

ST MARY'S COLLEGE *of* MARYLAND

The National 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**

October 19, 2019

Welcome to the first Board of Trustees meeting of the 2019 academic year! This year will likeliest be the busiest yet! We got off to a wonderful start with the formal opening of the Jamie L. Roberts athletic stadium complex that welcomed over 1,000 VIPs and visitors to thank the Roberts Family, pay homage to Jamie, and enjoy watching our student-athletes show their athletic prowess on the fields including the first-ever night game that was won, by the way, by our Women's Soccer team!

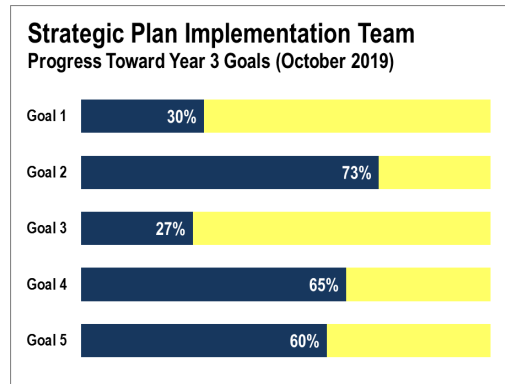
We are ushering in a new era on the Board of Trustees with Lex Birney as the chair. The meetings will be leaner and meaner with, as Lex likes to say, "a focus on the most important things." In everyday-speak, this translates to less presenting and more working! In the Committee reports and meetings, you will be provided updates on the LEAD curriculum, pending construction of the new academic building, and get a taste of our new branding and marketing tools. You will also be provided information on the entering Fall 2019 cohort who were welcomed to the campus at the Opening Convocation themed, "You Have a Place Here." Powerful.

During the 2017 legislative session, we worked hard with the executive and legislative branches of the State to re-set the College's funding formula. Included in what became HB556/SB434, was a performance-based metric that essentially stated that if, during the fiscal year, the College's first-year retention rate was at least 82%, an additional 0.25% permanent funding would be added to the base funding. I am pleased to announce that we reached the retention goal during the 2018-19 academic year and an additional \$58,000 will be added in FY2021.

The foundational three-year strategic plan, *A Time for Rebirth*, covered the period 2016 – 2019. There were five strategic goals:

- Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.
- Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.
- Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.
- Graduate prepared, responsible, and thoughtful global citizens. Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.
- Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Progress in meeting the strategic objectives was steady and noticeable (also see the Strategic Planning page on the College’s website).



With the best measured progress observed in meeting the objectives associated with the second goal. The new LEAD curriculum will no doubt propel this goal to even greater heights.

A significant disappointment was the paucity of progress in achieving Goal 1 and this challenge was heightened when we did not meet the budgeted enrollment goals for Cohort 2019. Nationally, what is happening here at St. Mary’s College is not different from what is happening in higher education across the country. We, however, are not like most institutions. We set the bar for public liberal arts education in 1992 and we must continue to be a leader in this sector. Thus, this year we will be working extra hard to define 21st-century liberal education with specific examinations of costs and programming. These analyses will lay the foundation for a new strategic plan. Consequently, the 2019-2020 academic year is the bridge year as we complete *A Time for Rebirth* and lay the groundwork for a new process to begin in Fall 2020. During this time, *Rebirth*’s strategic objectives within the goals have been streamlined; we will continue to provide updates at the Board meetings.

Finally, the role the College plays as an intellectual and cultural hub within the community continues to expand. The **River Concert Series**, a summer mainstay for more than 20 years, continues to draw enthusiastic crowds under the leadership of Maestro Jeff Silberschlag. The number of lectures and live performances as well as athletic events continue to expand and entertain. In June 2019, **The Mulberry Music Festival** made its extraordinarily successful debut as a collaborative community musical extravaganza. Good things are happening all around. Thank you for supporting the College in the myriad of ways that you do!

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

AGENDA

October 19, 2019 (#689)

10:35 a.m.

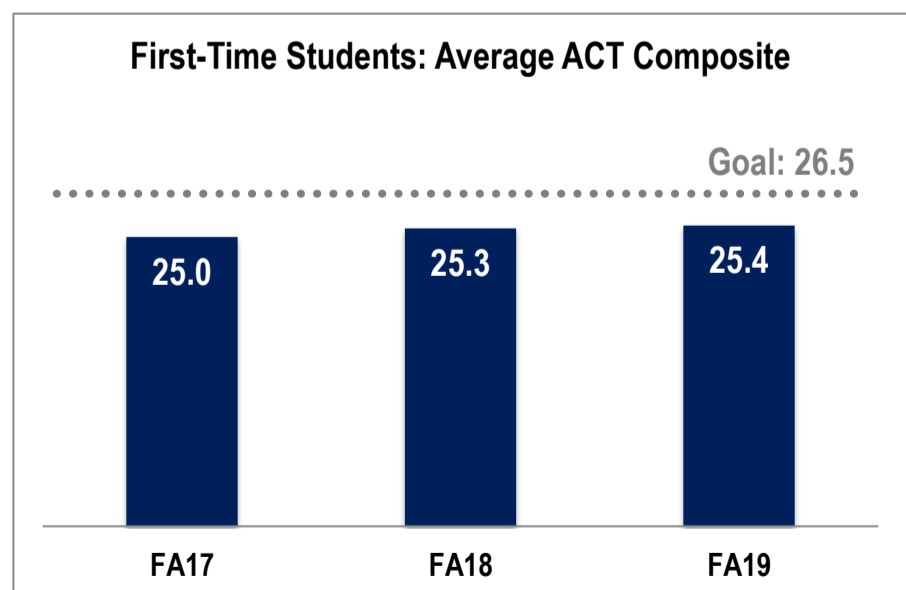
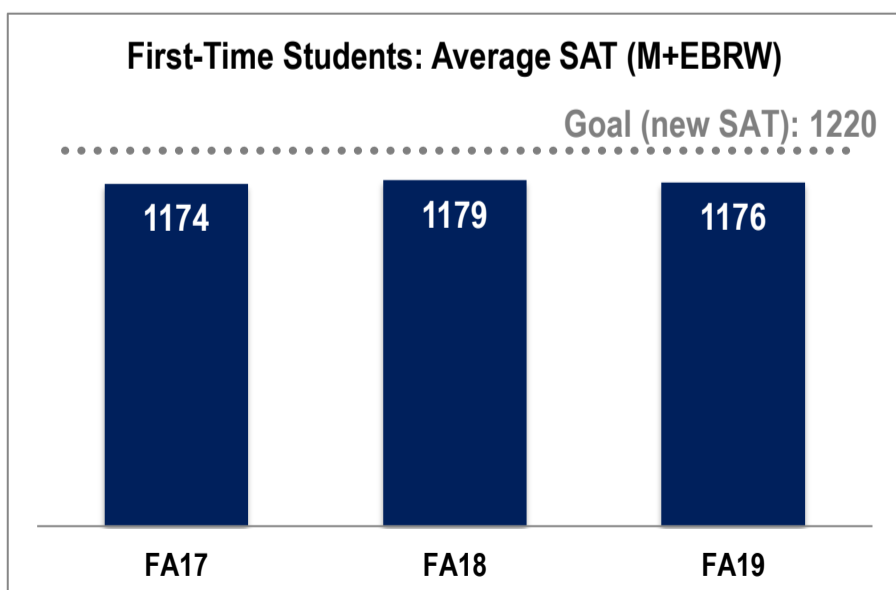
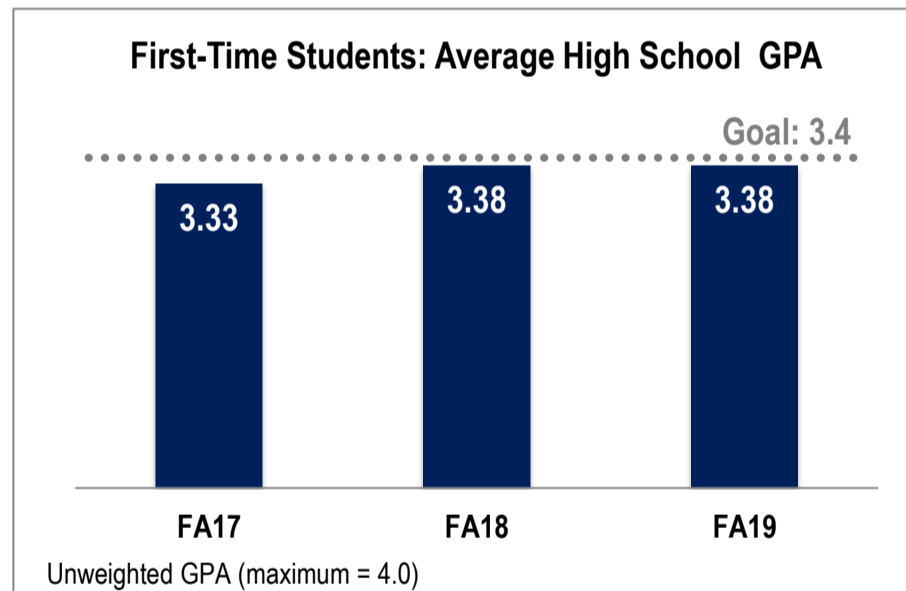
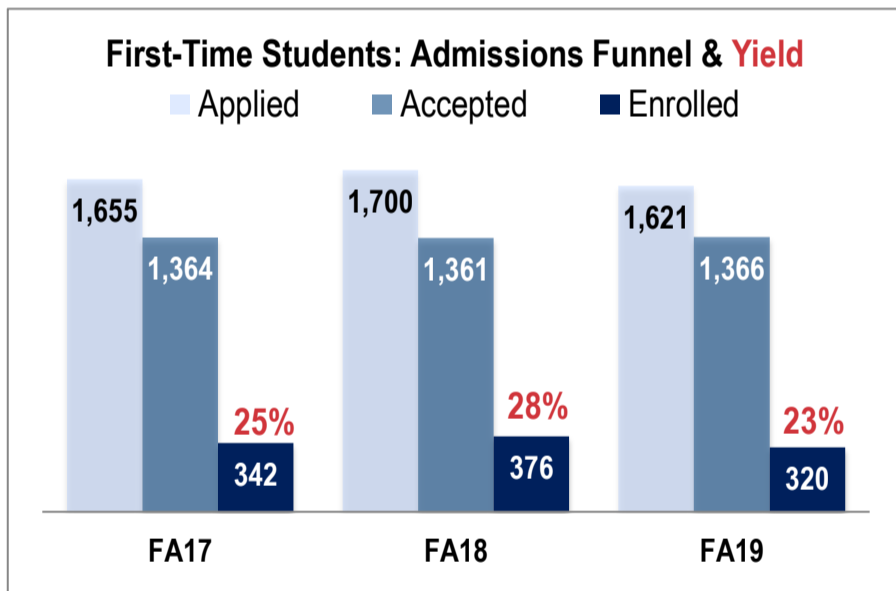
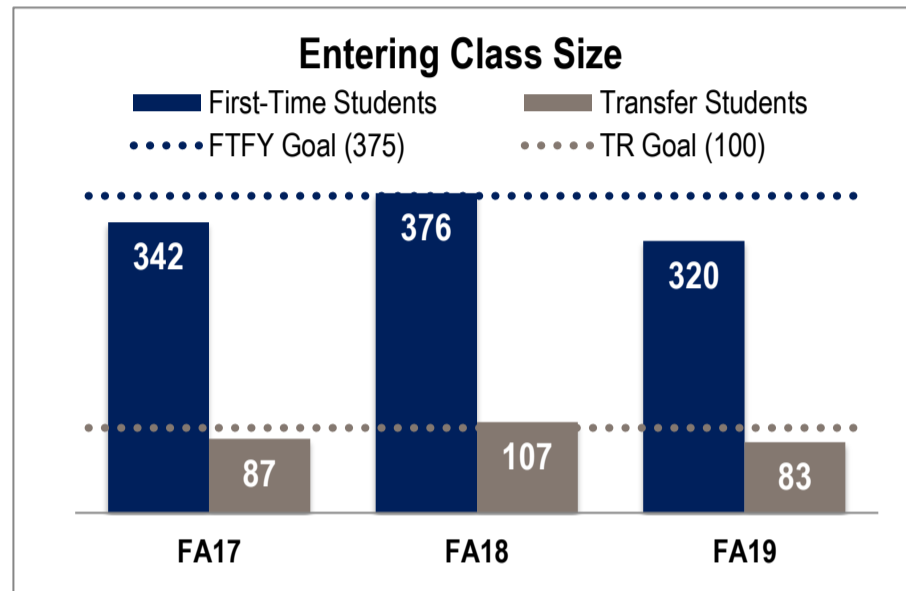
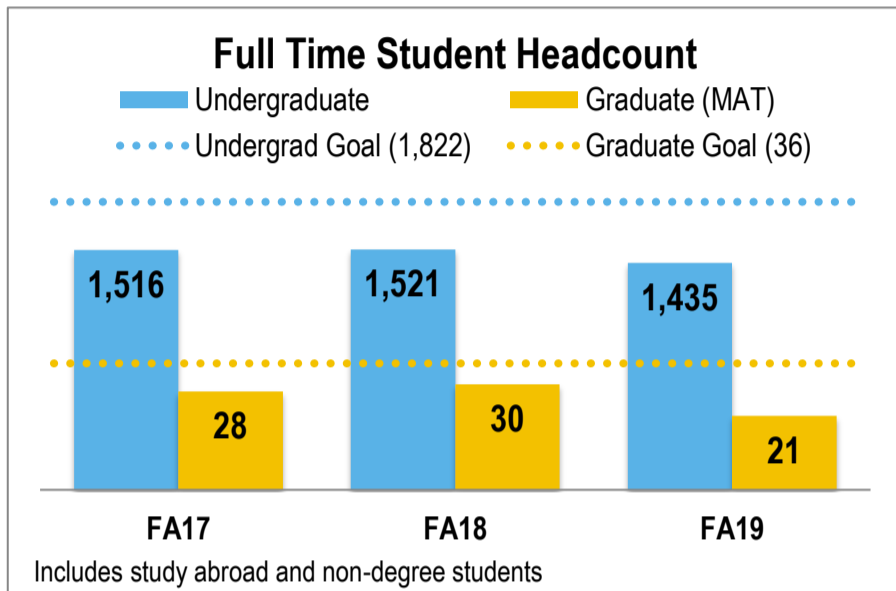
*Glendening Hall Annex
St. Mary's College of Maryland
St. Mary's City, Maryland*

