

ST MARY'S COLLEGE *of* MARYLAND

The Public Honors College

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

BOARD OF TRUSTEES

OPEN SESSION

**St. Mary's College of Maryland
Glendening Annex
St. Mary's City, MD**

January 28, 2017

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

AGENDA

January 28, 2017 (#681)
8:30 a.m.

*Glendening Hall Annex
St. Mary's College of Maryland
St. Mary's City, Maryland*

- | | | |
|--------------|--------------------------------------------------------------------------------------------|-----------------------------------------|
| I. | Welcome | Sven Holmes |
| II. | President's Report | Tuajuanda Jordan |
| | A. Strategic Plan Implementation – Tracking (Ross Conover) | |
| | B. Culture - Kortet Mensah | |
| III. | Remarks | |
| | A. Faculty Senate President | Karen Crawford |
| | B. Student Trustee | Vera Damanka '17 |
| IV. | Middle States Status Report | Michael Wick |
| V. | Financial Report | Chip Jackson |
| VI. | Government Relations | Larry Leak '76 |
| VII. | Action Items | |
| | A. Institutional Advancement | Gail Harmon |
| | 1. Action Item 1617-12: Renaming of the White House to the
Lucille Clifton House | |
| | B. Finance, Investment, and Audit Committee | John Wobensmith '93 |
| | 1. Action Item 1617-13: Staff Salary Plan | |
| | C. Trustee Governance Committee | Molly Mahoney Matthews/Glen Ives |
| | 1. Action Item 1617-14: 2017-2018 Meeting Schedule | |
| VIII. | Motion to move into closed session | Sven Holmes |

Note: A portion of this meeting will be conducted in closed session

PRESIDENT'S REPORT

Date of Meeting: January 28, 2017

Reporter: Tuajuanda C. Jordan, President

Executive Summary:

My State of the College address held on Tuesday, January 17, 2017, was entitled “*A bonis ad meliora*”. I do not believe I could have had a more appropriate title. From the committee reports submitted for this trustee meeting, the high degree of activity in which we have been engaged since the October 2016 trustee meeting should be apparent. Although there are many challenges that remain, this community grows stronger and more cohesive every month. In this report, I highlight some of the many activities and/or achievements - not appearing in the committee reports to any significant degree - in which I have been intimately engaged.

Strategic Plan Implementation

Weekly update meetings continue to be held with SPIT Fire, the group comprised of faculty, staff, and a student charged with overseeing the implementation process. Very good progress has been made to establish baseline data for the various metrics and to identify responsible parties for tactic implementation. A tracking tool has been developed to afford various stakeholders the ability to monitor progress (<http://www.smcm.edu/strategicplan/2017/01/19/simplified-strategic-planning-tool/>). This tool, also available via the portal, will be demonstrated during the open session of the trustee meeting.

Government Relations

This year, 2017, marks the 25th anniversary of our designation as the State's honors college and the concomitant establishment of the College's unique funding formula. Over the summer, we engaged in a cost-benefit analysis of having the “block grant” and identified several structural deficits that have arisen that could hamper the College's ability to continue meeting our mission and the State's mandate to provide an exceptional liberal arts educational experience that is affordable and accessible to the diverse citizens of Maryland. Thus, we (the College's Government Relations Team comprised of Trustee Larry Leak, VP for Business and Finance Chip Jackson, and I), in collaboration with our lobbyists, set into motion efforts that would ultimately lead to the introduction (and passage) of the legislation required to tweak the funding formula. During the intervening months, we have met with more than 30 State of Maryland elected and appointed officials to discuss the initiative that will provide added financial stability for the College. These officials include members of the Senate, House of Delegates, and the Governor's staff. Legislation has been drafted and will be simultaneously introduced in both the Senate and the House by two highly respected legislators. There have been thoughtful conversations with every stakeholder with whom we have met, and the feedback has been favorable. Additionally, we have had a presence at nine receptions and a group meeting with the delegates of the St. Mary's Delegation during the month of January. By the end of the current legislative session, if all goes well, we will have an updated funding formula to support our efforts commencing in FY19.

Alumni and Community Relations

Efforts continue to strengthen ties with the local community as well as with our alumni base. The latter effort includes outreach to potential new students for the College. Since the October Board meeting, I have hosted eight respected local community couples at my home for dinners. The conversations have focused on strengthening community ties by, for example, getting better media coverage of our events and the services

we provide to the community; identifying additional contacts for student internships; and tapping into local resident expertise to support programming for students. These small, friend-raising dinners appear to be paying off as evidenced by enhanced engagement of local residents in events sponsored by the Center for Career Development and enhanced giving to the St. Mary's Fund.

One alumni reception has been held since October. The event was hosted by former president Ted Lewis in Philadelphia, a testament to his continued strong commitment to the College, at the beautiful Philadelphia Academy of Fine Arts. In addition to my presentation, we invited a recent alumna to speak to the impact of her St. Mary's experience on her career path as well as the rowing coach to discuss what it means to be a new member of the community. The presentations by the alumna and the coach were primarily directed to the potential new students who were invited to attend. Although the reception was well attended by alumni, we were less successful with identifying and convincing potential new students to attend. In general, these types of receptions represent very good recruiting tools. We will continue to work with the Admissions team to refine the identification and recruiting processes going forward.

Revenue Enhancement

The College was finally able to hire a Corporate and Foundations Officer to assist with garnering extramural funding support of program- and/or institution-level initiatives. Recently, we traveled to New York City to visit two foundations as means to get the College on their respective radars and to ascertain their interest in two initiatives we are developing. One of the foundations has invited us to submit a planning grant proposal in support of one of the ideas. The proposal is due in mid-January. We will continue to establish these relationships and work to increase grant support to the College.

Enhancing/Sustaining the College's Image

Campus Culture - The workgroups formed as part of the Inclusion, Diversity, and Equity (IDEs) Initiative I instituted in Winter 2015 continue to play essential roles in developing programming and policies that will help move St. Mary's College ever closer to embodying our campus ethos, the St. Mary's Way (<http://www.smcm.edu/stmarysaway/>). The work of these groups, as well as all other campus organizations and offices working towards building a culture of inclusive diversity, can be found on the St. Mary's College website primarily as part of the strategic plan implementation (<http://www.smcm.edu/strategicplan/>) and on the IDEs webpage (<http://www.smcm.edu/inclusion-diversity-equity-initiative>). The collective result of the work spearheaded by the various groups has been excellent when compared to where the College was just a year ago. To continue the momentum in a coordinated fashion with the expertise we need to tackle the most challenging issues requires resources – financial, physical, and human. I am pleased to announce that the College has hired an individual who has a broad, deep, and sustained history in developing inclusive programming, building diverse communities, as well as teaching and counseling students in both academic and informal environments. Dr. Kortet Mensah is a 19-year veteran and serves as the College's inaugural associate vice president of inclusive diversity and equity. She is charged with helping us sustain our positive community momentum by coordinating, developing, and leading our efforts to build an inclusively diverse community working to challenge and abate injustice.

I have dedicated a considerable amount of time to representing the College externally. I have been actively engaged locally and nationally as a panelist, speaker, or board member on a wide range of issues, including higher education access and affordability, higher education leadership, developing women leaders, and social and environmental justice.

- Panels
 - There was a group convened to study and make recommendations for financing 21st century public higher education with special attention paid to providing access and affordability to underserved groups. (A Maryland State senator who is a strong advocate for higher education is one of the ten co-authors of the report). I was asked to participate on the panel convened at the National Press Club to discuss/analyze the report. The five-member panel was not very diverse with respect to gender (four males, one female), race (four Caucasians, one African American), or vocation (three governors, one corporate CEO, one academic). Additionally, even though it was held at the National Press Club, neither the report nor the panel has garnered much attention. I was the only panelist quoted in the single article that appeared in press the next day (<https://diverseeducation.com/article/90263/>). In spite of these challenges, St. Mary's College was asked to participate in the national dialog on college access and affordability, and the participation garnered the College some positive press.
 - As a result of my presentation on a panel convened in Summer 2016 in Washington, DC focused on the Black Lives Matter Movement, I was recently interviewed by the new editor-in-chief of *Diverse Issues*. As part of the story, two St. Mary's students and a president of one of the University System of Maryland schools were asked their impressions of me as a leader. The article is scheduled to be the lead article released during Women's History month.
- Keynotes - Since the last meeting, I have presented three keynote addresses. Based on the immediate responses to them in the form of additional speaking requests as well as by the length of the line that forms around me at the immediate conclusion of my remarks, I will say they have been well received.
 - MD Commission on African-American History & Culture – 30 attendees – *We Have Been Here Before. Complacency is not the Answer.*
 - Patuxent River Naval Air Station – Martin Luther King Day Celebration – 200 attendees – *The Dream Reimagined.*
 - Louisiana Biomedical Research Network – Annual Meeting – 200 attendees – *Leadership: It is more about the Journey than the Destination.*
- Boards
 - I have attended meetings for two boards on which I serve:
 - Project Kaleidoscope (a.k.a. PKAL) – Advisory Board
 - Louisiana Biomedical Research Network – External Advisory Committee
 - I have been appointed to the following boards:
 - Climate Leadership Network – President's Council
 - Higher Education Resource Service (HERS) – Science Advisory Board
 - The Smithsonian's National Museum of Natural History – Science Advisory Board
 - The American Association of Colleges and Universities – Board of Directors
 - Additionally, this year I am serving as the chair of the Board of Directors for the Capital Athletic Conference (CAC) and am leading the search for the conference's new commissioner.

