of this writing, we are planning to hold another Town Hall meeting on April 19 to share our initial findings regarding the Priorities and solicit feedback from the campus community. Below, we have provided details on the **strengths** and **growth areas** that we have identified for each standard up to this point, framed within the lens of the four Priorities. These preliminary findings arose from both the work groups' analyses and direct feedback from the campus community via the surveys and community chats mentioned above and will be shared with the campus community at the All-Campus Town Hall meeting on April 19. As the work groups continue to analyze and discuss evidence for the remainder of the spring semester, these preliminary findings may be supplemented or revised.

**We look forward to discussing these findings (and any relevant updates) with you on May 10, and we invite your feedback on these strengths and growth areas.** Do they resonate with your experiences on campus? Does there seem to be anything missing? This, in fact, is the theme of our April 19 Town Hall - "Did we get it right"?

Finally, in consultation with President Jordan, MSCHE has selected the chair of our review team. Dr. Joe Bertolino, President of Stockton University, will serve as our team chair. He is expected to conduct a preliminary visit to SMCM in late Fall 2024.

**Links:**

[SMCM Reaffirmation of Accreditation site](#)

[Institutional Priorities for the Self-Study](#)

[MSCHE standards \(13th edition\)](#)





**Preliminary Analysis of Strengths and Growth Areas**  
*Crosswalk of MSCHE Standards and SMCM Institutional Priorities*

Please note: Per the advice of MSCHE, we are expected to limit our analysis of the priorities within each standard to those that are of primary importance. Thus, there are blank cells in the table below.

	<b>Priority 1: Academic and Professional Excellence</b>	<b>Priority 2: Diversity, Equity, and Inclusion</b>	<b>Priority 3: Strong Communities</b>	<b>Priority 4: Institutional Adaptability</b>
<b>Standard I: Mission &amp; Goals</b>	<p><u>Strengths</u> Strong retention and graduation rates compared to benchmarks</p>	<p><u>Strengths</u> Expansion and evolution of campus infrastructure, resources, and opportunities aligned to DEI - IDEAA, Equity Programming - DBSP, Sum Primus, Landers - HHMI project</p>	<p><u>Strengths</u> The St. Mary's Way as a practical and aspirational reflection of our mission, identity, and ethos</p> <p><u>Growth Areas</u> Facilitate active conversations around SMCM academic identity and mission following academic program additions and eliminations</p>	<p><u>Strengths</u> Consistent strategic planning work for the last 10 years has continued innovation while keeping tuition flat</p>
<b>Standard II: Ethics &amp; Integrity</b>	<p><u>Strengths</u> SMCM's strong commitment to the ideal of academic freedom</p>	<p><u>Strengths</u> Progress within student, staff, and faculty in mirroring diverse Maryland population</p> <p><u>Growth Areas</u> Revise campus data collection and reporting processes to ensure respect and representation for all identities</p>	<p><u>Strengths</u> The St. Mary's Way as a practical and aspirational reflection of our mission, identity, and ethos</p> <p><u>Growth Areas</u> Create opportunities to integrate the St. Mary's Way into more campus conversations</p>	

	<b>Priority 1: Academic and Professional Excellence</b>	<b>Priority 2: Diversity, Equity, and Inclusion</b>	<b>Priority 3: Strong Communities</b>	<b>Priority 4: Institutional Adaptability</b>
<b>Standard III: Design &amp; Delivery of the Student Learning Experience</b>	<p><b><u>Strengths</u></b> SMCM curriculum: LEAD, Honors College Promise, Professional Pathway, Inquiries</p> <p>SMCM faculty: Strong full-time presence, Ross Fellows program</p> <p><b><u>Growth Areas</u></b> Continue to build mechanisms to sustain elements of LEAD long-term</p>	<p><b><u>Strengths</u></b> SMCM curriculum: Courses and LEAD Inquiries exploring a range of DEI-related topics</p> <p>SMCM faculty: Increasing diversity representation, Ross Fellows program</p>	<p><b><u>Growth Areas</u></b> Facilitate active conversations around SMCM academic identity and mission following academic program additions and eliminations</p>	<p><b><u>Strengths</u></b> SMCM curriculum: New programs responsive to student demand</p>
<b>Standard IV: Support of the Student Experience</b>	<p><b><u>Strengths</u></b> Wide range of advising and academic support resources for students</p> <p>Strong retention and graduation rates compared to benchmarks</p> <p><b><u>Growth Areas</u></b> Increase coordination/ integration of student-serving campus resources</p>	<p><b><u>Strengths</u></b> DeSousa-Brent Scholars Program, Landers Scholars Program, Sum Primus</p> <p><b><u>Growth Areas</u></b> Improve clarity/access of all key information for the campus community</p> <ul style="list-style-type: none"> <li>- Policy library</li> <li>- Hub of services</li> <li>- Web site improvements</li> <li>- Grievance processes</li> </ul>	<p><b><u>Strengths</u></b> Commitment to wellness in The Rising Tide strategic plan</p> <p>Abundant student clubs and organizations</p> <p><b><u>Growth Areas</u></b> Create more opportunities for student voice in decision-making</p>	<p><b><u>Growth Areas</u></b> Increase coordination/ integration of student-serving campus resources</p>

	<b>Priority 1: Academic and Professional Excellence</b>	<b>Priority 2: Diversity, Equity, and Inclusion</b>	<b>Priority 3: Strong Communities</b>	<b>Priority 4: Institutional Adaptability</b>
<b>Standard V: Educational Effectiveness Assessment</b>	<p><b><u>Strengths</u></b> Use of assessment processes to support curricular review and innovation</p> <p>Strong retention and graduation rates compared to benchmarks</p> <p><b><u>Growth Areas</u></b> Increase visibility of assessment activities to more constituencies</p>			<p><b><u>Strengths</u></b> Use of assessment processes to support curricular review and innovation</p> <p><b><u>Growth Areas</u></b> Orient more conversations from assessment work towards needed/unneeded changes, rather than ‘output’ of results</p>
<b>Standard VI: Planning, Resources, &amp; Institutional Improvement</b>	<p><b><u>Strengths</u></b> Development of an annual academic program analysis process to monitor key metrics and facilitate targeted planning and strategic decisions</p> <p><b><u>Growth Areas</u></b> Evolve and regularize assessment processes and cycle of improvement</p> <p>Follow up on need for change identified through feedback and assessment processes</p>	<p><b><u>Growth Areas</u></b> Create common campus definitions of policies, guidelines, and processes, including a schedule of regular review and maintenance</p>	<p><b><u>Strengths</u></b> Campus-wide commitment to assessment of effectiveness</p> <p><b><u>Growth Areas</u></b> Follow up on need for change identified through feedback and assessment processes</p>	<p><b><u>Strengths</u></b> Development of Strategic Resource Initiative budget process</p> <p>Overall positive response to pandemic and changes to campus technological and instructional infrastructure</p> <p><b><u>Growth Areas</u></b> Evolve and regularize assessment processes and cycle of improvement</p> <p>Improve transparency of budgeting processes and decisions</p>

	Priority 1: Academic and Professional Excellence	Priority 2: Diversity, Equity, and Inclusion	Priority 3: Strong Communities	Priority 4: Institutional Adaptability
<b>Standard VII: Governance, Leadership, &amp; Administration</b>			<p><b><u>Strengths</u></b>  Clearly articulated and transparent governance structures</p> <p>Collaborative efforts to review and improve campus shared governance processes</p>	<p><b><u>Strengths</u></b>  Clearly articulated and transparent governance structures</p> <p><b><u>Growth Areas</u></b>  Regularize assessment of governance systems and structures</p>