- | | | |
|--------------|--|--|
| I. | Call to Order | Lex Birney |
| II. | Approval of agenda | Lex Birney |
| III. | Report of the Board Chair | Lex Birney |
| IV. | Report of the President | President Jordan |
| V. | Action Items | |
| | A. Office of the President | President Jordan |
| | Action Item 1920-04: Approval of the 2019 Cultural Diversity Report | |
| | B. Academic Affairs | Peter Bruns |
| | Action Item 1920-05: Approval of Revisions to Faculty By-laws | |
| | Action Item 1920-06: Approval of Policy on Student Concerns about Athletic Programs and Activities | |
| | C. Finance, Investment, and Audit | John Wobensmith '93 |
| | Action Item 1920-07: Revision of the FY20 Current Fund Unrestricted Budget | |
| | Action Item 1920-08: Reconciliation of the FY20 Plant (Capital) Budget | |
| | Action Item 1920-09: Approval of the 2019 Performance Accountability Report | |
| | Action Item 1920-10: Approval of Revisions to the Employee Handbook | |
| VI. | Student Trustee Remarks | Jasmine Long '21 |
| VII. | Faculty Senate President Remarks | Jeff Byrd |
| VIII. | Alumni Council President Remarks | Allan Wagaman '06 |
| IX. | Roundtable Discussion | Committee Chairs, Vice Presidents |
| X. | Video Presentation | Carolyn Curry |
| XI. | Motion to Adjourn Meeting | Lex Birney |

Board of Trustees Dashboard - October 2019

Student Characteristics in Enrollment

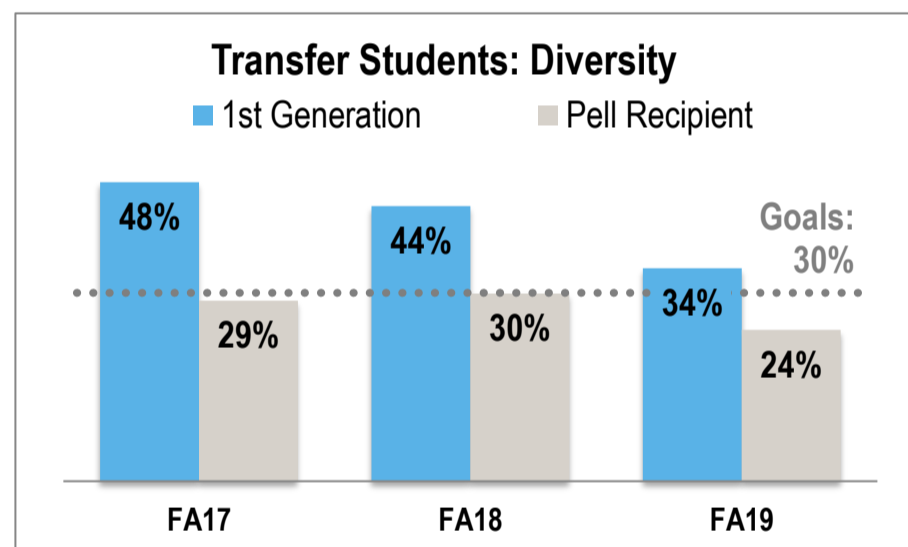
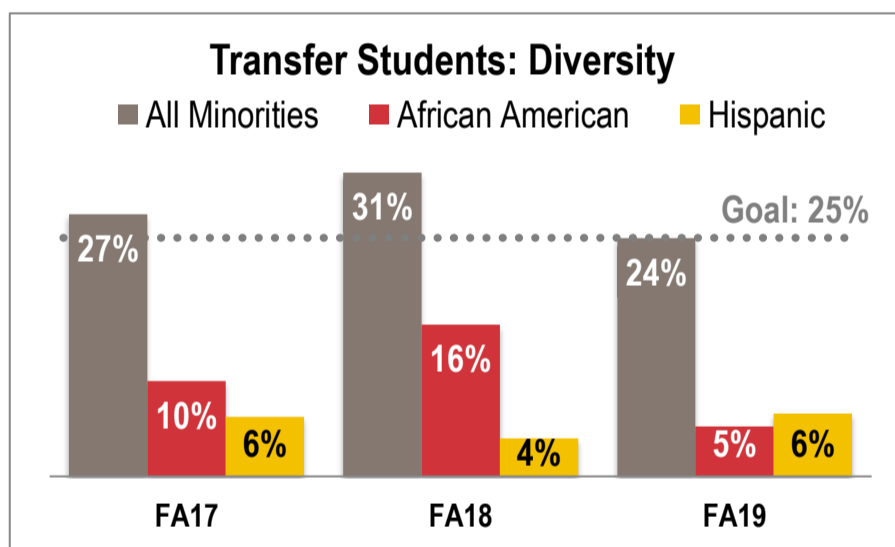
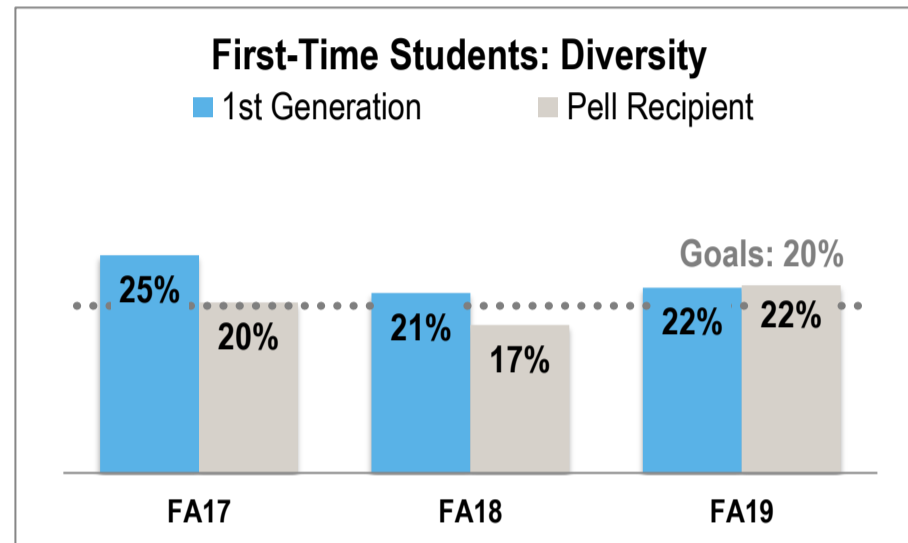
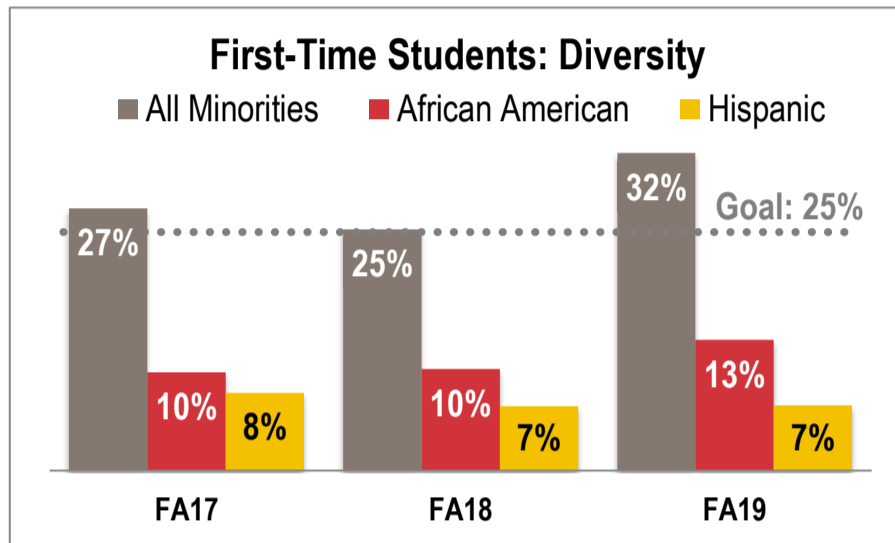
Fall 2019 figures based on preliminary census (freeze) data, 9/30/2019



Board of Trustees Dashboard - October 2019

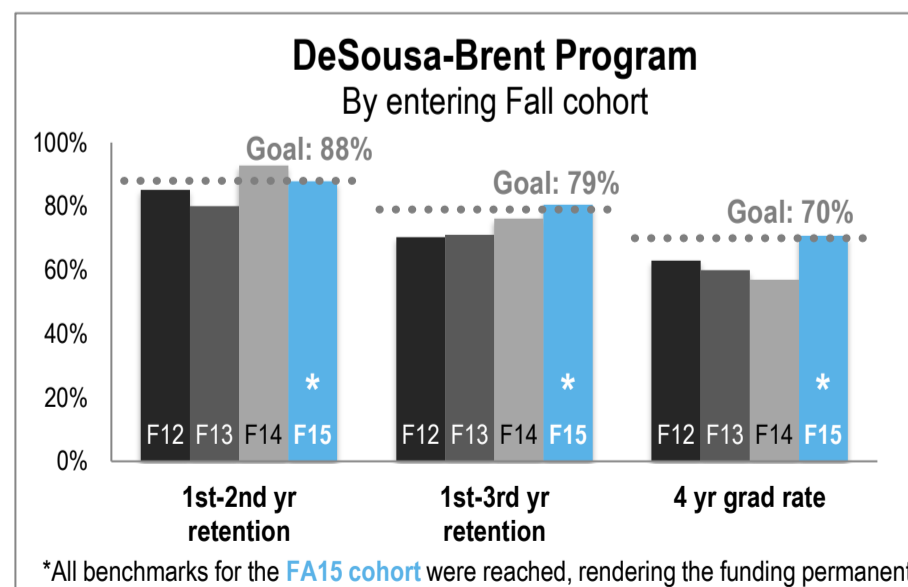
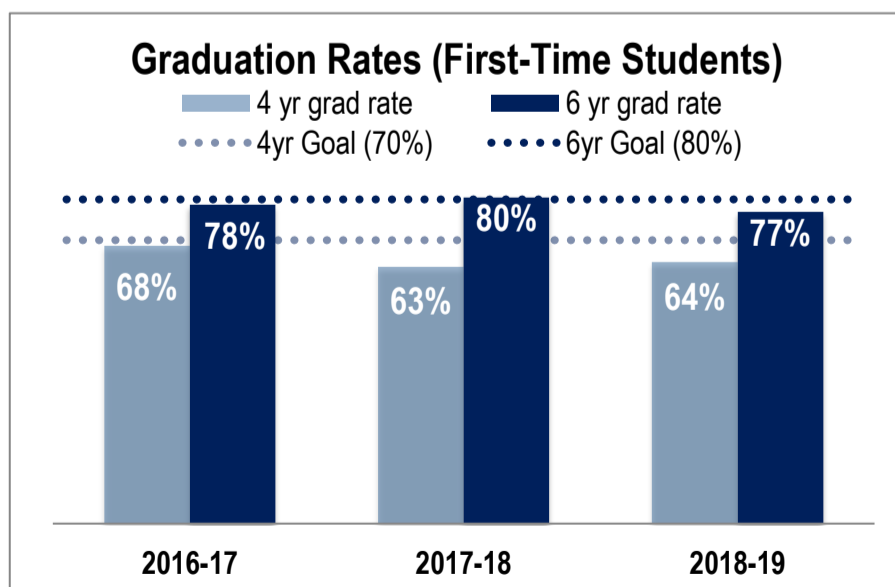
Student Characteristics in Enrollment