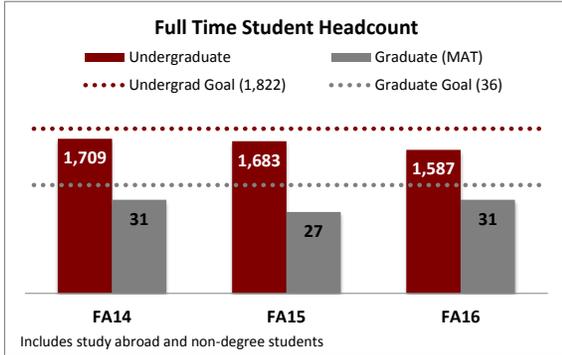
It has been a busy three months at the College. Based on the work of the executive team, individually and collectively, as well as that of almost the entire St. Mary's College community, the College is indeed transitioning from good to better. *A bonis ad meliora.*

ST MARY'S COLLEGE of MARYLAND

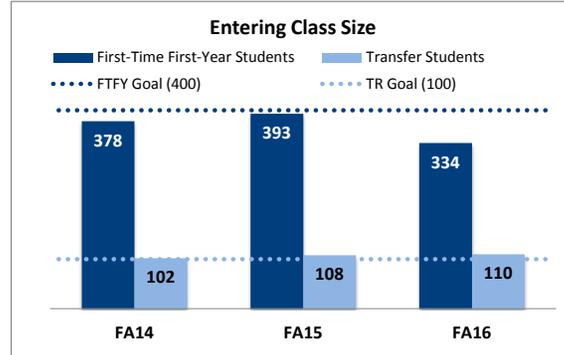
The Public Honors College

Student Characteristics in Enrollment

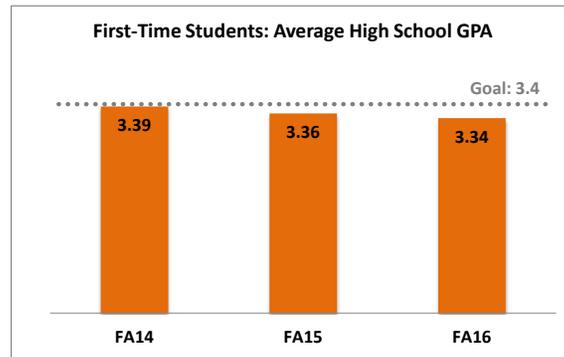
Fall 2016 figures based on final census (freeze) data, 9/26/16



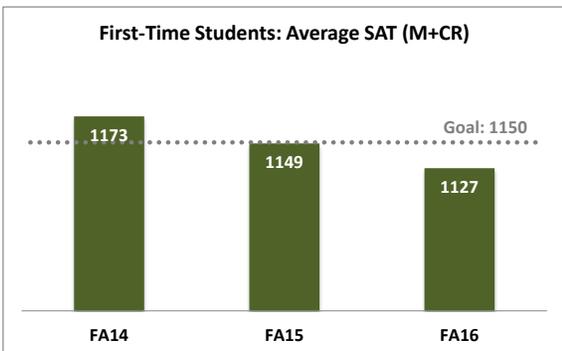
Trend:	Undergrad	Graduate
	↓	→



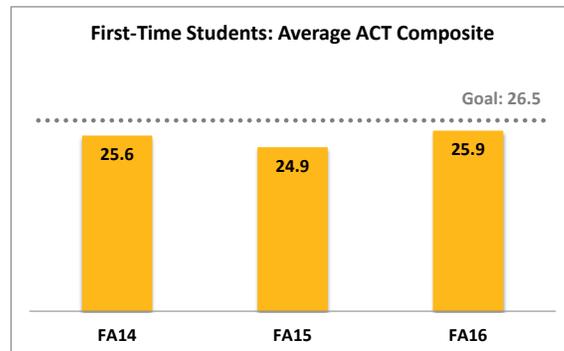
Trend:	First-Time	Transfers
	↓	↗



Trend:	High School GPA
	↓

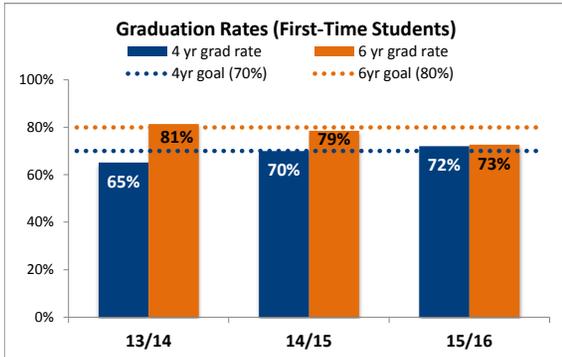


Trend:	SAT(M+CR)
	↓

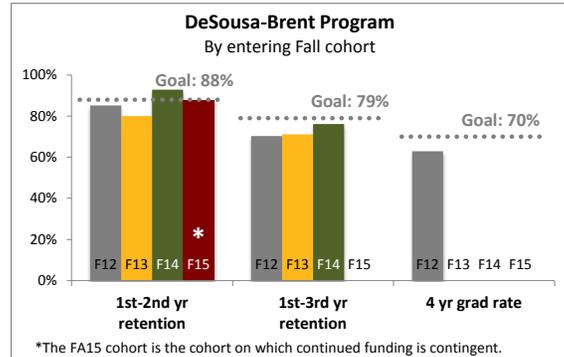


Trend:	ACT Composite Score
	↗

Student Retention and Persistence

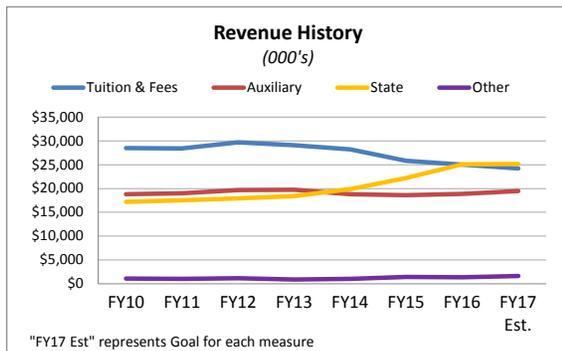


Trend:	4yr Grad Rate	6yr Grad Rate
	↗	↘

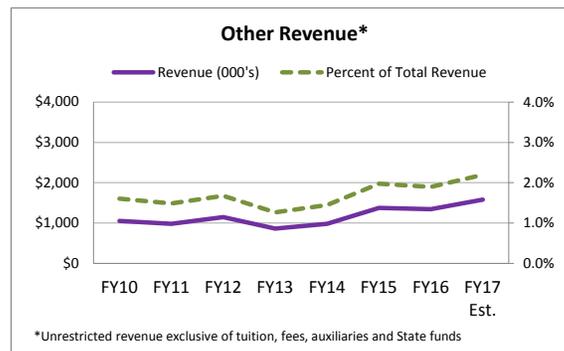


Trend:	1st-2nd	1st-3rd	4yr grad
	→	↗	↗

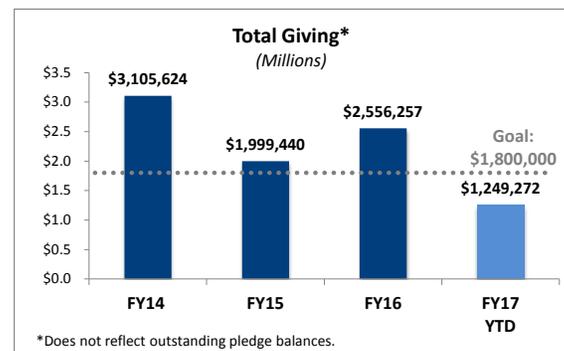
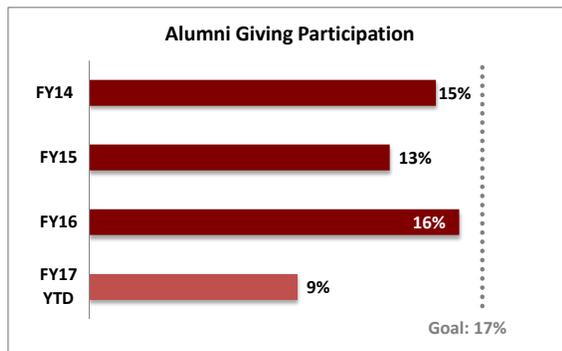
Revenue and Fundraising



Trend:	Tuition/Fees	Auxiliary	State	Other
	↘	→	↗	↗



Trend:	Other Revenue
	↗



Note: FY14-16 total annual giving averaged \$1.5 million yearly. The actuals shown are higher as they include one-time only estate gifts (FY14) and capital campaign donations (FY15, FY16) of more than \$300,000.

**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT
REPORT SUMMARY**

Date of Meeting: January 27, 2017

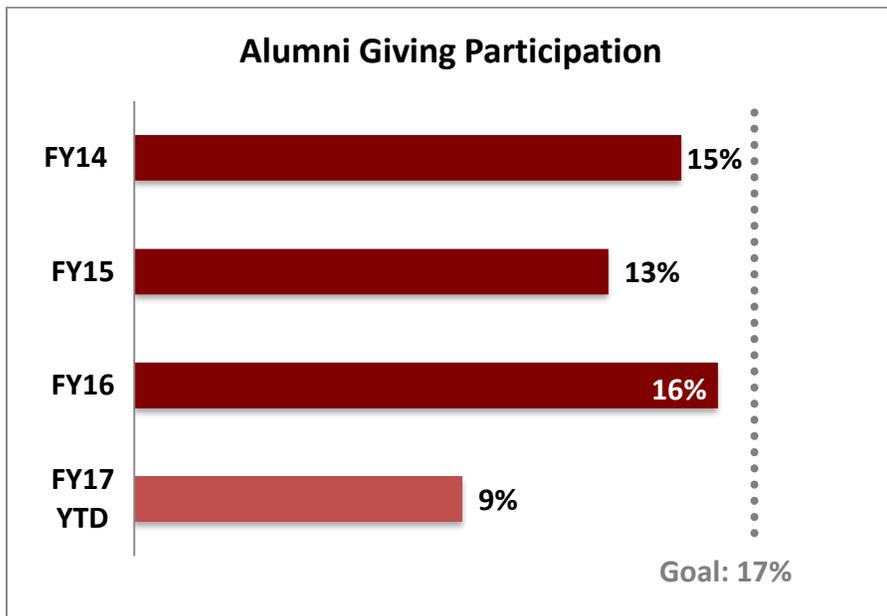
Date of Next Meeting: May 12, 2017

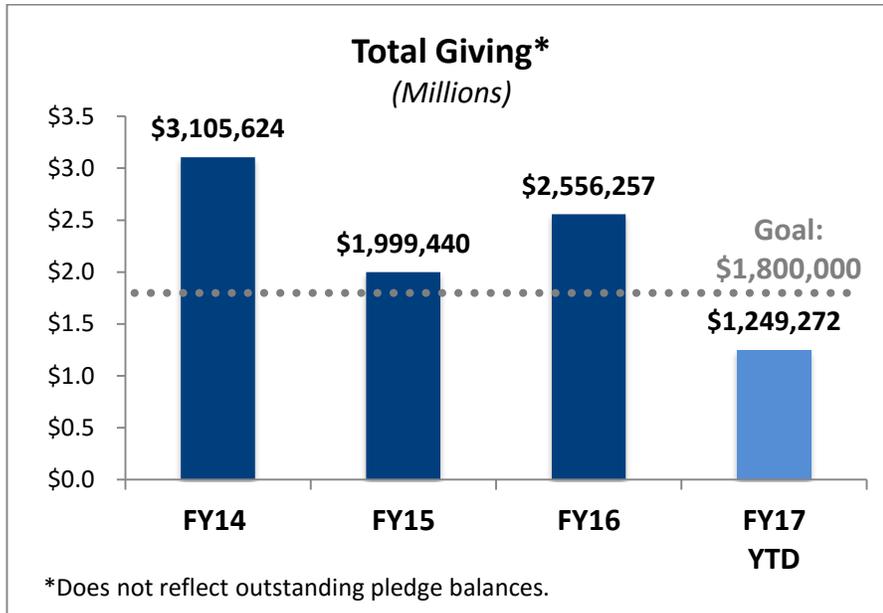
Committee Chair: Gail Harmon

Committee Members: Tuajuanda Jordan, Sven Holmes, Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Danielle Troyan '92, Harry Weitzel, Allan Wagaman '06

Staff Member: Carolyn Curry

Dashboard Metrics for January 2017:





Note: FY14-16 total annual giving averaged \$1.5 million yearly. The actuals shown are higher as they include one-time only estate gifts (FY14) and capital campaign donations (FY15, FY16) of more than \$300,000.

Executive Summary:

The Committee will consider a recommendation to rename the cottage currently called the White House to the Lucille Clifton House. If the Committee approves, the recommendation will be forwarded to the Building and Grounds Committee for its consideration before the Institutional Advancement Committee can then put forth the recommendation to the full Board of Trustees (per the Board’s Naming Opportunities Policy—Gifts or Honorarium).

The Committee will review progress-to-date on the 2016-2017 Institutional Advancement (IA) strategic goals and metrics. The focus will be on the following:

1. Key Development strategies to date to reach the \$1.8 million annual giving drive for 2016-2017, including the recent 24-hour online *Giving Tuesday* initiative.
2. Key integrated marketing strategies to date to strengthen the College’s image.
3. Key Alumni Relations strategies to date to build the alumni base, increase engagement, reach the alumni participation goal of 17%, and assist Career Services with growing internship opportunities.

The Committee will review progress-to-date on ways Board members are assisting IA to reach goals, as outlined in the October 2016 Committee discussion. It will also hear a brief report from the SMCM Foundation, Inc. on its November 18, 2016 Board of Directors meeting.



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

Approval of the recommendation to rename the White House to the Lucille Clifton House.

Committee Action Taken/Action in Progress:

The Institutional Advancement Committee forwards the approved action to the Building and Grounds Committee for its consideration. If approved by the Building and Grounds Committee, the Institutional Advancement Committee will forward to the full Board of Trustees for its consideration.

Recommendation to the Board:

Approval of renaming the White House to the Lucille Clifton House (pending approval by the Building and Grounds Committee as well).

INSTITUTIONAL ADVANCEMENT COMMITTEE

MEETING OF JANUARY 27, 2017

AGENDA

I. CALL TO ORDER

II. DISCUSSION ITEMS

- A. Progress to date on Institutional Advancement Goals
 - 1. Development
 - 2. College Image (Integrated Marketing)
 - 3. Alumni Engagement
- B. Review of Board's Role in Reaching Goals
- C. Update from the St. Mary's College of Maryland Foundation, Inc. President
- D. Update from the SMCM Alumni Council President

III. ACTION ITEMS

- A. Renaming of the White House to Lucille Clifton House

IV. INFORMATION ITEMS

- A. Minutes dated October 14, 2016
- B. Calendar of Key Events

The Committee does not expect any portion of this meeting will be closed.

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

ACTION ITEM 1617-12

RENAMING OF THE WHITE HOUSE TO LUCILLE CLIFTON HOUSE

RECOMMENDED ACTION

The Institutional Advancement Committee recommends approval by the Board of Trustees, St. Mary’s College of Maryland, to rename the small cottage currently known as the White House to the Lucille Clifton House. The building, near Kent Hall and the River Center at 47491 Trinity Church Road, is now home to the Title IX coordinator, the associate vice president of inclusion and diversity, and the associated campus-wide activities.

Before coming to the Board of Trustees, the recommendation would also be endorsed by the Buildings and Grounds Committee, as per the process outlined in the Board of Trustees Naming Opportunities Policy—Gifts or Honorarium. If approved by the Board of Trustees, President Jordan will submit the recommendation to the State of Maryland’s Board of Public Works for final review and approval, as required by law.

RATIONALE

The naming would honor Lucille Clifton (1936-2010) who served as Distinguished Professor of Humanities at St. Mary’s College of Maryland from 1989 to 2005. Her commitment to the College was strong and unwavering. She was Maryland’s Poet Laureate from 1974 to 1985 and remains one of America’s most outstanding poets. Her book, *Blessing the Boats: new and selected poems*—in which she dedicates the title poem to St. Mary’s College—won the 2000 National Book Award. Ms. Clifton was the first Black recipient of the Ruth Lilly Poetry Prize for lifetime achievement. In testament to the universality of her unique and resonant voice, in 1987 she became the first author to have two books of poetry chosen as finalists for the Pulitzer Prize in the same year. Her life and poetry affirm the lights of compassion and truth as the highest calling. And, much of her work focused on equity-related issues. The proposed name change honors the legacy of Lucille Clifton and is consistent with the intended purpose of the building.



BOARD OF TRUSTEES

INSTITUTIONAL ADVANCEMENT COMMITTEE

MINUTES

Date of Meeting: October 14, 2016

Status of Minutes: Approved

Committee Members Present: Gail Harmon, Sven Holmes, Tuajuanda Jordan, Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95 (*by teleconference*), Danielle Troyan '92, Allan Wagaman '06, Harry Weitzel

Committee Members Absent: None

Others Present: Carolyn Curry, Tim Heeley, Vera Damanka '17, Kelley Hernandez, Allison Boyle, Chip Jackson, Michael Wick, Leonard Brown, Michael Bruckler, Kathy Grimes, Anna Yates, Cynthia Gross, Sandy Abell

Executive Summary

Chairperson's Report:

Chair Gail Harmon called the meeting to order at 10:16 a.m.

Chair Harmon noted that the Board of Trustees Development Committee has been renamed the Institutional Advancement Committee. The Committee, in addition to reviewing strategic items relevant to development, will add alumni relations and integrated marketing to its purview. Institutional Advancement (IA) has formulated a strategic plan that correlates with the College's strategic needs. Chair Harmon said the Committee would review the goals, objectives and several key actions in this plan and delineate the Trustees' role in helping to reach these goals.

Vice President of Institutional Advancement Report—Strategic goals, objectives and actions:

VP Carolyn Curry presented the 2016-17 Institutional Advancement strategic goals, objectives and key actions. The plan incorporates the units of Development, Integrated Marketing, Alumni Relations, Community Relations, and Events and Conferences. Five goals drive the work of all the units:

- Goal 1: Expand philanthropic support for the College by raising \$1.8 million in the 2016-17 annual giving cycle.
- Goal 2: Generate prospective student interest and affinity to help meet or exceed enrollment goals.

- Goal 3: Enhance the College's visibility, reputation and influence.
- Goal 4: Broaden and deepen constituent engagement with the College.
- Goal 5: Build the infrastructure necessary to ensure adequate Institutional Advancement tools and systems are in place to leverage opportunities and optimize effectiveness at all levels.

The Board's packet included an extensive list of objectives under each goal. VP Curry outlined several key actions currently underway to achieve the goals. Among them:

Goal 1: A newly created annual fund drive centering on student success initiatives like internships, scholarships, lecture series, and the strategic St. Mary's Fund; a Giving Tuesday (November 29) online plan to exceed last year's success in dollars raised and in the alumni participation rate; and a ratcheting up of major donor and corporate/foundation prospecting.

Goal 2: An Admissions marketing plan that targets digital, social and traditional means of recruitment messaging in key markets; Admissions website improvements; outreach to out-of-state prospects through MAT graduates; analytical analyses of page traffic; and the completion of a competitive scan.

Goal 3: An upcoming image retreat planned with an external expert; a state-of-the-art Panomap launched on the smcm.edu website; and assistance to Admissions with its newly defined communication flow.

Goal 4: Assistance to community-based groups such as the Arts Alliance and Community Resource Network; a partnership with Career Services for micro internships; the production of Bookbag-to-Briefcase January 14; and the creation of an alumni internship pipeline.

Goal 5: Conversion to a new CRM system—Raisers Edge NXT.

VP Curry noted that the Alumni Council was also involved in tactical actions with several of the goals. A few other highlights from her presentation:

- The \$2.5 million required by the state for the \$74 million capital building project was realized this summer. St. Mary's College received its largest gift ever: a \$2.2 million donation from the Roberts Family that in part completed the capital campaign and named the Jamie L. Roberts Stadium. The largest number of donors in any campaign of 2,829 was also achieved.
- As part of the Roberts Family's request, a special Jamie L. Roberts Seahawk Fund for Athletics will be launched to encourage Jamie's classmates to give and be subsequently recognized on plaques at the new stadium.

- The IA team produced \$2.5 million Capital Campaign celebrations September 16-17, including an employee appreciation reception, a Roberts Family brunch celebration, a groundbreaking for the Jamie L. Roberts Stadium, and a dinner acknowledging donors who gave \$1,000+. Approximately 400 donors were touched that day.
- The FY16 alumni participation goal of 16% was achieved with 1,531 alumni; the FY17 goal of 17% will require 1,600 alumni to participate.
- In FY16, Trustees gave 100% for a total of \$148,010. Foundation directors gave 100% for a total of \$109,549. The total combined dollars raised was \$257,559. For FY17, the goal is to at least maintain or exceed the dollars raised for each cohort. The FY17 total combined goal is \$260,000.

Roles of Trustees:

Development

Chair Harmon presented a worksheet that listed ways in which Trustees could assist with Goal 1—*Fundraising*. She reviewed the fundraising and donor relations strategies listed and encouraged each Committee member to complete the worksheet and return it to VP Curry. She also asked for assistance in getting this list to other Trustees for consideration. Board Chair Sven Holmes offered to have it distributed at the full Board of Trustees meeting and Chair Harmon said she would also follow up with an email post Board meeting.

Discussion ensued on strategies noted on the sheet; Chair Harmon noted that peer-to-peer receptions in homes and small dinners have been effective. She underscored the importance of accompanying Dr. Jordan and/or VP Curry on strategic donor visits, identifying potential internships, and opening up doors for the College by offering introductions. She also noted other ways to effectively contribute and thanked Committee members Danielle Troyan, Allan Wagaman and Peg Duchesne for their social media efforts during last year's Giving Tuesday.

Chair Harmon asked the Committee to help the College open doors when it is engaged with a corporate or foundation partner. She distributed a list prepared by VP Curry of Board of Directors of several corporations and foundations currently on the College's radar. Several Committee members—Ms. Troyan, Mr. Holmes, Mr. Weitzel, Ms. Harmon—identified people they knew. Chair Harmon indicated this feedback would be invaluable for the College's follow-up. Board Chair Holmes agreed to have the lists also distributed at the full Board of Trustees meeting and Chair Harmon would send them out post Trustee meeting.