Fall 2019 figures based on preliminary census (freeze) data, 9/30/2019



Student Retention and Persistence

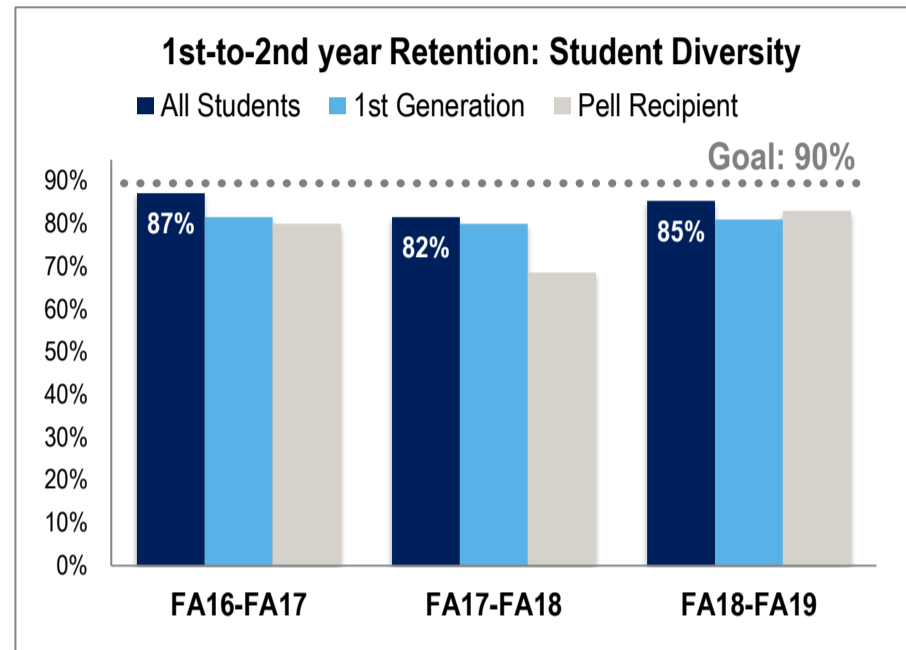
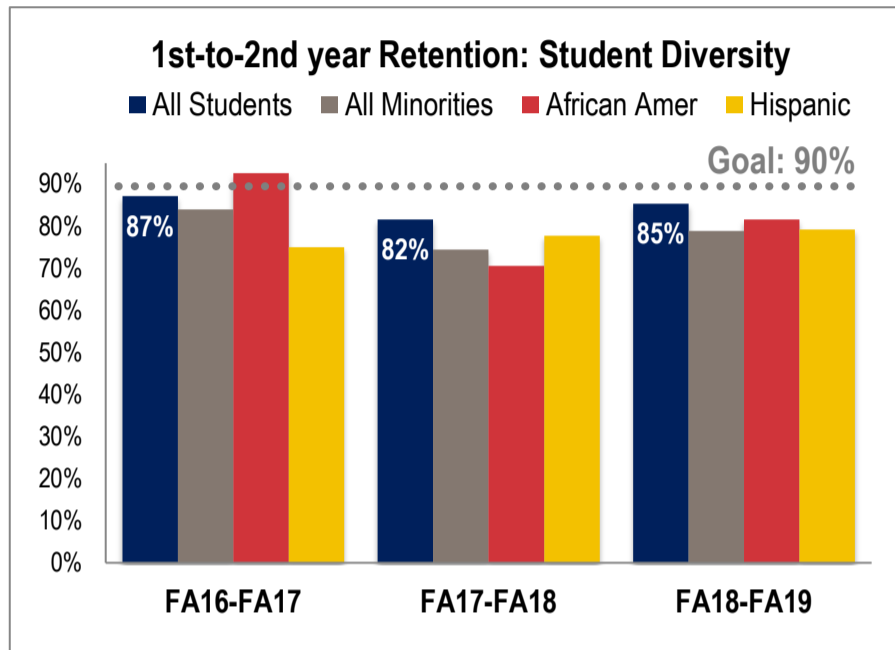
Fall 2019 figures based on preliminary census (freeze) data, 9/30/2019



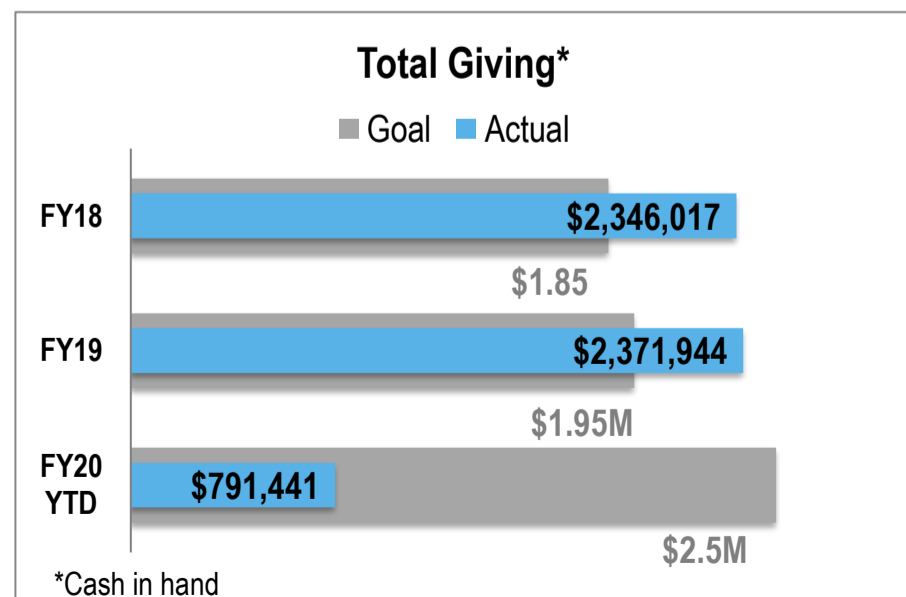
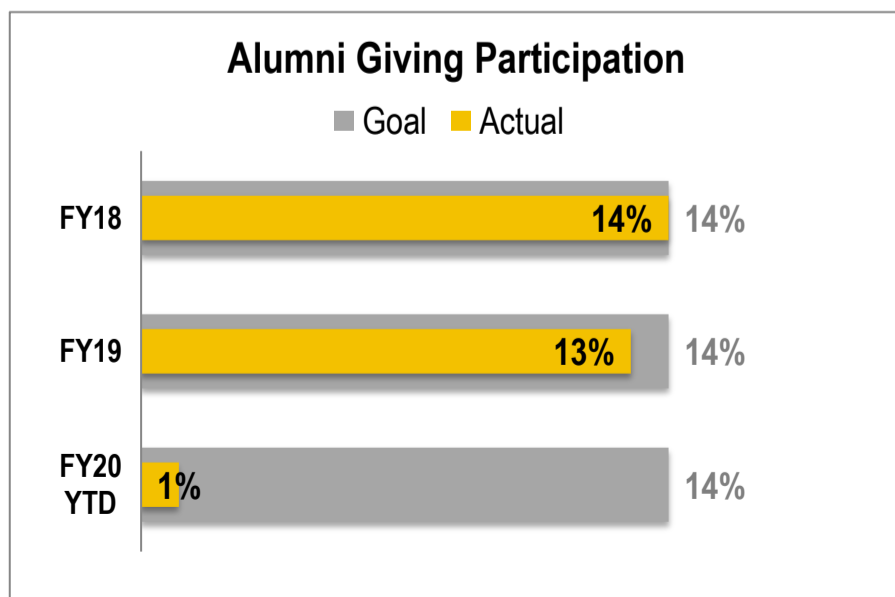
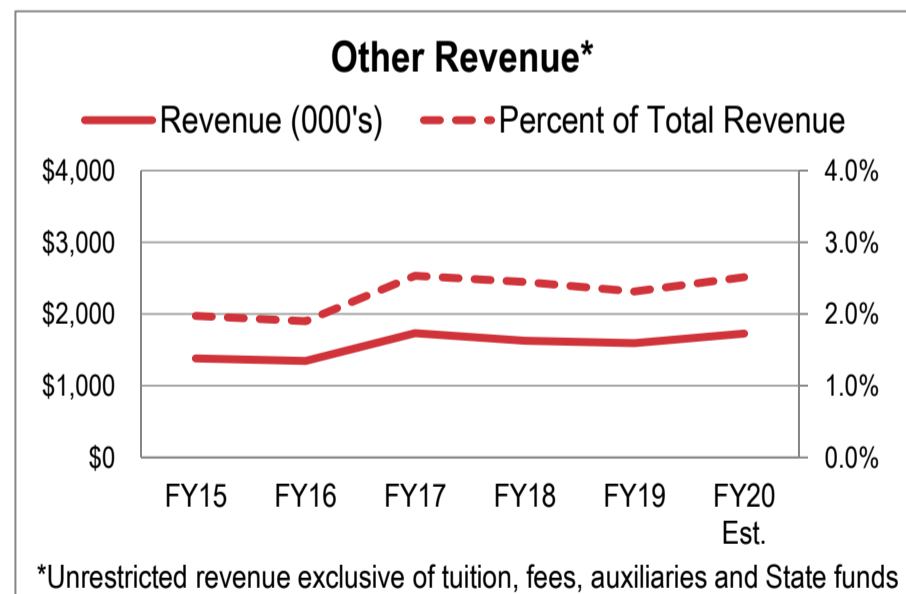
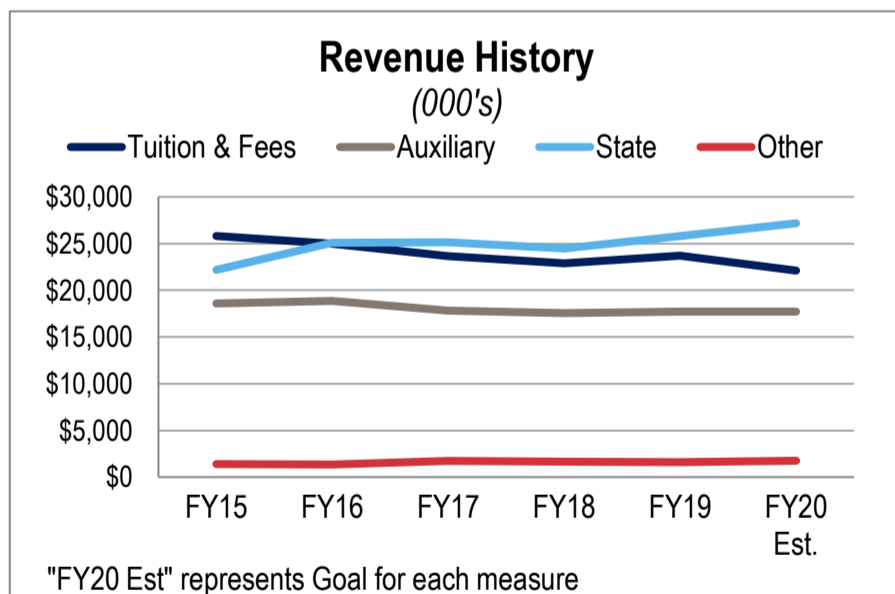
Board of Trustees Dashboard - October 2019

Student Retention and Persistence

Fall 2019 figures based on preliminary census (freeze) data, 9/30/2019



Revenue and Fundraising



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
OFFICE OF THE PRESIDENT**

ACTION ITEM 1920-04

APPROVAL OF PLAN FOR A PROGRAM OF CULTURAL DIVERSITY

(See appendix for supporting material.)

RECOMMENDED ACTION

The president recommends approval of the legislated Plan for Program of Cultural Diversity.

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, 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
ACADEMIC AFFAIRS**

PROVOST REPORT

LEAD CORE CURRICULUM IMPLEMENTATION

Implementation of the LEAD Core Curriculum is moving forward. A steering committee, *LEAD Implementation Team (LIT)*, is overseeing the implementation. LIT includes representatives from my office, the Registrar's Office, the various ad hoc committees involved in developing the LEAD Core Curriculum, and the Integrated Inquiry Coordinator. LIT is charged as follows:

Shepherd an inclusive and transparent process to realize and codify the LEAD Core Curriculum as approved by the Faculty and engage directly appropriate shared governance review/approval bodies all working towards a Fall 2020 rollout of the new core curriculum requirements.

As of this writing, the following table provides information on the LEAD Core Curriculum courses that have been developed and offered.

Role	Umbrella Title	Course	Course Title	Sect.	Enrollment				
					Fall'18	Spr'19	Fall '19	Spr'20	TOTAL
Writing	First Year Seminar	CORE 101	<i>Various</i>	12			219		219
Writing	Transfer Seminar	CORE 301	Colonial Histories: Postcolonial	1			14		14
Analytical	First Year Seminar	CORE 102	<i>Various</i>	3			43		43
Professionalism	Skills Seminar	CORE 103	Career and Network Navigation	15	79		101		180
		CORE 104	Career Exploration II	14		33	101	134	
		CORE 201	Leadership and Teamwork	3		14		14	
Integrated Inquiry	Justice	HIST 113	Runaways, Rebels, and Revolutionaries	1	21				21
		ENST 285	Race and Place	1	18				18
		ENGL 235	Representations of American Slavery	1		5			5
		ARTH 255	Race and Culture in the American Museum	1		18			18
Integrated Inquiry	Justice	POSC 100	Introduction to Politics	2			12		12
		ARTH 250	The Art of Political Protest <i>or</i>	1			12		12
		PHIL 120	Introduction to Ethics	1					
		ENGL 201	Environmental Storytelling <i>or</i>	1				12	12
		ENST 285	Bioethics	1					
		COSC 120	Introduction to Computer Science	1				12	12
Integrated Inquiry	Climate	ENST 100	Introduction to Environmental Studies	2			11		11
		COSC 120	Introduction to Computer Science	1			11		11
		BIOL 101	People, Plants, and Food <i>or</i>	1					
		CHEM 106	General Chemistry II	1				11	11
		ENGL 201	Environmental Storytelling <i>or</i>	1					
		PHIL 321	Environmental Ethics	1				11	11
Integrated Inquiry	Inventing the West	HIST 104	Historical Foundations of the Modern World to 1450 <i>or</i>	1			16		16
		HIST 108	History of the Modern World <i>or</i>	1					
		HIST 253	Latin American Civilizations	1					
		ENGL 284	Literature in History <i>or</i>	2			16		16
		ASTR 155	Stellar Astronomy and Cosmology	1					
		HIST 272	Ancient Mediterranean <i>or</i>	1				16	16
		ENGL 285	Literature in History II	1					
		ASTR 154	Solar System Astronomy <i>or</i>	1					
ANTH 101	Introduction to Anthropology	1				16	16		
GRAND TOTALS -->				76	118	70	455	179	822

In addition, ANTH, ART, CHEM, ENST, PHYS, and TFMS have developed major-specific professionalism courses.

PROGRAM-TO-PROGRAM ARTICULATION AGREEMENTS

The College continues to work with Maryland community colleges to establish program-to-program articulation agreements. While progress has been slower than planned, several agreements have been finalized and several more are in the final stages of editing. This work will continue throughout the 2019-2020 academic year.

As of this writing, the following table provides the status of the various articulation agreements.

SMCM Department/Program	College of Southern Maryland	Anne Arundel Community College	Howard Community College	Montgomery College	Community College of Baltimore County	Baltimore Community College	Prince George's Community College	Carroll Community College	Frederick Community College	Hagerstown Community College	Harford Community College	Wor-Wic Community College
Anthropology		In-Prep	In-Prep				In-Prep					
Art	Sent	Sent	Sent	Sent	Sent							
Art History		Sent										
Biology	Signed	Sent	Sent	Sent	Sent							
Biochemistry	Signed	Sent	Sent	Sent	Sent		Signed					
Chemistry	Signed	Sent	Sent	Sent	Sent		Signed					
Economics												
Educational Studies	Sent	Sent	Sent	Sent	Sent		Sent	Sent	Sent	Sent	Sent	Signed
English	Signed	Sent	Sent	Sent	Sent							
Environment Studies	In-Prep	In-Prep	In-Prep	In-Prep		In-Prep						
History	In-Prep		In-Prep	In-Prep								
Intl Languages and Cultures												
Computer Science	Signed	In-Prep		In-Prep	In-Prep		In-Prep					
Music	Sent	Sent	Sent	Sent	Sent							
Philosophy And Religious Studies	In-Prep	In-Prep	In-Prep	In-Prep	In-Prep							
Physics - Applied	Signed	Sent	Sent	Sent			Signed					
Physics - Foundational	Signed	Sent	Sent	Sent			Signed					
Political Science	Sent	Sent	Sent	Sent	Sent							
Psychology	Sent	Sent		Sent	Sent		Sent					
Sociology	Sent	Sent	Sent	Sent	Sent							
Theater, Film, and Media Studies	Signed											

NEW ACADEMIC BUILDING AND AUDITORIUM OPERATIONAL PLANNING

As the Board is aware, the College will soon be constructing a new academic building and performance auditorium. In fact, the plan calls for two separate buildings, one for Educational Studies and one for Music and the auditorium. These buildings provide a wonderful opportunity to rejuvenate the campus and meet long-standing needs of not only the departments directly impacted but also other departments, particularly in the natural sciences, who will gain the vacated spaces for much needed research space. That said, the addition of these two buildings to the campus also brings increased operating expenses. Working with Vice President for Business & Finance Paul Pusecker, my office is engaged with Educational Studies and Music to define those operating expenses so the College can better plan for future fiscal year budgets.



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION
REPORT SUMMARY**

Date of Meeting: October 18, 2019

Date of Next Meeting: January 31, 2020

Committee Chair: Peter Bruns

Committee Members: John Bell '95, Board Chair Lex Birney, Gail Harmon, President Tuajuanda Jordan, Larry Leak '76, William Seale

Staff Member: Michael Wick

Faculty Members: Jeff Byrd, Lindsay Jamieson

Dashboard Metrics: N/A

Executive Summary:

Discussion Items

Faculty Senate Report
Dean of Faculty Report

Information Items

SMCM Student Learning Report
Minutes of May 10, 2019

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

III.A. Recommendation to Approve Revisions to Faculty By-Laws
III.B. Recommendation to Approve SMCM Policy on Student Concerns About Athletic Programs and Activities
III.C. Endorsement of 2019 Performance Accountability Report



**ACADEMIC AFFAIRS COMMITTEE
MEETING OF OCTOBER 18, 2019**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Faculty Senate Report
 - B. Dean of Faculty Report
- III. ACTION ITEM**
 - A. Recommendation to Approve Revisions to Faculty By-Laws
 - B. Recommendation to Approve SMCM Policy on Student Concerns
About Athletic Programs and Activities
 - C. Endorsement of 2019 Performance Accountability Report
- IV. INFORMATION ITEM**
 - A. Student Learning Report for AY2018-19
 - B. Meeting Minutes of May 10, 2019

The committee expects to close a portion of this meeting.



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

ACTION ITEM 1920-05

RECOMMENDATION TO APPROVE REVISIONS TO FACULTY BY-LAWS

(See appendix for supporting material.)

RECOMMENDED ACTION

The Academic Affairs Committee recommends that the Board of Trustees approve the revisions to the St. Mary's College of Maryland Faculty By-laws.

RATIONALE

The proposed changes will restructure and downsize the Faculty Senate, establish Divisions, and change selection of Faculty Senate Committee membership from senate appointments to elections by Divisions and faculty at-large. The faculty voted to approve these changes at the April 2nd and April 23rd faculty meetings.



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
ACADEMIC AFFAIRS COMMITTEE**

ACTION ITEM 1920-06

**RECOMMENDATION TO APPROVE MCM POLICY ON STUDENT CONCERNS
ABOUT ATHLETIC PROGRAMS AND ACTIVITIES**

(See appendix for supporting material.)

RECOMMENDED ACTION

The Academic Affairs Committee recommends that the Board of Trustees approve St. Mary's College of Maryland's Policy on Student Concerns about Athletic Programs and Activities.

RATIONALE

The attached policy is in response to legislation enacted by HB 876, Ch. 506, 2019 and SB 798, Ch. 507, 2019, Education Article § 11-1601(d) (MSAR # 12285). St. Mary's College of Maryland has developed the attached Policy on Student Concerns about Athletic Programs and Activities, in accordance with this legislation.



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

**OPEN SESSION
MINUTES**

Date of Meeting: May 10, 2019

Status of Minutes: Approved September 10, 2019

Academic Affairs Committee Members Present: Committee Chair Peter Bruns, Susan Dyer, Board Chair Sven Holmes, Glen Ives, President Tuajuanda Jordan, Larry Leak '76, Ann McDaniel

Committee Members Absent: John Bullock

Staff Member: Michael Wick

Others Present: Betsy Barreto, Allison Boyle, Anne Marie Brady '93, Leonard Brown, Cindy Broyles '79, Michael Bruckler, Karen Crawford, Peg Duchesne '77, Gail Harmon, David Hautanen, Justin Hoobler '19, Doug Hovland, Joan Pickett, Richard Platt, Paul Pusecker, Jennifer Sivak, Doria Stitts, FJ Talley, Danielle Troyan '92, Allan Wagaman '06, Anna Yates

Executive Summary

Academic Affairs Committee Chair Peter Bruns called the meeting to order at 9:20 a.m.

Faculty Senate Report

Faculty Senate President Karen Crawford highlighted the work of the Faculty over the past few years. Accomplishments included the creation of a Faculty Merit Pay Compensation System, a new Core Curriculum, new minors and majors added to the curriculum, and a restructured Faculty Senate. She thanked the Board, President Jordan, Provost Wick and the administration for their support, and expressed her gratitude to Senate Vice-President Richard Platt. Board Chair Sven Holmes commended Dr. Crawford for her outreach and leadership.

Dean of Faculty Report

Provost and Dean of Faculty Michael Wick provided the Committee with an update on the formal articulation agreements with Maryland community colleges. Currently, sixty-nine draft articulation agreements are under review and involve sixteen St. Mary's Programs. These agreements, once formalized, will help students transfer from Maryland community colleges to St. Mary's College. The Board was interested in having a tracking mechanism to determine which programs are the most popular with transfer students. Provost Wick shared key accomplishments and recognitions earned by faculty and staff during the 2018-2019 academic year.

DeSousa Brent Program

The 2015 cohort of DeSousa Brent Scholars is making excellent progress in meeting the 70% four-year graduation rate by the end of the summer session. Provost Wick thanked Director F.J. Talley for his hard work and dedication to the students in the DeSousa Brent Scholars Program.

Action Items:

III.A. Recommendation to Approve Revisions to SMCM's Residency Policy was approved.

III.B. Recommendation to Approve 2019 Candidates for Graduation was approved.

Committee Action Taken/Action in Progress:

The proposed action items were approved by the Academic Affairs Committee at its meeting on May 10, 2019.

Recommendation to the Board:

The Academic Affairs Committee recommended approval of these action items by the Board of Trustees at its meeting on May 10, 2019.

The open session meeting adjourned at 9:55 a.m.

**BOARD OF TRUSTEES
BUSINESS AND FINANCE**

VICE PRESIDENT'S REPORT

Strategic Resourcing Initiative (SRI)

At the direction of the Board of Trustees (BOT) and the Finance, Investment, and Audit Committee (FIA), the Business and Finance Division conducted a thorough review of current budgeting practices and we have instituted a revised strategy that is called the “Strategic Resourcing Initiative” (SRI). This SRI effort is the first step toward a proactive, intentional, strategically aligned budgetary process. Our revised strategy includes FIA and BOT as partners in understanding how and where the institution commits resources and allows for their opportunity to impact the allocation cycle.

Enterprise Resource Planning System (ERP)

The ERP implementation, supported by Campus Management as the selected vendor, is underway. The Campus Nexus Student program is the largest, most time-intensive component of the entire campus-wide implementation. Impacted units began the data migration process and over the next six months will go through various data validation cycles and issue resolutions, with full implementation expected in late June 2020. We will then proceed to finalizing the finance and human resources implementation stages.

Legislative Audit

The Department of Legislative Services has initiated the four-year audit cycle. The auditors arrived on August 26, 2019 and their fieldwork remains ongoing. The expected completion date of fieldwork is expected to be in January 2020. Updates will be provided to the Finance, Investment, and Audit Committee Chair as the audit progresses. Department of Legislative Services staff are familiarizing themselves with the operations of the College, including high-level comparative analysis to identify areas of business risk. To date, the legislative auditors have begun to review processes and procedures in the areas of collections and non-cash credits, including financial aid. A separate team will review information technology operations. At this point, there have been no areas of particular concern remaining unaddressed.

Capital Budget Request

The capital request for FY21 through FY25 included construction funding for the New Academic and Auditorium Building, continued funding of infrastructure projects, funding for the renovation of Goodpaster Hall, and a revised request for the renovation of Montgomery Hall. The request identifies essential institutional capital improvements needed to ensure that the College continues to be competitive and successful.

New Academic Building and Auditorium Design Update

The architects of GWWO and the Gund Partnership have completed the final 95% Construction Document phase and the Construction Manager-at-Risk, Holder Construction Company, has released bid documents to potential sub-contractors as of late September 2019. It is anticipated by mid/late November that Holder Construction will provide the College with financial estimates for project completion through a guaranteed maximum price (GMP) scope.

For FY20, the Governor recommended, and the Maryland Legislature approved, the final \$1.9M in design fees and \$11.3M for initial construction costs. The Legislature pre-authorized \$28.2M in FY21 and \$17M in FY22 to complete construction. Construction is scheduled to begin in early 2020.

Jamie L. Roberts Stadium

The contractors, RAD Sports and WM Davis Construction, transferred control of the facility to the College in late August 2019. The Jamie L. Roberts Stadium provides athletic facilities that are first-rate and the envy of St. Mary's College's competitors within the NCAA Division III, especially with its artificial turf field, the preferred surface for field hockey and lacrosse. The Department of Athletics manages the day-to-day activities and the usage of the facility. Feedback by patrons and athletes has been overwhelmingly positive. This facility is a game changer for the College's student athletes, sporting events, and community engagement, propelling Seahawk field hockey, lacrosse, and soccer to the next level. The dedication ceremony and celebration honoring Jamie L. Roberts and her family on September 7, 2019, was very successful. The event was attended by several dignitaries, hundreds of guests, and by many individuals and organizations that were touched personally by Jamie during her lifetime.