Chair Harmon requested that VP Curry provide a follow-up at the January meeting on the outcome of any Trustee involvement to date from the lists.

Recruitment and Marketing

Chair Harmon also led a discussion on ways Committee members and Trustees could be helpful in Goal 2—*Recruitment marketing*, and Goal 3—*Strengthening the image of the College*.

VP Curry reviewed key e-recruitment strategies encouraged nationally to give the Committee a grounding on SMCM's Admissions marketing strategies. Discussion ensued and among the points:

- Ms. Cynthia Broyles suggested current students as a means to “talk up” the College’s strong points in marketing videos. Dr. Jordan suggested that current students might participate in video chats before the recruiters arrive and share what it is like to be a student right now at St. Mary’s College, with guidance by the marketing team.
- Ms. Broyles suggested that VP Curry circulate the information in her PowerPoint about characteristics of the Gen Z generation.
- Several Committee members noted that visuals used in materials needed to be highly personalized to distinguish SMCM among competitors.
- Chair Harmon noted two important things Trustees can do to support the advancement of St. Mary’s College: 1) “talk up” St. Mary’s College within their sphere of influence and 2) consider how to enhance St. Mary’s communications within area schools with which they are familiar. She noted the Interim VP of Enrollment Management starts in late October and he should be contacted with any prospective student leads and to facilitate introductions to guidance counselors.

Alumni Relations

In reviewing ways Trustees could help increase the alumni participation rate, the following were discussed:

- Mr. Holmes expressed concern that the College’s alumni database was outmoded and explained ways other colleges have effectively used theirs. Ms. Curry said that IA is now converting to a top tier system. The conversion will not be completed until mid-spring, and thus the team would not be able to access its full capabilities. Mr. Holmes asked that Ms. Curry assess any gaps in achieving a high-level system and said he would be willing to make a donation accordingly to assist, as an effective and robust database would yield dividends.
- Ms. Duchesne said that the Alumni Council was teaming up with Alumni Relations in the meantime to identify lost alumni and encouraged the leveraging of volunteers.

Review of Dashboard:

The Committee reviewed the current overall Trustee dashboard metrics related to IA. Those included total giving for fundraising (goal of \$1.8 million) and the alumni participation rate (goal of 17%). Chair Harmon noted that VP Curry would be presenting other metrics relative to the Committee's discussion at each meeting. Ms. Troyan particularly requested that the source of gifts (individuals, corporations, etc.) and the giving by constituency be tracked to compare with national trends presented earlier in the meeting.

Update from the SMCM Foundation, Inc.:

Foundation Board President Weitzel reported a majority of current directors are St. Mary's College alumni. He urged Committee members to suggest names of director prospects as the Foundation Directors want to fill at least five seats by the spring.

Jack Saum '89 hosted the 6th Annual Beltway Companies Golf Outing in September to benefit SMCM scholarships. In FY16, the Foundation Board of Directors had 100% giving participation and has consistently done so. He noted the two largest initial gifts in the \$2.5M capital campaign were from Foundation Board members. Mr. Weitzel said that while other endowments have had tough times, our asset manager JP Morgan has done well with ours. One big reason is its ability to leverage private equities, which is where the highest returns have originated. The market value of the SMCM Foundation, Inc. endowment portfolio as of August 31, 2016 is \$29.3M.

Approval of Minutes:

Mr. Weitzel motioned to approve the minutes dated April 25, 2016; Ms. Broyles seconded. The minutes were approved as submitted.

Mr. Weitzel motioned to approve the minutes dated June 9, 2016; Ms. Broyles seconded. The minutes were approved as submitted.

Meeting adjourned at 11:56 a.m.

Action Item(s):

N/A

Committee Action Taken/Action in Progress:

N/A

Recommendation to the Board:

N/A

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

REPORT SUMMARY
(See appendix for supporting materials)

Date of Meeting: January 26, 2017

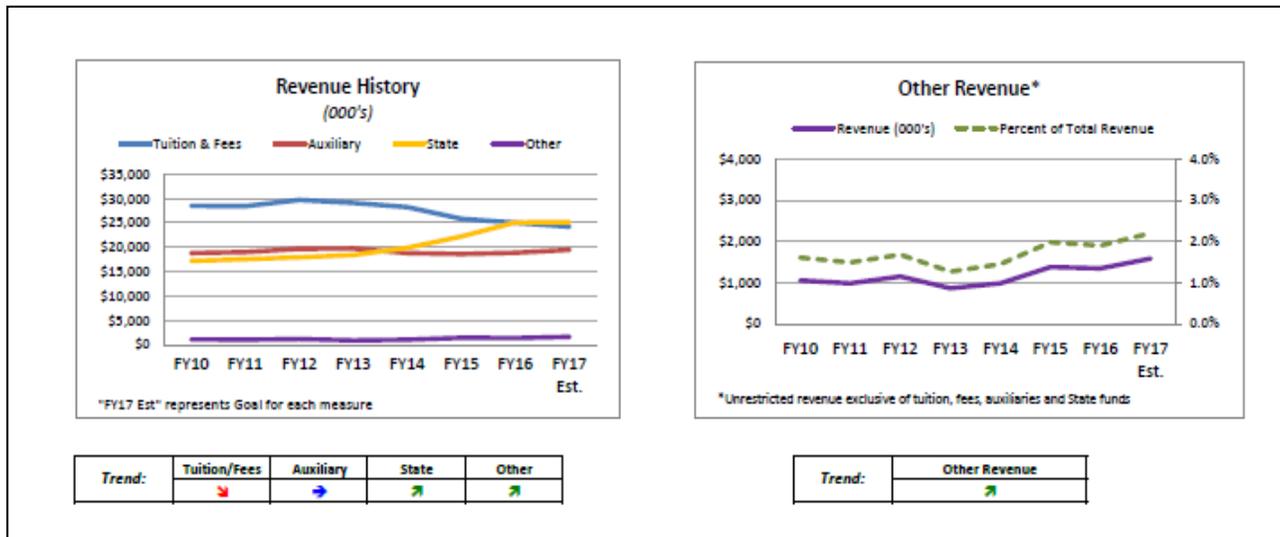
Date of Next Meeting: TBD

Committee Chair: John Wobensmith '93

Committee Members: Lex Birney, Donny Bryan '73, Asif Dowla, Sven Holmes, Tuajuanda Jordan, Mike O'Brien '68, Katharine Russell

Staff Member: Chip Jackson

Dashboard Metrics:



Executive Summary:

Discussion Items

FY18 Operating Budget Development: A preliminary review of anticipated revenues and expenses based on current assumptions are provided. Based on current assumptions, the preliminary Leadsheet projects a deficit of \$829 thousand. The internal budget process will be consistent with our practices to refine revenue and expense assumptions, identify reductions, and provide capacity for investing in strategic initiatives. A balanced budget will be prepared for approval by the Board at its May meeting.

Five-Year Operating Budget Projections: The five-year budget model has been updated for the period FY18 – FY22. The model incorporates various assumptions to predict fiscal conditions

and trends to help the institution understand the projected fiscal environment facing the College over the next five years.

College Investment Policy: The Committee will review current College (not Foundation) investments, including the quasi-endowment and other funds. In addition, the Committee will discuss investment strategies and fund managers, and processes for routine review of the investment portfolio.

Compensation Plan: The College implemented FY17 wage increases on January 1, 2017 in accordance with the Compensation Plan that was developed over the past year. Wage increases are consistent with the Strategic Plan Goal 3 to attract and retain faculty and staff by providing fair wage increases to employees with satisfactory performance, award merit increases, and make progress towards reducing market gaps that effect retention. Details of wage increases are provided.

Risk Management: The College will begin to develop a plan for developing a Risk Management program through planning, assessment, and implementation of best practices in high priority areas. The Committee will discuss establishing an *ad hoc* committee of trustees and executive staff to develop a plan of action.

Update on Legislative Session: The Governor's FY18 operating budget totals \$25 million, including the College's full block grant inflator. In addition, the Governor has proposed providing funds to buy down the proposed tuition increase from 4% to 2%. The Governor's FY18 capital budget includes funding as requested by the College for the new academic building and auditorium, as well as infrastructure improvements.

Information Items

October 13, 2016 meeting minutes are provided for informational purposes. FY17 financial results to date, reportable procurement items, and a joint investment activities update will be provided. Reports from the Foundation President and the Staff Senate President are included in the materials.

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

Action Item II.A.: Staff Salary Plan: The Staff Salary Plan provides updated entry level salaries for non-exempt employees consistent with the Strategic Plan Goal 3 to attract and retain faculty and staff.

Committee Action Taken/Action in Progress:

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Recommendation to the Board:

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**FINANCE, INVESTMENT, AND AUDIT
COMMITTEE MEETING OF JANUARY 26, 2017**

AGENDA

- I. DISCUSSION ITEMS**
 - A. FY18 Operating Budget Development
 - B. Five-Year Operating Budget Projections
 - C. College Investment Policy
 - D. Compensation Plan Update
 - E. Risk Management
 - F. Update on Legislative Session

- II. ACTION ITEMS**
 - A. Staff Salary Plan

- III. INFORMATION ITEMS**
 - A. Minutes from Meeting of October 13, 2016
 - B. FY17 Financial Results to Date
 - C. Reportable Procurement Items
 - D. Joint Investment Activities
 - E. Foundation President Report
 - F. Staff Senate President Report

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**

ACTION ITEM 1617-16

STAFF SALARY PLAN

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends that the Board of Trustees approve the Staff Salary Plan, effective April 1, 2017.

RATIONALE

Background: The College has maintained a Staff Salary Plan that provides entry and maximum salaries for non-exempt positions. Past practice had been to increase, each year, the maximum salaries in the Plan by the percentage amount of the College's annual State block grant inflator.

The College acknowledges the need for the Staff Salary Plan to be consistent with the Strategic Plan Goal to attract and retain faculty and staff. Accordingly, the plan has been reviewed against market wages through utilization of the compensation data source, PayScale. Current compensation data supports the need for the Staff Salary Plan to be comprehensively revised.

The inclusion of a Maximum Salary has been removed from the Plan. The rationale to eliminate maximum salaries includes the following:

- there is not reliable benchmark data for maximum salaries,
- maximum salaries are inconsistent with the College goal to reward excellence through merit increases, and
- historically, the effect of raising of the maximum each year has made the application of a maximum theoretical, not practical.