Commemorative to Enslaved Peoples of Southern Maryland

St. Mary's College of Maryland has commissioned the design firm RE:site, led by founders Norman Lee and Shane Allbritton, in association with poet Quenton Baker, to design A Commemorative to Enslaved Peoples of Southern Maryland. The Commemorative proposed by RE:Site best met the project's goals and objectives in a memorable, creative, and thought-provoking way. More than \$550,000 has been secured for this initiative, including \$500,000 from the State of Maryland, and grants and donations provided by the Maryland Heritage Areas Authority, the Southern Maryland Heritage Area Consortium, and Elizabeth and Jeffrey Byrd.

The Maryland Board of Public Works (BPW) approved the contract in April 2019 and the design process is fully underway. We expect to receive Quenton Baker's redacted poetry recommendations in the November/December timeframe and, after our approval, the fabrication process will commence. It is anticipated that the installation of the Commemorative structure will occur in early summer 2020 and we are planning a community dedication ceremony for early September 2020.

BOARD OF TRUSTEES
FINANCE, INVESTMENT, AND AUDIT COMMITTEE
REPORT SUMMARY

Date of Meeting: October 18, 2019

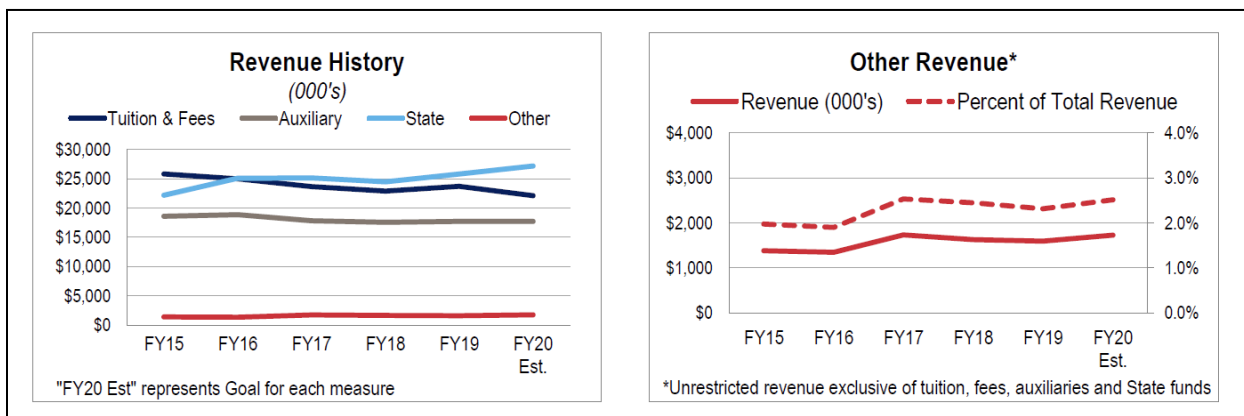
Date of Next Meeting: TBD

Committee Chair: John Wobensmith '93

Committee Members: Anirban Basu, Board Chair Lex Birney, Donny Bryan '73, Liza Gijanto, Sven Holmes, President Tuajuanda Jordan, William Seale

Staff Member: Paul Pusecker

Dashboard Metrics



Executive Summary

Discussion Items

FY19 Operating Budget Closing and Status of Financial Statement Audit

Fiscal year 2019 closed on June 30, 2019 and the review and adjustments for year-end activity are complete. The entrance interview with SB and Company took place on August 9, 2019 and field work is now complete. Drafts financial statements were received October 4, 2019, work continues on the notes and other text. The audited statements will be presented to the Finance, Investment, and Audit Committee for review in December.

Actual operating fund results are a deficit of \$3.42M as the College spends down \$5.4M in rollovers from the previous three fiscal years. Rollovers to FY20 total \$2.98M for a fully funded net change in financial position over the last three fiscal years of zero. Rollovers include significant carry-forward items from the previous several fiscal years (\$2.98M) including the ERP project. The year-end operating result is approximately \$2.0M better than the expected \$5.4M loss. FY19 preliminary and un-audited results are final at this time.

Information Items

FY20 Results to Date

Overall revenue collections are as expected at 39.6% of the budgeted level and expenditures are running 19.0% lower than the equivalent period last year. All programs of expenditure fall with expected changes year-to-year, with the exception of dining (Bon Appetit). Expenses paid to date for dining were \$725K in the prior year vs. \$204K in the current year. Debt service payments for September are also approximately \$400K lower this year vs. last year. Scholarship expense is roughly aligned with the allocation for FY20. Actual scholarship expense is 2.7% lower than the prior year due to lower student counts.

Enterprise Resource Planning System (ERP)

In late Spring 2019, the ERP project started with the CampusNexus Student system. During this FY20 academic year we will be migrating financial aid, student accounts, enrollment and registration, and academic records over to CampusNexus Student with an anticipated go live launch in June 2020. It is anticipated that we will achieve full implementation and go live in early Summer 2020.

Update on the Legislative Audit

The Department of Legislative Services has initiated the four-year audit cycle. The auditors initially arrived on August 26 and the completion date of fieldwork is expected to be in the January time frame. The Finance, Investment, and Audit Committee Chair will be provided with updates on the legislative audit as it progresses. A separate team will review information technology operations. To date our interactions with the team are cordial and professional with no areas of particular concern remaining unaddressed.

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

II.A. Revision of the FY20 Current Fund (Operating) Unrestricted Budget

The Finance, Investment, and Audit Committee will be presented with the revision to the current fund (operating) budget for fiscal year 2020. The revision incorporates carry-forward authorization for \$2,983,242 encumbered but not expended as of June 30, 2019.

II.B. Reconciliation of the FY20 Plant (Capital) Budget

The Finance, Investment, and Audit Committee will be presented with proposed revisions to the plant fund (capital) budget for fiscal year 2020. Six major projects with value greater than \$200K continue with a balance remaining of \$3.025M. Projects with value greater than \$200K require explicit Board of Trustees approval. Additional projects with a value less than \$200K have a remaining balance of \$814K. FY19 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2019 are added. The FY20 active project budget totals \$3.8M. The projected unencumbered plant fund balance is \$1.4M, pending the final receipt of future Foundation funds. Bracketed references in the reconciliation schedule are derived from the subsequent listing of all plant projects.

II.C. Approval of the 2019 Performance Accountability Report

The Performance Accountability Report (PAR) is a report required by the State of Maryland that assesses the College's progress on a variety of goals and objectives including academics, enrollment, retention and graduation, financial aid, and student outcomes. The report provides data on specific metrics as well as narrative describing strengths and challenges. Maryland law

requires institutions to submit their PAR to the Maryland Higher Education Commission for review, and final submission to the Governor and General Assembly. Approval of this action item is contingent upon the endorsement of the Campus Life and Facilities Committee and the Academic Affairs Committee.

II.D. Approval of Revisions to the Employee Handbook

The suggested revisions to the Employee Handbook will include an Organ Donation Leave Policy that provides employees up to three (3) days of paid leave to serve as a bone marrow donor and ten (10) days of paid leave to serve as an organ donor and an update the Workplace Bullying Policy to provide an updated definition, updated examples, a training component, complaint processes for employees in and employees not in protected classes, a notice prohibiting retaliation, extended reporting pathways and a data collection requirement.

**FINANCE, INVESTMENT, AND AUDIT COMMITTEE
MEETING OF OCTOBER 18, 2019
AGENDA**

- I. DISCUSSION ITEMS**
 - A. FY19 Operating Budget Closing and Status of Financial Statement Audit
 - B. Dashboards

- II. ACTION ITEMS**
 - A. Revision of the FY20 Current Fund (Operating) Unrestricted Budget
 - B. Reconciliation of the FY20 Plant (Capital) Budget
 - C. Approval of the 2019 Performance Accountability Report
 - D. Approval of Revisions to the Employee Handbook: Update the Workplace Bullying Policy and Inclusion of the Organ Donation Leave Policy

- III. INFORMATION ITEMS**
 - A. CFU FY20 Results to Date
 - B. Enterprise Resource Planning System (ERP)
 - C. Reportable Procurement Items
 - D. Joint Investment Activities
 - E. Update on Legislative Audit
 - F. Minutes (Meetings of April 2019 and June 2019)

- IV. Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act)**

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

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

ACTION ITEM 1920-07

REVISION OF FY20 CURRENT FUND (OPERATING) UNRESTRICTED BUDGET

(See appendix for supporting material.)

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of revisions to the current fund (operating) budget for fiscal year 2020, as attached.

RATIONALE

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the attached FY20 current fund budget will allow the College to continue its mission of providing high-quality, public, post-secondary education.

The revision incorporates (Column B) carry-forward authorization for \$2,983,242 encumbered but not expended as of June 30, 2019.

<i>Program of Expenditure</i>	<i>Type of carry-forward</i>	<i>Amount</i>
Instruction	Faculty development, startup	\$109,395
	Science equipment remaining lease payment	\$7,314
	Encumbered items	\$54,588
	LEAD Initiative remaining balance (HC 2.0)	\$351,810
Institutional Support	Encumbered items (River Concert Series, Printing costs, Dell, Jenzabar, Campus Works, CBORD)	\$336,236
	Marketing rollover (balance from CCA/JLR stadium dedication)	\$45,590
	ERP Initiative	\$1,706,985
	Institutional Contingency (FY19 year-end surplus)	\$114,130
	VP, B&F rollover (JLR stadium dedication)	\$44,868
Scholarships	Book scholarships	\$2,000
Student Services	Encumbered items (Human Capital, Contingent salary costs, MedStar, College Board)	\$112,597
Academic Support	Encumbered Items	\$4,434
Auxiliary Enterprises	Encumbered items (Country Casual, contractors)	\$21,573
	Dorm damages to FY20	\$27,502
Physical Plant	Encumbered items and additional rollovers	\$44,270
	<i>Total</i>	\$2,983,242

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

ACTION ITEM 1920-08

RECONCILIATION OF THE FY20 PLANT FUND (CAPITAL) BUDGET

(See appendix for supporting material.)

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the following revisions to the plant fund (capital) budget for fiscal year 2020, as attached.

RATIONALE

The attached schedules are provided for information purposes and "walk" from the final approved FY19 plant budget total and add new projects approved by the Board of Trustees on May 10, 2019.

Six major projects with value greater than \$200K continue with a balance remaining of \$3.03M. Projects with value greater than \$200K require explicit Board of Trustees approval. Additional projects with a value less than \$200K have a remaining balance of \$814K.

FY19 plant fund activity is reconciled to the end of the fiscal year and new projects approved in May 2019 are added. The FY20 active project budget totals \$3.8M. The projected unencumbered plant fund balance is \$1.4M, pending the final receipt of future Foundation funds. Bracketed references in the reconciliation schedule are derived from the subsequent listing of all plant projects.

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

ACTION ITEM 1920-09

2019 PERFORMANCE ACCOUNTABILITY REPORT

(See appendix for supporting material.)

RECOMMENDATION

The Finance, Investment, and Audit Committee recommend that the Board of Trustees approve the 2019 Performance Accountability Report for submission to the Maryland Higher Education Commission. This recommendation is contingent upon the endorsement of the Campus Life and Facilities Committee and the Academic Affairs Committee.

RATIONALE

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

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

ACTION ITEM 1920-10

HANDBOOK POLICY REVISIONS
(See appendix for supporting material.)

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends that the Board of Trustees approve the following revisions to the St. Mary's College of Maryland Employee Handbook ("Handbook"):

To include an Organ Donation Leave Policy that provides employees up to three (3) days of paid leave to serve as a bone marrow donor and ten (10) days of paid leave to serve as an organ donor.

To update the Workplace Bullying Policy to include: an updated definition, updated examples, a training component, complaint processes for employees in and employees not in protected classes, a notice prohibiting retaliation, extended reporting pathways and a data collection requirement.

RATIONALE

In accordance with Senate Bill 705, the State mandated Organ Donation Leave Policy provides employees who serve as organ or bone marrow donors a certain amount of paid leave during their absence. Also, effective January 1, 2020 State employees will be eligible for twelve (12) weeks of unpaid organ donation leave and thirty (30) business days of unpaid bone marrow donor leave.

The revised Workplace Bullying Policy is needed to provide education and guidance to employees regarding workplace bullying, to ensure bullying is not tolerated and to deal with it in a progressive manner where it is found to have occurred.

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

**OPEN SESSION
MINUTES**

Date of Meeting: April 17, 2019

Status of Minutes: Approved July 22, 2019

Finance, Investment, and Audit Committee Members Present: Committee Chair John Wobensmith '93, Anirban Basu, Lex Birney, Donny Bryan '73, Faculty Delegate Liza Gijanto, Board Chair Sven Holmes, President Tuajuanda Jordan

Committee Members Absent: None

Staff Member: Paul Pusecker

Others Present: Betsy Barreto, Leonard Brown, Carolyn Curry, Mary Grube, David Hautanen, Jim Cranmer, Jenell Sargent, Doria Stitts, Chris True, Mike Wick, Anna Yates

Executive Summary

Finance, Investment, and Audit Committee Chair John Wobensmith '93 called the meeting to order at 4:11 p.m.

Results of Legislative Session The Legislature approved the Governor's FY20 operating budget for the College, including \$27.2M in State funds, which reflects an increase of \$1.2M. Increases in State support include \$0.72M for the Block Grant inflator and \$0.50M to support wage funding. There was no tuition buy-down funding provided for FY20 and institutions are restricted from increasing tuition more than 2% for Maryland residents. The FY20 budget includes contingent funding in the amount of \$0.8M for the DeSousa Brent Scholars Program. If the required 70% four-year graduation rate for this cohort is met, the funds will be transferred to the College and become a permanent part of the College's General Fund Grant beginning in FY21. The Legislature approved the College's full request of \$17M in capital funds. The State appropriated \$13.2M in FY20 to begin construction of the new academic building and auditorium and pre-authorized \$45.2M in FY21 and FY22 to complete construction of the facility. The Legislature appropriated \$3.8M in FY20 to continue support of campus infrastructure projects.

FY19 Financial Results to Date Total revenue is 2.7% higher. Tuition and fees revenue is 3.3% higher. Auxiliary enterprise revenue is 0.5% higher. State appropriations are 100%. Interest income is 41.8% higher than last year. Overall, revenue collections equal 98.3% of the budgeted level and expenditures in FY19 are running 2.7% lower than last year.

Joint Investment Advisory Activities

The total market value of the Foundation's endowment, as of January 31, 2019, is \$ 32.5M. The overall rate of return for the current fiscal year-to-date is -0.4 %. The College holds investments totaling \$3.91M of which \$2.89M are funds functioning as quasi endowment and \$1.02M represents the Blackstone Endowment. Invested endowment funds, managed by 19/19 Investment Council, have a market value of \$3.53M as of January 31, 2019. The annualized rate of return for the seven-month period between 6/30/2018 and 1/31/2019 is 1.03%. The remaining \$0.4M of College endowment is currently held in a cash investment pool by the State Treasurer.

Action Items

Action Item II.A.1. Approval of the FY20 Current Fund (Operating) Budget

The proposed FY20 operating budget totals \$70.57M. State funds total \$27.2M and include \$0.72M of inflator funding, \$0.30M in annualizing the FY19 wage supplement, and \$0.50M to supplement wages in FY20. Using a projected total student full-time enrollment of 1,435 students, the FY20 operating budget is based on 1,406 full-time, undergraduate students, representing 98% of the projected total enrollment. The budgeted enrollment projection is 20 less than the prior year assumptions. Tuition rates for both in-state and out-of-state students are proposed to increase 2% and auxiliary fees are proposed to increase 3%. With the rate changes and additional State support, approximately \$1.07M of expense reductions are incorporated into the proposed FY20 operating budget to allow funds for faculty and staff salary changes, required expenditure changes, and strategic planning priorities. A motion to approve the action item was made. The motion was seconded and approved unanimously.

Action Item II.A.2. Approval of the FY20 Plant Fund (Capital) Budget

The recommended FY20 plant budget brought forward for approval totals \$1.36M. Proposed Priority A FY20 plant projects are the highest unfunded priorities. The sole source of funding is from the student facility fee. Background information was provided, including a description of each Priority A project, a list of potential miscellaneous projects, and a summary of plant budget expenditure. A motion to approve the action item was made. The motion was seconded and approved unanimously.

Action Item II.A.3. Approval of the FY21-FY25 State Capital Budget Proposal

The proposed FY21-FY25 State-funded capital budget included a continuation of funding for the New Academic Building and Auditorium and various campus infrastructure improvements. The College will also request funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall. A motion to approve the action item was made. The motion was seconded and approved unanimously.

Action Item II.B. Approval of the FY20 Tuition, Fees, Room and Board Rates

Proposed student rates for FY20 were provided to the Committee. The recommended tuition rate increase for Maryland resident undergraduate students is 2%. The recommended tuition rate for non-resident undergraduate students and MAT students is also 2%. Fees, room, and board charges increase 3%. A motion to approve the action item was made. The motion was seconded and approved unanimously.

Action Item II.C. Employee Handbook Revision: Family Medical Leave Policy Revision

The updated policy includes a provision to permit extended family medical leave beyond the 12 weeks mandated under the Family Medical Leave Act. The revised Policy will reflect the current and past practices of permitting extended family medical leave to employees in accordance with the Memorandum of Understanding between the College and AFSCME. A motion to approve the action item was made. The motion was seconded and approved unanimously.

The meeting adjourned at 4:42 p.m.

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

MINUTES

Date of Meeting: June 26, 2019

Status of Minutes: Approved August 8, 2019

Finance, Investment, and Audit Committee Members Present: Committee Chair John Wobensmith '93, Anirban Basu, Faculty Finance Delegate Liza Gijanto, Board Chair Lex Birney, President Tuajuanda Jordan

Committee Members Absent: Donny Bryan '73

Staff Member: Paul Pusecker

Others Present: Peter Bruns, Paula Collins, Carolyn Curry, Mike Dougherty, Peg Duchesne'77, Susan Dyer, Mary Grube, David Hautanen, Kelley Hernandez '08, Sven Holmes, Glen Ives, Dan Pindell '10, Jenell Sargent, Christopher True, Michael Wick, Anna Yates

Executive Summary

A special meeting of the Finance, Investment, and Audit Committee took place via teleconference on June 26, 2019. The purpose of the meeting was to review and approve the FY20 current fund operating budget. Committee Chair John Wobensmith '93 called the meeting to order at 9:01 a.m.

Action Items

II.A. Approval of the FY20 Current Fund Operating Budget

The proposed FY20 operating budget totals \$68.7M. State funds total \$27.2M and include \$0.72M of inflator funding, \$0.30M in annualizing the FY19 wage supplement, and \$0.50M to supplement wages in FY20. The proposed budget was based on 1,343 full-time undergraduate students, which represents 98% of the projected 1,370 full-time enrolled students. A proposed tuition rate increase of 2% was proposed for both in-state and out-of-state students along with a 3% increase to auxiliary fees.

Approximately \$2.3M in expense reductions were incorporated into the proposed FY20 operating budget to allow funds for faculty and staff salary changes, required expenditure changes, and strategic planning priorities.

A motion to approve the action item was made by John Wobensmith '93. The motion was seconded and approved unanimously.

The meeting adjourned at 9:20 a.m.

**BOARD OF TRUSTEES
ADMISSIONS AND FINANCIAL AID**

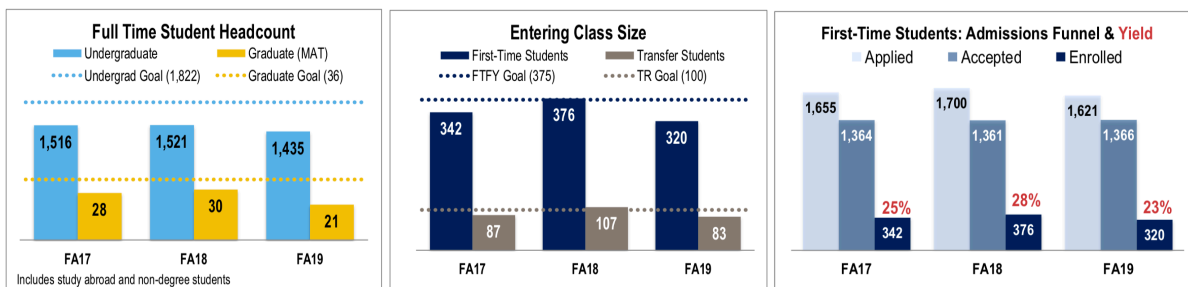
VICE PRESIDENT'S REPORT

The Office of Enrollment Management is pleased to submit its October 2019 report to the Board of Trustees. This report includes Fall 2019 enrollment and financial aid figures, fall recruitment plans, organizational updates, and information about changes in the Code of Ethics and Professional Practice for the admission profession.

Enrollment:

Enrollment (headcount) for the Fall 2019 semester includes 1435 undergraduate students and 21 graduate students. This is a decrease of 86 undergraduate students and 9 graduate students compared to Fall 2018. Fall 2019 continuing enrollment includes 1028 undergraduate students compared to 1038 in Fall 2018. Continuing enrollment includes first to second year retention of 85% for Fall 2018 first-time, first-year (FTFY) students. This is an increase of 3% compared to the retention of the Fall 2017 FTFY entering class. Retention increased among all cohorts including Pell Eligible, first generation, and underrepresented students.

The decrease in enrollment is primarily due to decreases in the number of new first-year, transfer and graduate students compared to the Fall 2018 entering classes. The campus enrolled 320 (FTFY) students, 87 (including 3 part-time) transfer (TR) students, and 22 students in the Master of Arts in Teaching (MAT) program this fall. This compares to 376 FTFY, 107 TR, and 30 MAT new students last fall. After admitting similar numbers of students compared to Fall 2018, lower new student enrollment is due to a decrease in the yield of admitted students.



Maryland residents account for 94% of new students. Twenty two percent of the FTFY class and 24% of the TR class are Pell-Grant eligible, 22% are first generation students, and 32% are underrepresented minority students. The academic profile of the FTFY class is very similar to the Fall 2018 class with an average unweighted GPA of 3.38 and an average SAT of 1176. The Desousa Brent Scholars program enrolled 56 new students (53 FTFY and 3 TR) compared to 42 last fall.

The College continues to invest significant institutional funds for merit and need-based financial assistance with 79% of undergraduate students receiving institutional merit and/or need-based aid this fall compared to 78.4% last fall. For the 2019-2020 academic year we project that \$6.9M of College funds and \$830K of St. Mary's College Foundation funds will be used for merit and need-based financial assistance for our students. In addition, \$600K in waivers for Tuition Exchange, Resident Assistants, and Tuition Remission have been granted. This compares to \$6.9M of College Funds, \$716K of St. Mary's College Foundation funds, and \$671K in waivers during 2018-2019. While the projected 2019-2020 figures are very similar to the 2018-2019 figures, lower enrollment for 2019-2020 means that net tuition revenue per student is less than in 2018-2019.

Each year the College administers an admitted student survey to all admitted first-year applicants. This year's survey did not reveal any specific reasons for the decline in yield, although more students indicated that their enrollment decision came right down to the wire compared to the same data for Fall 2018. This suggests that there was less affinity for the College in the applicant pool. With campus visits by prospective students being a strong indicator of affinity, increasing the number of prospective students who visit campus is a priority, among other initiatives, for the 2019 – 2020 recruitment cycle.

Fall 2020 Recruitment

Beginning with outreach efforts this past spring, the Office of Admission began working with a new partner and launched a new comprehensive search campaign. This campaign along with an updated email and print recruitment communication flow, based on recommendations from Creative Communications Associates (CCA), are designed to increase interest in the college and specifically to increase the number of campus visitors.

This work is producing results. Beginning with May and through September the campus has had a 19% increase in prospective student visitors. The month of August was particularly busy with a 53% increase in prospective student visitors compared to the previous year. At the Admission Open House on Saturday, September 21, the campus hosted 136 prospective students and 236 guests for a total of 372 in attendance. This compares to 119 prospective students who attended the September Open House last year. This was the largest September Open House since 2015. With 52% responding, evaluation feedback from our guests was excellent. Our next Open Houses are scheduled for Saturday, October 19 and Saturday, November 9. The Spring Open House is scheduled for Saturday, April 18, 2020.

Of all predictive measures, whether or not a student visits campus carries the greatest weight meaning that prospective students who visit campus are more likely to apply and enroll. This increase in visitors, along with positive evaluation results, suggest that we will see an increase in the number of applications for admission with a higher affinity for the College. This bodes well for the upcoming application season.

Off campus, admission staff are conducting recruitment travel at about 400 high schools, community colleges, and community-based organizations primarily in Maryland and then in our targeted out-of-state markets. These recruitment visits are being supported by improved print and email communications to those institutions and prospective students who attend those

institutions. Also, in partnership with the Office of Alumni Relations, a formal alumni referral program for prospective students entitled “Launch-a-Leader” has been implemented.

We have also increased financial aid outreach locally and in Montgomery County. We are hosting two on-campus FAFSA completion programs October 21 and 23 for Tri-County (Calvert, Charles and St. Mary’s counties) residents. In Montgomery County Rob Maddox, Director, Office of Student Financial Assistance, presented two financial aid workshops this summer and is presenting at nine financial aid nights and college fairs during September and October. Tami Wolfson, Regional Admission Director based in Montgomery County, leveraged these programs for the College.