Goals: The proposed Staff Salary Plan utilizes benchmarking from PayScale to determine Minimum Entry and Maximum Entry salaries. The guidelines to establish these salaries are as follows:

- Minimum Entry level salaries based on PayScale entry level experience
- Maximum Entry level salaries based on PayScale 8-13 year experience

Implementation The Staff Salary Plan (attached) will be implemented effective April 1, 2017 to provide the College time to plan for the financial impact, notify the appropriate stakeholders (campus community, collective bargaining unit) and to provide payroll updates to the State of Maryland. In implementing the Plan, any staff member whose current salary is below the new Minimum Entry level will receive a raise to match the new minimum entry level. The annualized net impact to implement the plan is \$22,000.



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

Date of Meeting: October 13, 2016

Status of Minutes: Approved January 16, 2017

Committee Members Present: Chair John Wobensmith '93, Lex Birney, Donny Bryan '73, Sven Holmes, Mike O'Brien '68

Committee Members Absent: Katharine Russell, Asif Dowla

Others Present: Tuajuanda Jordan, Chip Jackson, Carolyn Curry, Michael Wick, Chris True, Chris Burch, Mary Grube, Shannon Jarboe, Kathy Grimes, Anna Yates, Tommy Cable, Allison Boyle

Executive Summary:

The meeting was called to order at 2:12 p.m.

DISCUSSION ITEMS

FY16 Operating Budget Closing and Status of Financial Statement Audit

Vice President Jackson reviewed year-end adjustments. Draft financial statements are currently under final review and will be presented to the Finance, Investment, and Audit Committee for approval in December.

Compensation Plan

Conversations are taking place to develop a compensation plan to provide wage increases that include merit pay and market adjustments. The Ad Hoc Compensation Committee, along with faculty and staff groups, has been developing recommendations to the President. Wage increases for bargaining unit employees will be subject to negotiations.

IT Infrastructure / Enterprise Resource Planning System

Upgrades to the College's network architecture have been completed and all buildings now have wireless capability and improved coverage, capacity and bandwidth. Planning for replacement of the Enterprise Resource Planning System project is underway.

State of Maryland Audit (Department of Legislative Services)

The final audit report reflected five findings: three related to information technology, one in the business office, and one in human resources. Plans for addressing the findings were discussed. The College values input received from the audit team as it assists us in finding areas that need improvement. This audit produced fewer findings than the College has had in several years.

Expanding Revenue

Overall, revenue from other sources (revenue excluding tuition and fees and State appropriations) is projected to increase in FY17 by \$234,000 over the FY16 budget from a variety of sources. The faculty/staff housing program initiated this fall has been a success with leases in place for all eight possible units including bedrooms in two HSMC houses and the Howard property. Vice President Jackson thanked Mary Grube for her work with the property rental initiative.

Dashboards

Current Dashboard data pertaining to student characteristics in enrollment, student retention and persistence, revenue, and fundraising was discussed. Board Chair Holmes asked that the Dashboard be provided to the Board of Trustees at its next meeting.

INFORMATION ITEMS

Joint Investment Activities The Foundation continues to work with JP Morgan to manage endowed funds. An overview of FY16 was provided along with current FY17 information.

ACTION ITEMS

Revision of the FY17 Current Fund (Operating) Unrestricted Budget

The proposed revision to the FY17 current fund budget was brought to the Committee for approval. Carry-forward balances were provided and discussed. The revision incorporates carry-forward authorization from the prior year in the amount of \$3.58 million not expended as of June 30th. The Committee voted to recommend approval.

Reconciliation of the FY 17 Plant (Capital) Budget

The reconciled FY16 plant fund activity was reviewed. The FY17 active project budget totals nearly \$3.4 million. The projected unencumbered plant fund balance is \$1.6 million. Revisions to the FY 17 capital budget, including activity and approved new projects, were reviewed the Committee. The Committee voted to recommend approval.

2016 Performance Accountability Report

The Performance Accountability Report (PAR) requires endorsement from both the Student Affairs Committee and the Academic Affairs Committee, prior to approval by the Finance, Investment, and Audit Committee. The Finance, Investment, and Audit Committee met earlier than the Student Affairs and Academic Affairs Committees, therefore it was agreed that approval would be contingent on the endorsement by those Committees. The PAR provides an assessment of the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes. Maryland law requires institutions' Board of Trustee approval prior to submission of the PAR to the Maryland Higher Education Commission for review, after which the report will be submitted to the Governor and General Assembly. The Committee voted to recommend approval of the PAR contingent upon endorsement from the Student Affairs and Academic Affairs Committees.

Financial Conflict of Interest Policy and Procedures in Sponsored Research

The policy presented was designed to ensure the College's compliance with National Science Foundation provisions and Public Health Service regulatory requirements. The Committee recommended approval of the policy and procedures.

Art Deaccession

Ms. Mary Jane Rowe, daughter of late faculty member and artist William Thomas Rowe, requested that the painting entitled *Vale* be returned to the family. The painting was gifted to the College in 2004. The Board discussed returning the piece to the family pursuant to College policy regarding the deaccession of art, and agreed to recommend doing so.

Committee Action Taken/Action in Progress: The proposed action items were approved by the Finance, Investment, and Audit Committee at its meeting on October 13, 2016.

Recommendation to the Board: The Finance, Investment, and Audit Committee approved the action items as presented and recommend approval by the Board of Trustees at its October 15, 2016 meeting.

The meeting adjourned at 2:40 p.m.



**TRUSTEE GOVERNANCE COMMITTEE
CONFERENCE CALL
WEDNESDAY, JANUARY 25, 2017**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. ACTION ITEM**
 - A. Approval of Proposed 2017-2018 Board of Trustees Meeting Schedule:
- III. DISCUSSION ITEMS**
 - A. Continuing education for Board members
 - B. Orientation program for new members of the Board
 - C. Board self-evaluation
- IV. ADJOURN**

Note: A portion of this meeting will be held in closed session

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
TRUSTEE GOVERNANCE COMMITTEE**

ACTION ITEM 1617-14

2017-2018 BOARD OF TRUSTEES MEETING SCHEDULE

RECOMMENDED ACTION

The Trustee Governance Committee recommends that the following dates be adopted for the 2017-2018 meeting schedule:

July 23-25, 2017 (Board retreat)(at Airlie?)
October 20-21, 2017
January 19-20, 2018
May 10-12, 2018 (Commencement weekend)

RATIONALE

The schedule proposes the same weekends as used in 2016-2017 with one exception: the January meeting is proposed to be held one week earlier to avoid standing conflicts for some members.

The July retreat is proposed for the same dates as 2017. The Airlie Conference Center in Warrenton, VA is holding space for the College, but no contractual guarantee has been made.

The May dates propose the plan to be used in May 2017 to preserve the Committee Day model: arrival Thursday afternoon with committee meetings held Thursday evening and Friday morning before the Board session Friday afternoon.

**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION
REPORT SUMMARY**
(See appendix for supporting materials)

Date of Meeting: January 27, 2017

Date of Next Meeting: May 11, 2017

Committee Chair: Peter Bruns

Committee Members: Tim Heely, Sven Holmes, Glen Ives, Larry Leak '76, Ann McDaniel, Tuajuanda Jordan

Staff Member: Michael Wick

Dashboard Metrics:



Executive Summary:

DISCUSSION ITEMS

Faculty Senate Report

An update on faculty activities and issues will be presented.

DeSousa-Brent Scholars Program Report

Discussion and update of performance measures, retention and student success efforts and recruitment for the 2017 DeSousa-Brent cohort.

Dean of Faculty Report

Middle States Accreditation Response Report: Discussion of the draft Monitoring Report due to Middle States on March 1, 2017. Middle States' recommendations/requirements for affiliation are addressed item-by-item.

Curricular Efficiency: Continued discussion on the status of the St. Mary's curriculum. "Curricular efficiency" is explained and an analysis provided for section size and seat utilization.

Institution-Wide Assessment: Minimal update available due to focus on student learning assessment. Brief discussion of thoughts on a system of integrated institution-wide assessment.

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

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Committee Action Taken/Action in Progress:

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Recommendation to the Board:

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**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
MEETING OF JANUARY 27, 2016**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Faculty Senate Report
 - B. DeSousa-Brent Scholars Program Report
 - C. Dean of Faculty Report
- III. INFORMATION ITEMS**
 - A. Minutes from meeting of October 14, 2016

The Committee expects to close a portion of the meeting.



BOARD OF TRUSTEES

ACADEMIC AFFAIRS COMMITTEE OPEN SESSION

MINUTES

Date of Meeting: October 14, 2016

Status of Minutes: Approved January 17, 2017

Committee Members Present: Chair Peter Bruns, Tim Heely, Sven Holmes, Glen Ives, Larry Leak '76, Ann McDaniel

Committee Members Absent: none

Others Present: Lex Birney, Allison Boyle, Leonard Brown, Cindy Broyles '79, Jim Cranmer, Karen Crawford, Carolyn Curry, Vera Damanka, Peg Duchesne '77, Kathy Grimes, Cynthia Gross, Gail Harmon, Chip Jackson, Tuajuanda Jordan, Michael O'Brien, Joan Pickett, Danielle Troyan '92, Allan Wagaman '06, Anna Yates

Executive Summary:

Meeting was called to order at 5:00 p.m. by Committee Chair Peter Bruns.

DISCUSSION ITEMS:

Program Updates:

The Faculty Senate President Karen Crawford reported on college-wide activities that faculty have been working on including assessments, curriculum development, international education and a two-phase faculty merit compensation plan.

A new major in Global Studies and an Entrepreneurship minor proposal will be brought to the faculty after approval by the Senate. A Faculty Senate statement of support for new assessment program development was read by the Prof. Crawford and will be presented to the faculty for approval at the next faculty meeting.

Two new study abroad programs in the Republic of South Africa have been passed through Senate and are currently under review by Provost Wick. They include: SMCM-CIS Abroad Stellenbosch Program – Stellenbosch, Republic of South Africa, and SMCM-ISA University of Cape Town or University of Western Cape Semester – Cape Town, Republic of South Africa.

Faculty Merit Compensation System:

Prof. Crawford described the progress made in developing a Faculty Merit Compensation System by October 15th. Faculty will submit a short form (Phase 1) to the Provost for review in time for annual merit pay disbursements in January. Phase 2, which will involve a more

extensive merit pay system, should be ready in early spring for review and approval by the Senate, faculty, administration and Board of Trustees.

Faculty Bylaws:

Provost Wick, former Faculty Senate President Wes Jordan, and Faculty Senate President Crawford are working on a final version that could be presented to this Committee in January.

DeSousa-Brent Scholars Program:

The Director of the DeSousa-Brent Scholars Program, Dr. FJ Talley, provided an update on retention and student success of the 2015 cohort. New activities have been put in place this year to focus on the DeSousa-Brent second-year experience. *Sophomore Passport* includes educational programs and social activities to keep students engaged in the College and in the DeSousa-Brent program. The *Sophomore Retreat* was developed to continue the bonds formed during the first year by maintaining connections with peers and program staff members.

Degree audits and early alert and mid-term deficiency interventions are in place to monitor whether students are on target to graduate in four years. Many students take courses over the summer at community colleges to stay on track. The Committee discussed the importance of knowing whether those who left the College went on to graduate elsewhere.

Middle State Accreditation:

Provost Wick provided an update regarding the College's Middle States Accreditation Response Report, and shared the following:

- A draft *Student Learning Assessment Handbook* has been created and contains details for the annual assessment activities to be conducted and process to be followed.
- A Rapid Action Taskforce and Student Learning Assessment Implementation Team were created, consisting of faculty, staff, students and administrators. Program data were collected from all departments and a consistent assessment framework was developed. Both program-level and course -level student learning outcomes have been defined for all courses (about 600 courses). All course syllabi have been updated and mapped to a learning outcome. During the fall semester the faculty will reflect on, revise as appropriate, and document any changes to student learning outcomes.
- A draft report will be presented to the Board of Trustees at the January meeting.

A monitoring report is due March 1, 2017, to the Middle States Commission on Higher Education. The Middle States Team visit is scheduled for March 26-28, 2017. The College has contacted two consultants to assist with the report.

Program/Enrollment Assessment:

Provost Wick presented a Program Array Report to the Committee. The analysis provided information on the effectiveness of the programs offered at St. Mary's College of Maryland in meeting the institution's mission. The data do not show a correlation between our program array



and low enrollment. Our strengths to build on are: small class size, close-knit community, dedicated faculty and staff, faculty as teacher-scholars, and liberal arts and sciences.

ACTION ITEMS:

Action Item III.A. Endorsement of 2016 Performance Accountability Report.

The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of performance goals and objectives.

Committee Action Taken/Action in Progress:

The proposed action item was approved by the Academic Affairs Committee at its meeting on October 14, 2016.

Recommendation to the Board:

The Academic Affairs Committee recommended approval of this action item by the Board of Trustees at its meeting on October 15, 2016.

Meeting adjourned at 6:32 p.m.



**BOARD OF TRUSTEES
ADMISSIONS AND FINANCIAL AID**

REPORT SUMMARY
(See appendix for supporting materials)

Date of Meeting: January 27, 2017

Date of Next Meeting: May 12, 2017

Committee Co-Chairs: Carlos Alcazar and Gary Jobson

Committee Members: Peter Bruns, Sven Holmes, President Jordan, Molly Mahoney Matthews, Ann McDaniel, Vera Damanka '17

Staff Member: David Boisvert, Interim Vice President for Enrollment Management

Dashboard Metrics: N/A

Executive Summary:

The Office of Enrollment Management is pleased to submit its January report to the Committee of Admissions and Financial Aid of the Board of Trustees. Outlined in this report are several observations and suggested initiatives relative to the agenda.

In late October of 2016, I joined St. Mary's as Interim VP from the Registry of Presidents and Senior Administrators. The absence of a VP and Director of Admissions created the immediate need to begin the process of shaping the Class of 2021. The incoming enrollment dropped 11% in 2016 creating the need for the admissions team to re-focus efforts with increasing our applications and securing better matriculation rates. There will be additional initiatives listed in our overall recruitment plan in the next several months in order to continue our task with increasing the overall objective of a diversified incoming class. Adjusting the methodologies of recruitment could provide a better foundation in seeing progress in 2017 and beyond. There are a few initiatives I would like to highlight listed in the report; we believe these will enhance our endeavors. All of the initiatives in the report will require the team to be diligent and attentive in stabilizing and increasing enrollment.

A. Recruitment Efforts

Yield Initiatives:

One initiative mentioned at our last meeting was the establishment of an individualized enrollment model or funnel for all admissions counselors. The purpose is to establish a better relationship with all prospective students while maintaining a consistency of dialogue throughout the enrollment process. The idea of engaging students by phone calls, emails, letter writing and texting should enhance the efficiency of process but more importantly address any issues that would prevent a student from matriculating. The Relationship Model listed in the report will provide each team member with tracking their own yield ratios throughout the enrollment cycle, allowing for each counselor to better understand their territorial responsibility.

Automated Communication Sequence:

The automation of an integrated communication sequence within the new Customer Relationship Module (CRM) provides consistency in message with our prospective student base. Reinforcing the value proposition

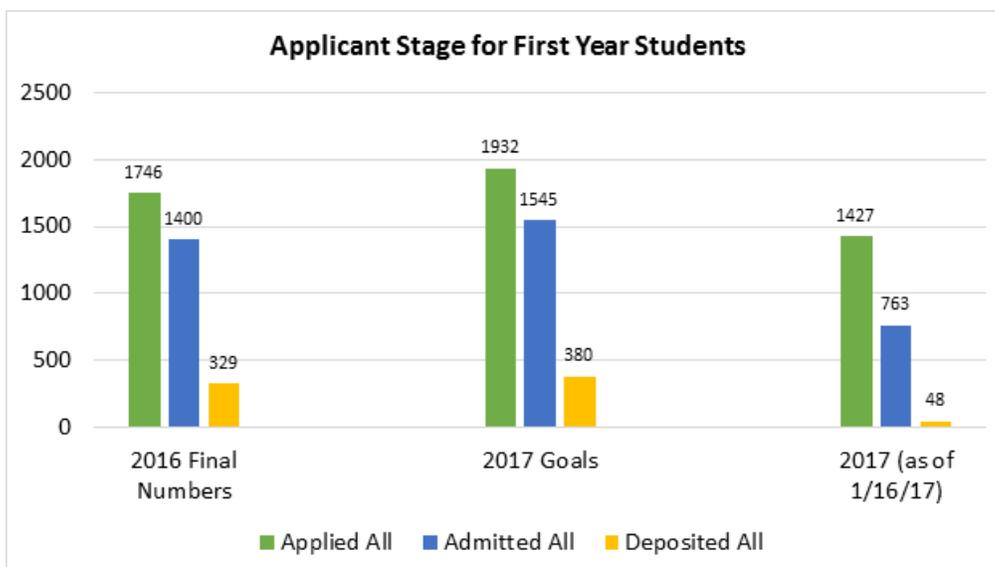
for students requires an automated infrastructure for reinforcing the decision making process throughout the recruitment cycle. Touch points beginning with the inquiry and finishing with the applicant and enrollment stages should maintain the consistency of message and value of a St. Mary's College education.

Texting Services:

Colleges and universities are now seeking new mediums to communicate with students. The enrollment office, through its admission counselors, will be trained in utilizing texting as a form of communication to prospective students. This platform interfaces with our CRM system (Radius) allowing mass texting as well as individualized text by counselors. The importance of this communication exchange speaks directly to the new profile of student (Generation Z) seeking a post-secondary education. It has been researched that this new generation has a short attention span, they multi-task across several screens, and they want information/videos/photos sent directly to their mobile device. These are a few features that are critical in allowing St. Mary's to effectively communicate with prospective students throughout the decision making process.

B. Enrollment

The Fall 2017 numbers for applications/admits and deposits both for first-time and transfer students are listed in the report entitled **Fall Enrollment Status to Date**. This report was created to evaluate our current admissions funnel and provide comparative data relative to the last two-year recruitment cycles. The Office of Enrollment Management has set aggressive goals in order to realize our enrollment expectations. In terms of applications, we are looking to increase by 10%, moving from a final number of 1,754 applications in 2016/2017 to 1,932 applications in 2017/18. Consequently, the admit goals will need to be increased from 1408 actual admits in 2016/17 to 1,545 in 2017/18, a 9.7% increase. Both increases will contribute to our new enrollment projection and increase of first-time students. In 2016/17 our first-time enrollment actualized at 333 students, this year 2017/18, our goal is to increase to 380 students, an increase of 14%.

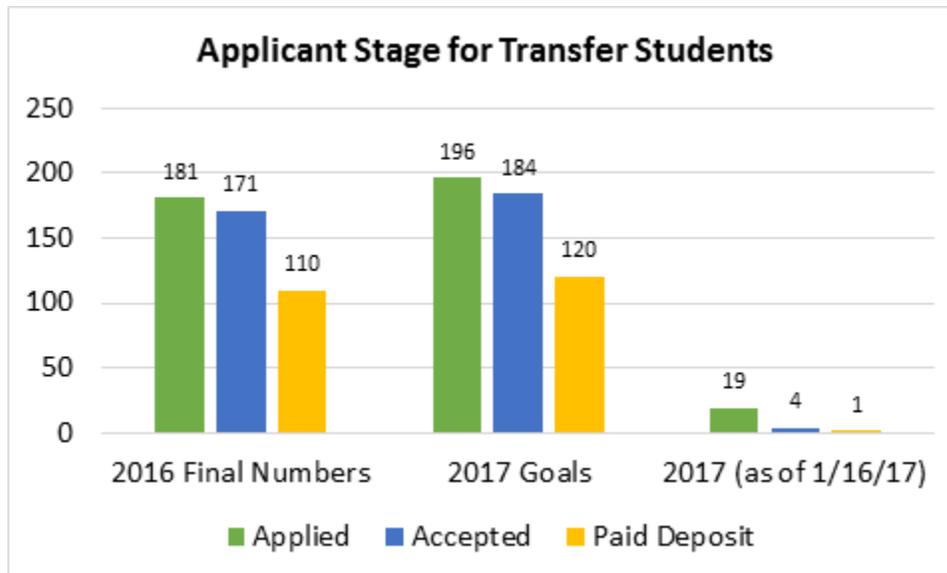


ST MARY'S

COLLEGE of MARYLAND

The Public Honors College

The Fall 2017 numbers for transfer students will be need to increase in applications/admits/ and deposits in order to meet enrollment expectations. In reference to applications in 2016/17, we generated 181 applications, admitted 171 and enrolled 110 transfer students. To meet our enrollment expectation of 120 students, we will need to generate 196 applications, an increase of 8.2%; the admits will need to increase from 171 in 2016/17 to 184 for 2017/18; an increase of 7.6%. The actual enrollment in 2016/17 was 110 students, our goal of 120 students will require a 9% increase. We are making positive progress and our combined efforts of constant communication should transcend in meeting our enrollment expectations.