Our first year Early Decision (ED) and Early Action (EA) application deadlines are November 1 with the Regular Decision (RD) application deadline on January 15. We plan to release ED admission decisions by December 1, EA decisions by January 1, and RD decisions by March 1. Once admission decisions are released, we will implement a comprehensive yield campaign targeting admitted students and their families. Using feedback from the Fall 2019 Admitted Student Survey, the campaign will be enhanced for the Fall 2020 cycle.

Technology:

Following ongoing challenges with the admission customer relations management (CRM) system last year, the college requested proposals for a new CRM and the contract was awarded in June. The implementation process began in early July with just-in-time implementation planned for each stage of the recruitment and admission cycle. At this time, the communications, recruitment travel, and application modules are live. As a state-of-the-art system, online application review and web-based applicant self-service features will be implemented for the first time. Once the initial implementation is complete, we will then move to maximizing our use of all available features.

Staffing:

There have been a number of staffing changes in the Division of Enrollment Management. For a broad array of reasons a number of staff in Admission, Enrollment Operations, and Student Financial Assistance have left the College. This has provided an opportunity to reinvigorate the staff. The Division is pleased to welcome seven new staff members including: Emily Huey ’19, Admission Counselor; Deena Kelly, Assistant Director responsible for transfer recruitment and admission; Roderick Lewis ’19, Admission Counselor; Sara Ramirez, Director of Admission; Liam Ross, Office Associate II; Katelyn Woods, Assistant Director; and, Emily Sewell, Assistant Director for Visitor Experience who oversees the Student Ambassador program and our signature campus visit programs. A search is underway to fill a counselor position in the Office of Student Financial Assistance and another will be launched to fill the vacant Associate Director of Admission position.

Office Rebranding:

The Office of Admissions and the Office of Financial Aid are in the process of rebranding. The Office of Admissions is now the Office of Admission. As a member of the National Association for College Admission Counseling, this change was made to reflect the use of the term admission by the profession’s national association. The Office of Financial Aid is now

the Office of Student Financial Assistance (OSFA). This change was made to reflect the student-centered work of the office as they proactively engage in on and off campus outreach to prospective and current students, as well for consistency with nomenclature at the state level.

Changes in Admission Ethics and Professional Practice:

At the National Association for College Admission Counseling (NACAC) annual conference in September, a number of revisions to the association’s Code of Ethics and Professional Practice (CEPP) and were made and approved. Changes were made to three CEPP provisions that the United States Department of Justice (DOJ) believes inhibit, to some extent, competition among colleges for students. A moratorium on the enforcement of the CEPP for up to one year or until legal review with the DOJ is resolved was also approved and special authority was granted to the NACAC Board of Directors to act in extraordinary legal circumstances should any additional changes in the CEPP or association bylaws become necessary.

The three CEPP provisions removed include:

1. The prohibition of offering exclusive incentives for Early Decision applicants;
2. The prohibition of recruiting first-year undergraduates who have committed elsewhere including after the May 1 National Candidates Reply Deadline; and,
3. The prohibition of recruiting, for possible transfer, students from your applicant pool who have enrolled elsewhere.

These are significant changes and have created a new environmental context for the college admission and enrollment process.

Early Decision (ED) application plans are a binding agreement between the applicant and the institution. As such, prospective students should make the decision to apply ED carefully. Allowing institutions to offer incentives exclusively for ED applicants may increase the number of students applying through ED plans. However, Early Decision applicant incentives, such as special scholarship funding or other incentives exclusive to ED candidates, may influence a student to apply ED so that they do not miss out on the incentive, not because this is the best-fit, first choice for them. These incentives may also influence a student to apply through an ED program when another applicant plan, such as Early Action or Regular Decision, may have been more appropriate to the student’s place in the college decision-making process. While incentives may influence a student to apply ED, the student may not have been ready to make the commitment. This could lead to greater transfer out activity among enrolled students who had applied through an ED plan.

Colleges have traditionally stopped recruiting students after the student has indicated they will not be enrolling or after the May 1 National Candidates Reply deadline has passed. The removal of prohibitions on the active recruitment of students by colleges after they have made their decision to enroll elsewhere could impact summer melt after a student chooses to enroll, or retention after a student has begun classes. Summer melt for the College could increase as competing institutions continue to recruit the students who have chosen to enroll at the College. This recruitment could take the form of ongoing communication as well as additional

scholarship or financial aid funding. Then, after students have started classes at the College, the institutions they had applied to could recruit them as possible transfer students. This continued recruitment may also increase transfer out activity if students are not fully engaged in the life of the College.

The impact of these changes may be significant. The College is going to have to respond and implement strategies to further engage students throughout the yield and summer periods before the student arrives on campus. We will need to take a look at our programming and business processes during these periods to ensure that the College is delivering experiences that serve to further recruit and engage our enrolling students. We will also need to consider how the College is delivering an experience for enrolled students that improves student satisfaction and outcomes. All of these initiatives in this new environmental context will require additional time, attention, and resources to secure enrollment.

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

MINUTES

Date of Meeting: May 10, 2019

Status of Minutes: Approved September 16, 2019

Committee Members Present: Peter Bruns, Ann McDaniel, Allan Wagaman '06, Board Chair
Sven Holmes, President Tuajuanda Jordan

Committee Members Absent: Carlos Alcazar, Anirban Basu

Staff Member: David L. Hautanen, Jr.

Others Present: Bhargavi Bandi, Betsy Barreto, John Bell '95, Lex Birney, Allison Boyle, Anne Marie Brady, Leonard Brown, Cindy Broyles '79, Mike Bruckler, Donny Bryan '73, Carolyn Curry, Peg Duschesne '77, Susan Dyer, Elizabeth Graves '95, Gail Harmon, Justin Hoobler '19, Larry Leak '76, Rob Maddox '07, Paul Pusecker, Sara Ramirez, Beverly Read, Doria Stitts, Danielle Troyan '92, Mike Wick, Marsha Wilcox, John Wobensmith '93, Anna Yates

Admissions and Financial Aid Committee member Ann McDaniel called the meeting to order at 10:30 a.m.

Executive Summary

Spring 2019 Enrollment Update:

- The College enrolled 28 new students compared to 29 for Spring 2019.
- The annual full time equivalent (FTE) enrollment is 1504.
- Returning student term-to-term retention is 93.9%.

Fall 2019 Enrollment Update:

- The College has received 1600 first year applications and 107 transfer applications to date and continues to accept both first year and transfer applications.
- As part of the yield plan, the campus community led by Admissions completed more outreach this year via phone, text, email, and print communications than in previous years.
- There are 309 first year and 27 transfer students enrolled at this time and deposits will continue to be accepted through the summer. Admission staff will continue to complete outreach to admitted students through the summer.
- The Admitted Student Survey has been launched. The survey was sent to all admitted students, including those who have enrolled and those who have not enrolled. This will provide valuable insight into the student decision-making process on where and why our admitted students chose to attend a particular institution.

Report on Fall 2020 New Student Recruitment:

- We are working with a new partner, Waybetter Marketing, on our prospective student search efforts. The first outreach to prospective students occurred in February. This was one month earlier than last year.
- Admissions has launched new technology that makes the process of scheduling a campus visit easier and includes automated text messaging, emails, and event assessment.
- The campus hosted more than 650 students and parents at our Spring Open House for prospective students. There were 247 students in attendance compared to 140 who attended last year's Spring Open House.
- Concurrent admission and reverse transfer agreements are being developed to improve the recruitment process and further engage prospective transfer students from the College of Southern Maryland. The intention is that these programs will be expanded to the other Maryland community colleges.

Report on Test-Optional Policy:

- Director of Institutional Research, Anne Marie Brady, presented an analysis of the standardized test scores and secondary school grade point averages of St. Mary's College students and the relationship of these factors to the student's first semester college grade point average and retention.
- Vice President Hautanen presented a proposed test-optional policy, information about colleges with test-optional policies as well as the likely impacts on applications and enrollment.
- The Committee asked that the faculty are engaged in this process at the beginning of the Fall semester and, assuming faculty support, bring a proposed policy to the October 2019 Board of Trustees meeting.

The meeting adjourned at 12 p.m.



**BOARD OF TRUSTEES
CAMPUS LIFE AND FACILITIES COMMITTEE**

REPORT SUMMARY

Date of Meeting: October 18, 2019

Date of Next Meeting: January 31, 2020

Committee Co-Chairs: Donny Bryan '73 and Danielle Troyan '92

Committee Members: Carlos Alcazar, John Bell '95, Board Chair Lex Birney, Mike Dougherty, Peg Duchesne '77, Judy Fillius '79, Jasmine Long '21, Scott Mirabile, President Tuajuanda Jordan

Staff Members: Leonard Brown and Paul Pusecker

Dashboard Metrics

N/A

Executive Summary

Discussion Items

Student Trustee Selection Process and Marketing Plan and Position Description

Members of the Campus Life and Facilities Committee, formerly known as the Student Affairs Committee, charged Student Trustee Jasmine Long '21 and Vice President for Student Affairs and Dean of Students Leonard Brown with updating the Student Trustee-in-Training position description and to create a plan for this year's marketing plan. The Committee discussed and approved the position description and the marketing plan.

Student Trustee Report

Jasmine Long '21 will present her Student Trustee Report.

Information Items

FY21 Capital Budget Requests

Our capital request for FY21 through FY25 included construction funding for the New Academic and Auditorium Building, continued funding of infrastructure projects, funding for the renovation of Goodpaster Hall, and a revised request for the renovation of Montgomery Hall. Our request identifies essential institutional capital improvements, specifically needed for St Mary's College of Maryland to be competitive and successful. The request included the addition of Montgomery Hall to the CIP, which was deferred from last year's submission process, market escalation increases in FY22 for Schaefer HVAC replacement, and minor construction increases for the Goodpaster laboratory renovation.

Commemoration Project Update

St. Mary's College of Maryland has commissioned the design firm RE:site, led by founders Norman Lee and Shane Allbritton, in association with poet Quenton Baker, to design *A Commemorative to Enslaved Peoples of Southern Maryland*. The Commemorative proposed by RE:Site best met the project's goals and objectives in a memorable, creative, and thought-provoking way. It is anticipated that the installation of the Commemorative structure will occur in early summer 2020 and we are planning a community dedication ceremony for early September 2020.

Capital Project Status Updates

Updates will be provided for the Jamie L. Roberts Stadium, the New Academic Building and Auditorium, the Living Shoreline Project, and the Trinity Church Sidewalk projects.

Commissioned Officer Update

The Office of Public Safety, with the support of the Director and of the Vice President for Student Affairs and Dean of Students, sought approval from the Executive Council to allow qualified officers to seek the Special Police Officer Designation from the State by successfully completing the approved 80-hour training program.

Alcohol Task Force Update

The implementation team acquired grant funding from the St. Mary's County Health Department to purchase online alcohol education training.

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

Action Item II.A. Endorsement of the 2019 Performance Accountability Report 2019

The Performance Accountability Report (PAR) is a report that is required by the State of Maryland. The PAR assesses the College's progress on a variety of goals and objectives, including academics, enrollment, retention and graduation, financial aid, and student outcomes. The Committee will be presented with the PAR and asked for its endorsement.



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
CAMPUS LIFE AND FACILITIES COMMITTEE
MEETING OF OCTOBER 18, 2019**

AGENDA

- I. DISCUSSION ITEMS**
 - A. Student Trustee Selection Process, Marketing Plan, and Position Description
 - B. Student Trustee Report

- II. ACTION ITEMS**
 - A. Endorsement of the 2019 Performance Accountability Report

- III. INFORMATION ITEMS**
 - A. FY21 Capital Budget Requests
 - B. Commemoration Project
 - C. Capital Project Status Update
 - D. Alcohol Task Force Update
 - E. Commissioned Officer Update
 - F. Minutes (May 7, 2019 and May 10, 2019)

**BOARD OF TRUSTEES
BUILDINGS AND GROUNDS COMMITTEE**

MINUTES

Date of Meeting: May 7, 2019

Status of Minutes: Approved July 22, 2019

Committee Members Present: Committee Chair Donny Bryan '73, John Bell '95, Mike Dougherty, President Tuajuanda Jordan, Faculty Delegate Scott Mirabile

Committee Members Absent: Board Chair Sven Holmes

Staff Member: Paul Pusecker

Others Present: Kaitlin Aaby, Annie Angueira, Tom Brewer, Leonard Brown, Jim Cranmer, Carolyn Curry, Regina Faden, David Hautanen, Maury Schlesinger, Doria Stitts, Charlie Wilson, Anna Yates

Executive Summary

Committee Chair Donny Bryan '73 called the meeting to order at 2:03 p.m.

Commemoration Design Update

The firm RE:site, led by founders Norman Lee and Shane Allbritton, in association with poet Quenton Baker, has been commissioned to design *A Commemorative to Enslaved Peoples of Southern Maryland*. The State has provided \$500,000 for this initiative. Additional funding has been provided by the Maryland Heritage Areas Authority, the Southern Maryland Heritage Area Consortium, and Elizabeth and Jeffrey Byrd. The contract was approved by the Board of Public Works on April 24. Installation of the Commemorative structure is scheduled to occur during Spring 2020.