Our GPA and test score average is tracking better this year both in the Academic Profile and Deposited categories than in 2016/17 recruitment year. The strategic goal in meeting the international expectation of 15 students (2017) will be a challenge because of only two students enrolling in 2016/17. Last year, St. Mary's College had reached a Memorandum of Understanding Agreement (MOU) with the country of Aruba for a period of one year, that agreement is scheduled to expire on May 15, 2017. The enrollment office will reach out to open further discussion with Michelle J. Hooyboer-Winklarr, Minister of Education in renewing our current agreement. If time permits, I will further explore other international opportunities with recruitment agents or agencies as possible contacts, in order to increase the international population that can benefit from a St. Mary's College education.

C. Spring Enrollment

Spring 2017 recruitment of transfer students appears it will exceed the number of students who enrolled last year. In the Spring of 2016, the institution realized a transfer population of 24 students. Our current deposits in Spring of 2017, is at 29, an increase of 20.8%. The team will continue to work diligently with continuous applicant follow-up, attend transfer fairs, increase community college visitations, and work with representatives from the various sending institutions.

D. Financial Aid

The Noel Levitz 2017/18 Annual Plan Summary for all first year and transfer students was approved in September of 2016. The entire plan encompasses the distribution of financial assistance based on Academic

ST MARY'S
COLLEGE of MARYLAND

The Public Honors College

Achievement and Expected Family Contribution. (EFC) At the last Board meeting in October, there was a concern expressed regarding accepted students who had an EFC of zero and the balance of dollars not covered by the Annual Plan. A document was presented by the acting Director of Financial Aid clearly showing the balance differential after all aid was disbursed. To address that, we revised three cells within the matrix to provide more assistance to accepted students showing a strong academic promise. Last year in 2016/17 we provided 70% to need, this year we adjusted to 75%. That will increase their financial aid package by \$1,332.00 on average; with this change, the institution may realize more students. This increase of the additional 5% will move our discount rate from an approved 31.4% to 31.7%. The success of this methodology or adjustment will allow for further review during the financial aid awarding year of other cell structures that could attract more students.

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

None

Committee Action Taken/Action in Progress:

Recommendation to the Board:

ADMISSIONS AND FINANCIAL AID COMMITTEE

MEETING OF JANUARY 27, 2017

AGENDA

I. CALL TO ORDER

II. DISCUSSION ITEMS

- A.** Report on-going efforts to recruit students for the 2017-2018 academic year
- B.** Assess progress to meet Fall 2017 enrollment goals including progress on meeting out-of-state (including international) and transfer targets
- C.** VP will review Spring 2017 matriculation and College's overall enrollment numbers
- D.** Report on revised Financial Aid Award metrics
- E.** Integrated Marketing update (Carolyn Curry)

III. ACTION ITEMS

- A.** None

IV. INFORMATION ITEMS

- A.** Minutes from meeting of October 14, 2016



BOARD OF TRUSTEES

ADMISSIONS AND FINANCIAL AID OPEN SESSION

MINUTES

Date of Meeting: October 14, 2016

Status of Minutes: Approved 12/15/16

Committee Members Present: Carlos Alcazar, Sven Holmes, Ann McDaniel

Committee Members Absent: Gary Jobson, Peter Bruns, Molly Mahoney Matthews, Vera Damanka

Others Present: Dr. Tuajuanda Jordan, Matthew Fehrs, Jim Cranmer, Richard Edgar, Nadine Hutton, Carolyn Curry, Michael Wick, Leonard Brown, Charles Jackson, Cynthia Gross, Anna Yates, Kathy Grimes, Michael Bruckler, Alan Wagaman, Sandy Abell, Cindy Broyles, Danielle Troyan, Tim Heely, Katherine Russell, Gail Harmon, Michael O'Brien, Peg Duchesne, Allison Boyle

Executive Summary:

Meeting was called to order at 1:15 p.m.

Personnel Updates

Dr. Tuajuanda Jordan reported that Richard Edgar, Senior Development Officer, is now the Acting Director of Admissions until the end of October. An interim Vice President will begin on October 20.

Admissions Data

Richard Edgar, Acting Director of Admissions, reported to the committee on the following items related to enrollment and applications:

- The total institutional enrollment for Fall 2016. The total institutional enrollment is 1,676 a decline from Fall 2015 of 101 students. There are 1586 full-time students and 59 part-time students as well as 31 graduate (MAT) students.
- Application deadlines and notification dates for early decision and early action. Mr. Edgar pointed out the three-year trend of changing application decision types and deadlines noted this has caused some confusion among the high school counselors working with prospective students planning on applying to St. Mary's.
- 2016 First Year Enrollment. The number of applications and students admitted were both higher than the previous year but the number of deposited students was down by 60

students. There was also a decline in the SAT Mean and GPA Mean for both accepted and deposited students.

- 2016-2017 First Year Enrollment Funnel. Applications for both Early Action and Regular Decision are up slightly as of October 7, but are in line with last year's numbers on the same date. The Inquiry pool is 8,709 vs. 7,619 this time last year. He would like to see the number for 2017 be around 10,000 and pointed out that high school visits and college fairs continue until mid-November. The total number of inquiries for the entire previous year were around 12,000.
- 2016-2017 Transfer Enrollment Funnel. The number of applications for spring 2017 is in line with last spring's numbers as of October 10. Numbers for fall are low but it was noted that transfer students don't typically apply for fall until February/March. Most community colleges in Maryland have been visited and will be visited again in the spring to recruit applicants for fall 2017.
- In closing, Mr. Edgar reported that there are 90 students registered for the open house on October 22 and 120 families have visited campus this week. Changes are being made to the open house to provide families with a more personal visit. During his limited time in the office he has made note of several areas that need improvement such as lack of training for the staff to use Hobson's Radius (CRM), frequency of communication that is personalized, and emotionally connecting with students and parents when they visit campus and will report his findings to the interim VP.

Marketing

Carolyn Curry, Vice President for Institutional Advancement reported to the committee on marketing:

- Recruitment is one of the goals of Institutional Advancement. They recruit through the annual fund drives for scholarships, alumni recruitment, testimonials and storytelling. There will be two alumni hosted tours this fall – Philadelphia and Chicago – and all prospects in those areas will be invited.
- The Marketing Office has been doing extensive research to understand what students look for in a college. This research will help with the core messaging as well as the preferred messaging students respond to such as emails, text messaging, or publications.
- The front page and the admissions pages are being revamped and will include analytics.
- A new interactive virtual tour has been launched on the homepage of the St. Mary's College of Maryland website.
- Students wanting to visit campus for a tour, interview, or open house can register online.
- New recruitment banners and displays have been purchased that can be used at college fairs and other recruitment events.

Financial Aid Report

Nadine Hutton, Director of Financial Aid reported on Financial Aid:

- The financial aid office worked with Ruffalo-Noel Levitz (RNL) again this year to determine student aid packages. She stated that the projected balance for FY 17 is \$20,000. It was noted that the students with the most need had the most unmet need and ways to adjust the models to avoid this should be implemented.
- Financial aid packages will be included in the acceptance letters.
- The True-Cost Calculator has been purchased and will be up on the website within the next two weeks. This calculator will provide families a better indicator of what their cost of attendance will be.
- The Prior-Prior Year was launched on October 1. Students can begin filing the FASFA form using 2015 income tax data.
- The financial aid office worked with 52 appeals for Fall 2016. 47 of those making appeals are here this fall.

The Board chair posed the question of how the Board, students, faculty and alumni can play a role in recruitment. Discussion yielded suggestions for: specific outreach efforts that Board members could engage in; speaking engagements that faculty could hold in high school classrooms, and holding student activities during times when visitors are on campus to experience student engagement.

Action Item(s): N/A

Meeting adjourned at 2:53 p.m.



**BOARD OF TRUSTEES
BUILDINGS AND GROUNDS COMMITTEE
REPORT SUMMARY**

Date of Meeting: January 27, 2017

Date of Next Meeting: May 11, 2017

Committee Chair: Mike O'Brien '68

Committee Members: Donny Bryan '73, Sven Holmes, Tuajuanda Jordan, Katherine Russell, Kevin Emerson

Staff Members: Annie Angueira, Chip Jackson, Maury Schlesinger

Dashboard Metrics: N/A

Executive Summary:

Jamie L. Roberts Stadium Design Update

Update on the archeology and site plan for the new athletic fields and stadium.

Trinity Church Road Sidewalk Design

Discuss design options for extending pedestrian improvements from Rt. 5 to Kent and Calvert Halls.

Capital Project Status Update

Status update on various capital projects.

Governor's FY18-FY22 Capital Improvement Program (CIP)

The Governor's Five Year Capital Budget was released on January 18th and will be presented and discussed.

Meeting of October 14, 2016 Minutes

Meeting Minutes of October 14, 2016 were approved on December 20, 2016.

Historic St. Mary's City Commission Report

Commission Report to be provided by Historic St. Mary's City representative.

Action Item(s):

Renaming of the White House to the Lucille Clifton House

The Committee on Buildings and Grounds recommends to the Board of Trustees to approve the renaming of the White House to the Lucille Clifton House.

Committee Action Taken/Action in Progress:

Empty rectangular box for committee action taken or in progress.

Recommendation to the Board:

Empty rectangular box for recommendation to the board.

**BUILDINGS AND GROUNDS COMMITTEE
MEETING OF JANUARY 27, 2017**

AGENDA

- I. CALL TO ORDER**
- II. ACTION ITEMS**
 - A. Renaming the White House to the Lucille Clifton House
- III. DISCUSSION ITEMS**
 - A. Jamie L. Roberts Stadium Design Update
 - B. Trinity Church Road Sidewalk Design
 - C. Capital Project Status Update
- IV. INFORMATION ITEMS**
 - A. Governor's FY18-FY22 Capital Improvement Program (CIP)
 - B. Meeting of April 20, 2016 Minutes
 - C. Historic St. Mary's City Commission Report

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



BOARD OF TRUSTEES
BUILDINGS AND GROUNDS COMMITTEE
MINUTES

Date of Meeting: October 14, 2016

Status of Minutes: Approved December 20, 2016

Committee Members Present: Committee Chair Mike O'Brien '68, Sven Holmes, Donny Bryan '73

Committee Members Absent: Kevin Emerson, Katherine Russell

Others Present: President Tuajuanda Jordan, Leonard Brown, Laura Cripps, Vera Damanka '17, Kathy Grimes, Cynthia Gross, Mary Grube, Gail Harmon (by phone), Tim Heely, Chip Jackson, Joe Kangas, Larry Leak '76, Allison Boyle, Isabella Lee '16, Jim McGuire, Maury Schlesinger, Lisa Smith, Derek Thornton, Allan Wagaman '06, Mike Wick, Anna Yates, Derek Young

Executive Summary:

Committee Chair Mike O'Brien called the meeting to order at 9:03 a.m.

Jamie L. Roberts Stadium Status

A groundbreaking ceremony was held on Saturday, September 17, 2016, and was attended by the Roberts Family. Procurement of a design-build contractor is ongoing with a selection expected in December. Phase I, the artificial turf field, is scheduled to be completed for the 2018 spring athletic season. Phase II, the grass field, the field house, and other components are to be completed in time for fall 2019. Accelerated state funding is being sought to permit both fields to be constructed within the same time frame. Archaeological investigations of the site continue with Phase II results expected by the end of the year.

Trinity Church Road Sidewalk Design Concept

The project will extend brick sidewalks along Trinity Church Road from the intersection with Rt. 5 to Kent Hall. The project is scheduled to be designed this fall/winter with construction anticipated summer 2017. A path on the east side (past the White House) has easier grades and fewer obstacles, but concerns were raised about students' use of that location. A large oak tree would need to be removed to put the path on the west side of the road. The College will further study these options.

Faculty/Staff Housing Update 2016-2017

Strong interest in transient housing and moderate interest in longer-term housing was indicated by a previous survey. A pilot program with housing options for faculty and staff was launched this past summer. The following properties were offered for rent: Bean House (three bedrooms), Hogaboom House (three bedrooms) Howard House, and Howard Cottage (Studio Apt). All were rented with estimated revenue for FY17 of \$32K. Design, financing, and scope of a more robust Faculty/Staff Housing plan will be addressed in January 2017.

Meeting of April 20, 2016 Minutes

The minutes from the April 20, 2016, Buildings and Grounds Committee Meeting were approved by the Committee on May 16, 2016.

Capital Projects Status Report

The Capital Projects Status report was presented. No questions were raised.

Sustainability Report

The new empaneled Sustainability Council consisting of representatives from the student body, staff, faculty, and administration will review the College's Strategic Plan against the previous Sustainability Plan. The College has renewed its commitment to carbon neutrality by 2020 as one of the signatories of the American College & University Presidents' Climate Commitment.

Attendees were offered the opportunity of a tour of the new Anne Arundel Hall Buildings at the conclusion of the meeting.

Action Item(s):

N/A

Committee Action Taken/Action in Progress:

N/A

Recommendation to the Board:

N/A

Meeting was adjourned at 9:34 a.m.



**BOARD OF TRUSTEES
STUDENT AFFAIRS COMMITTEE**

REPORT SUMMARY
(See appendix for supporting materials)

Date of Meeting: January 27, 2017

Date of Next Meeting: May 12, 2017

Committee Co-Chairs: Lex Birney and Cindy Broyles '79

Committee Members: Carlos Alcazar, Vera Damanka '17, Peg Duchesne '77, Elizabeth Graves '95, Sven Holmes, Tuajuanda Jordan, Larry Leak '76, Danielle Troyan '92

Staff Member: Leonard Brown

Executive Summary:

Career Development

Assessment of the expansion of the Center for Career Development and internship programs.

Retention Strategy and Implementation

Update on institutional retention efforts

Campus Culture Update

Discussion of campus initiatives related to diversity and inclusion.

Student Trustee Report

Vera Damanka will review her submitted report.

Clery Reporting

Overview of consultant's assessment of the policies and procedures for Clery reporting.

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

N/A

Committee Action Taken/Action in Progress:

Recommendation to the Board:



STUDENT AFFAIRS COMMITTEE

MEETING OF JANUARY 27, 2017

AGENDA

I. CALL TO ORDER

II. DISCUSSION ITEMS

- A. Career Development - Assessment of expansion of the Center of Career Development and Internship program
- B. Retention Strategy and Implementation
- C. Campus Culture Update

III. INFORMATION ITEMS

- A. Student Trustee Report
- B. Overview of Consultant's Assessment of Policies and Procedures For Clery Reporting

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



BOARD OF TRUSTEES
STUDENT AFFAIRS COMMITTEE
OPEN SESSION

MINUTES

Date of Meeting: October 14, 2016 **Status of Minutes:** Approved

Committee Members Present: Lex Birney, Cindy Broyles '79, Carlos Alcazar, Vera Damanka '17, Peg Duchesne '77, Elizabeth Graves'95, Sven Holmes, Larry Leak '77, Danielle Troyan '92

Committee Members Absent:

Others Present: Tuajuanda Jordan, Leonard Brown, Carolyn Curry, Michael Wick, Allison Boyle, Kathy Grimes, Cynthia Gross, Anna Yates, Michael Dunn, Kate Shirey, Tressa Setlak, Karen Cozzens, Veronica Douglas, Lisa Youngborg

Executive Summary:

Meeting was called to order at 3:15 p.m. by Lex Birney.

Assessment of Signature Programs

The implementation of learning outcomes based assessment was presented and discussed. Key information on the programs and the learning outcomes to be assessed this year were reviewed.

Campus Culture

Campus initiatives related to diversity and inclusion was presented. A discussion focused on the shared values for students, faculty and staff.

Student Trustee Report

Vera Damanka reviewed her submitted report.

Title IX Report

Written report was submitted. No questions.

Clery Report

Written report was submitted. No questions.

Action Item:

Action Item 1617-01

Endorse the Finance, Investment and Audit Committee's recommendation that the Board of Trustees approve the 2016 Performance Accountability Report for submission to the Maryland Higher Education Commission. The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the college's progress on a variety of goals and



objectives including academics, enrollment, retention and graduation, financial air, and student outcomes. The specific objectives are found in sections 2.3, 2.3, 3.2, 4.1, 4.2, and 4.3 of the PAR. The report provides data on specific metrics as well as narrative describing strengths and challenges. Maryland law requires institutions to submit their PAR to the Maryland Higher Education Commission for review and final submission to the Governor and General Assembly.

Committee Action Taken/Action in Progress:

The Action Item 1617-01 was approved by the Student Affairs Committee at its meeting on October 14, 2016.

Recommendation to the Board:

The Student Affairs Committee recommended approval of the action item by the Board of Trustees at its meeting on October 15, 2016.

Meeting adjourned at 4:16 p.m.



BOARD OF TRUSTEES

OPEN SESSION

MINUTES

Date of Meeting: October 15, 2016

Status of Minutes: DRAFT

Board Members Present: Sven Holmes, Ann McDaniel, Tim Heely, John Wobensmith '93, Carlos Alcazar, Lex Birney, Cindy Broyles '79, Donny Bryan v'73, Peg Duchesne' 77, Gail Harmon, Peter Bruns, Steny Hoyer , Glen Ives, Gary Jobson, Larry Leak '76, Mike O' Brien '68, Katharine Russell, Danielle Troyan'92

Board Members Absent: Elizabeth Graves '95, Molly Mahoney Matthews

Others Present: President Jordan, Chip Jackson, Carolyn Curry, Leonard Brown, Mike Wick, Cynthia Gross, Allison Boyle, Kathy Grimes, Michael Bruckler, Mary Grube, Gina Faden, Dr. Tresize (HSMC Commissioner), Michael Dunn, Jacqui Atkielski (Enterprise reporter)

Summary:

Board chair Sven Holmes called the open session to order at 11 am.

Discussion Items

Board chair Sven Holmes discussed dashboards will be reviewed with each trustee by phone to improve the presentation of pertinent information to trustees.

President Jordan gave an overview of the new strategic plan. The webpage will actively track progress on goals. Carolyn Curry shared new video marketing spots: a 30-second piece and a 3-minute video.

Action Items

FIA Chair John Wobensmith presented action items:

Action Item 1617-05: Revision of the FY17 Current Fund (Operating) Unrestricted Budget. A motion was made to approve and was seconded. The motion passed unanimously.

Action Item 1617-06: Reconciliation of the FY17 Plant (Capital) Budget. A motion was made to approve and was seconded. The motion passed unanimously.

Action Item 1617-07: 2016 Performance Accountability Report. A motion was made to approve and was seconded. The motion passed unanimously.

Action Item 1617-08: Financial Conflict of Interest Policy and Procedures in Public Health Service Funded Research. A motion was made to approve and was seconded. The motion passed unanimously.

Action Item 1617-09: Deaccession of Artwork (Vale Painting). A motion was made to approve and was seconded. The motion passed unanimously.

Discussion Items

Legislative Session: Government Relations Liaison Larry Leak reported on ongoing preparations for the upcoming legislative session in Annapolis.

Middle States Accreditation: Provost and Vice President of Academic Affairs Mike Wick provided an update on the College's response to the Middle States re-accreditation report, noting good progress to address issues raised and full commitment by the faculty.

Student Trustee Report: Student trustee Vera Damanka shared that students are optimistic about the College's commitment to change and growth. The strategic planning process has provided opportunities for student input into initiatives and ongoing dialogue. While there have been some acts of intolerance and microaggressions on campus, students feel that they are being recognized and addressed swiftly and promptly. Students participated in the search for the AVP of Diversity and Inclusion and are also working with the Public Safety Advisory Council to continue development of positive relationships.

Alumni Association Report: Allan Wagaman, Alumni Association President and Trustee shared the FY16-17 goals for Alumni Relations: continue to strengthen alumni engagement and commitment to SMC, support student success by fostering alumni philanthropy and career opportunities, utilize alumni network to foster recruitment and improve alumni relations infrastructure. Alums are engaged through social media ambassadors, increased focus on career services, annual programming and addition of new events such as the Bay to Bay Service Day, and support for President Jordan's On-the-Road Tours. Wagaman thanked Dr. Jordan and the trustees for support for the Cobb House renovation, which will become to new home for the Alumni Relations Office and the Alumni Association.

Historic St. Mary's Commission Report: Dr. Laura Cripps, Historic St. Mary's Commission representative and Trustee shared news from Historic St. Mary's City:

- All collections, offices and research staff have been moved to Anne Arundel Hall.
- Dr. Travis Parno, the museum's new Chief Archaeologist, began work in May.
- The *Maryland Dove* trip to Baltimore was a success, with approximately 6,000 visitors coming aboard.
- A new focus on digital marketing has increased general visitation by 14% over last year and is being supported by an intern from the College.
- Funding was received to support production of a new visitor orientation video and to create a sensory activity bag that allows visitors with special needs to better interact with the museum.



- The Chancellor's Point enhancement projects are nearing completion.
- The rehabilitation of the Slave/Tenant Quarter is nearly complete.
- The Brent Pavilion project has been approved by the Maryland Department of the Environment and the Critical Areas Commission.

The open session adjourned at 11:30 a.m.

**ST. MARY'S COLLEGE OF MARYLAND
ADMINISTRATIVE ORGANIZATIONAL CHART**