Jamie L. Roberts Stadium Update

The Building and Grounds Committee approved a budget of \$12.3M for the project during its April 20, 2018 meeting. The artificial turf field has been in use by the athletics department since August 2018. The stadium building is scheduled for substantial completion and building transfer to St. Mary's College of Maryland as of the second week of June 2019. Plans are in progress for a dedication/celebration ceremony honoring Jamie L. Roberts and her family on September 7, 2019.

New Academic Building and Auditorium Update

The Legislature approved the final \$1.9M in design fees and \$11.3M for initial construction costs. The Legislature pre-authorized \$28.2M in FY21 and \$17M in FY22 to complete construction. Construction is scheduled to begin in early 2020.

Living Shoreline Project Update

Active site work began in early March 2019. A rock retaining barrier was created to prevent the 11,000 square feet of dirt and sand from entering into the pond. That portion is completed and the project now moves into the final stage and marsh grasses will be planted.

Hilda C. Landers Library HVAC Controls Project

This project is funded from the Governor's FY20 Capital Infrastructure Program, which provided \$1.2M to replace technically obsolete and inefficient HVAC mechanical equipment and controls. Construction is expected to begin in early May 2019 and continue into early fall. The invasive interior work will be complete prior to the start of the fall semester. During the summer timeframe, the new Center for Inclusive Teaching and Learning will be constructed on the first floor of the Hilda C. Landers Library.

Route 5 Overhead Utility Bury Project Update

The College is in preliminary discussions with Southern Maryland Electric Cooperative (SMECO) and Atlantic Broadband to execute a Memorandum of Understanding to facilitate the relocation of overhead utilities to underground distribution. The primary rationale for undertaking this project is related to safety and electric reliability and to improve sightlines along the St. Mary's River. At this point we do not have an approved Memorandum of Understanding with SMECO and are continuing discussions with respect to possible implementation.

Action Items

II.A. Approval of the FY20 Plant Fund (Capital) Budget

The Committee reviewed the proposed Priority A FY20 Plant Projects. The Finance, Investment, and Audit Committee reviewed these Priority A FY20 Plant projects and recommended approval at its April 17, 2019, meeting. Background information was provided and included a description of each Priority A project, a list of potential miscellaneous projects, and a summary of plant budget expenditures through March 31, 2019. A motion to approve the action item was made. The motion was seconded and approved unanimously.

II.B. Approval of the FY21-25 State Capital Budget Proposal

The Finance, Investment, and Audit Committee reviewed the proposed capital budget submission and recommended approval at its April 17, 2019, meeting. The proposed FY21-FY25 State-funded capital budget includes a continuation of funding for the New Academic Building and Auditorium and various Campus Infrastructure Improvements. The College will also request funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall. A motion to approve the action item was made. The motion was seconded and approved unanimously.

II.C. Approval of the Annual Facilities Condition Report

The Committee on Buildings and Grounds is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. The Committee will present the annual report to the Board for approval. A motion to approve the action item was made. The motion was seconded and approved unanimously.

Meeting adjourned at 2:45 p.m.

**BOARD OF TRUSTEES
ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEES
JOINT OPEN SESSION**

MINUTES

Date of Meeting: May 10, 2019

Status of Minutes: Approved October 11, 2019

Academic Affairs Committee Members Present: Committee Chair Peter Bruns, Susan Dyer, Board Chair Sven Holmes, Glen Ives, President Tuajuanda Jordan, Larry Leak '76, Ann McDaniel
Academic Affairs Committee Members Absent: John Bullock

Staff Member: Michael Wick

Student Affairs Committee Members Present: John Bell '95, Co-Chair Lex Birney, Co-Chair Cindy Broyles '79, Elizabeth Graves '95, Peg Duchesne '77, Board Chair Sven Holmes, Justin Hoobler '19, President Tuajuanda Jordan, Larry Leak '76, Danielle Troyan '92

Student Affairs Committee Members Absent: Carlos Alcazar

Staff Member: Leonard Brown

Others Present: Betsy Barreto, Allison Boyle, Ann Marie Brady, Michael Bruckler, Carolyn Curry, Gail Harmon, Anne Harvey-Diggs, David Hautanen, Doug Hovland, Joan Pickett, Dan Pindell, Paul Pusecker, Jenny Sivak, Doria Stitts, Allan Wagaman '06, John Wobensmith '93, Anna Yates

Executive Summary

The Joint Meeting of the Academic Affairs and Student Affairs Committees was called to order at 10:00 a.m.

LEAD Curriculum Initiative

Provost and Dean of Faculty Michael Wick outlined the implementation structure for the Learning through Experiential and Applied Discovery (LEAD) curriculum including a detailed timeline. The implementation structure consists of four leadership teams: LEAD Implementation Team, Integrated Inquiry Pilot Development Team, “*ad hoc* First-year Experience Committee” and Global Scholars Development Team. The teams are comprised of faculty and staff members. Full implementation of the LEAD curriculum to take place in academic year 2021-2022. Chair Bruns asked Provost Wick to update the Committee next year on the Integrated Inquiry themes. Vice President for Student Affairs and Dean of Students Leonard Brown reported on the professional literacy pilot programs offered this spring semester. Of the 35 students enrolled, 27 reported to have found meaningful employment or internships. The Committee asked how transfer students would fulfil the Core requirements. Dr. Wick explained that the Career Center is developing different entry points in order to recognize and leverage past experiences. The Committee also inquired about the impact to students who change majors. Provost Wick replied that a change in the 1st or 2nd year would not complicate anything. A change in the 3rd or 4th year could lead to students repeating some of the major-specific professional development coursework. The Committee commended all who are involved in the implementation.

The meeting adjourned at 10:25 a.m.

**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT**

VICE PRESIDENT'S REPORT

Institutional Advancement (IA) units align with the Institutional Advancement Committee's charge by strengthening the College's brand and reputation, by fundraising, and by alumni and community engagement.

The following are among related examples:

Philanthropy

The FY19 giving cycle closed out with \$2.4 million raised (cash-in hand) as compared to \$2.3 million in FY18. Total fundraising (including pledges) was \$2.7 million as compared to \$2.4 million in FY18. Giving categories included restricted gifts (academics, athletics, Center for the Study of Democracy, etc.) at 42%, scholarships 38%, Learning through Experiential and Applied Discovery (LEAD) 10% and the St. Mary's Fund 10%. The number of major gift donors increased by 50% and 21 new major gift prospects were added to the pipeline (90% increase). Increasing the number of major gift donors, pipeline prospects and giving to LEAD and the St. Mary's Fund assist in preparing for a major campaign.

Among other metrics tracked, the FY19 alumni participation rate reached 13%, 34 donors shy of the 14% goal. That percentage is still above national public institution averages (5-7%) and within private averages (13-15%). Alumni retention hit 61%, surpassing the 55% goal.

The FY20 annual goal is \$2.5 million cash-in-hand with about \$800,000 raised to date. A mini-campaign for the athletics Seahawk Fund led up to the September Jamie L. Roberts Stadium Dedication, with \$110,300 raised to date for seats, lockers and named spaces.

A focus of the team's FY20 work is the planning of a major comprehensive campaign to span over several years.

Branding and Reputation Building

After a year of building and honing a new brand internally, IA's integrated marketing team launched it externally to prospective students and parents in late summer, in partnership with the College's marketing consultants. The unit continues to directly support enrollment in reaching its goals with newly branded and targeted print pieces, digital ads, radio, videos, web landing pages, and social media, which are all tracked for impact. It created, for example, a marketing campaign on multiple platforms for the Admissions September Open House that helped realize an increase. Open House promotions on Facebook alone increased by 750%, and email marketing to selected 100,000 homes drove 1,324 new users to our website. In addition, while helping recruit, billboards

and digital ads in Maryland are helping to lift the College's name recognition. Notably, the brand work has garnered five national awards for SMCM since Fall 2018.

Messaging for the LEAD initiative rests on specially created web pages and includes a LEAD video and testimonials. Revamping of the Career Development Center's website is currently underway to better reflect LEAD initiatives and increase traffic.

Partnering with Business and Finance, IA co-led the Jamie L. Roberts Stadium Dedication on September 7, 2019. More than 1,000 campus and community members attended. The event also established new community ties, marketed the concept of facility rental and use, pushed out information about the construction of the new education building and auditorium, and offered an opportunity to capture this asset by video for student recruitment.

Integrated throughout campus events, all external community promotions, fundraising, *The Mulberry Tree*, and alumni initiatives, the new brand is prominent and visible.

Alumni and Community Engagement

SMCM now has more than 3,300 alumni directly engaged in helping the College achieve its strategic priorities, a metric now tracking nationally.

The Alumni Relations unit led the creation of an alumni referral system to recruit students in partnership with the Alumni Council and Enrollment Management. The team researched best practices across colleges and worked with its partners to build a customized system just launched.

Alumni Weekend in June 2019, produced by IA, exceeded 1,200 attendees and served to nurture alumni connectivity to SMCM. Highlighting the new brand, raising funds for key priorities, and capturing testimonials for marketing were among activities complementing the event.

Job-IQ, a new web-based professional career curriculum, is under the auspices of the Career Development Center as a LEAD component. The Alumni Relations unit is partnering to identify and vet more than 150 alumni to serve as student career mentors, a unique feature of this product.

The unit led the production of Hawktoberfest on October 4-5 with a record-breaking crowd of 1,400+ parents, current students and alumni. More than 900 were family members. New this year was a means to promote LEAD through an alumni-student-faculty career networking session, as well as an opportunity for parents to meet geographically and have access to campus leaders.

Up next: *Giving Tuesday* on December 3 touches alumni, students, faculty, staff, parents and friends in and out of Maryland. The online giving campaign directly correlates to meeting alumni participation and retention rates.

**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

REPORT SUMMARY

Date of Meeting: October 18, 2019

Date of Next Meeting: January 31, 2020

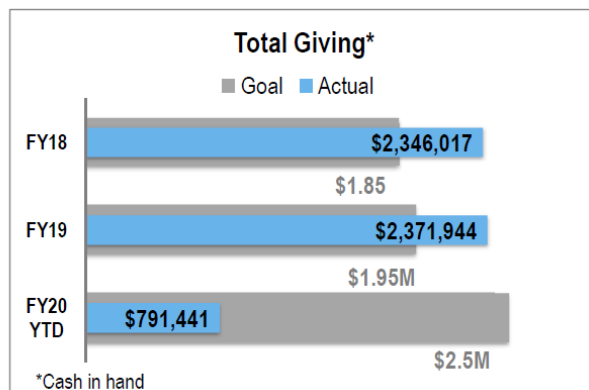
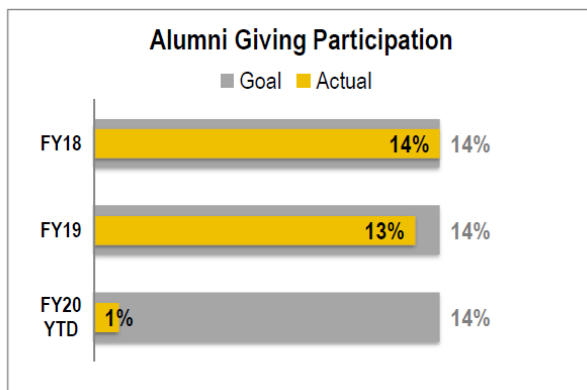
Committee Chair: Gail Harmon

Committee Members: Trustee Chair Lex Birney, Paula Collins, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan, Jack Saum '89, Allan Wagaman '06

Staff Member: Vice President Carolyn Curry

Dashboard Metrics:

October 2019 Revenue and Fundraising



Executive Summary:

Institutional Advancement (IA) units align with the Institutional Advancement Committee's charge by strengthening the College brand and reputation, philanthropy, and alumni and community engagement. The two graphs above outline two of several goals toward that end. The IA report (*Attachment #1*) outlines more selected strategies that also drive results in these areas.

A major focus of the IA development team's work in FY20 will be to map a comprehensive campaign over several years, tied to the College's strategic needs. The improvements in College branding, marketing, fundraising and constituent engagement translate to campaign assets to integrate as the campaign develops.

The purpose of the IAC meeting will be to start the process for a campaign feasibility study. A critical step, which the IAC will begin in this meeting, is to identify the specific needs the campaign should address before testing their feasibility among donors and the market environment.

**INSTITUTIONAL ADVANCEMENT COMMITTEE
MEETING OF OCTOBER 18, 2019**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - 1. Development
 - 2. FY20 fundraising progress to date
 - 3. Planning for a comprehensive campaign
 - a. Identifying campaign priorities
- III. ACTION ITEMS**

There are no action items.
- IV. INFORMATION ITEMS**
 - A. Minutes (Meeting of April 29, 2019)
 - B. Report by St. Mary's College of Maryland Foundation President
 - C. Report by St. Mary's College of Maryland Alumni Association President
- V. Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) for the purposes set forth on the closing statement.**

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



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

MINUTES

Date of Meeting: April 29, 2019

Status of Minutes: Approved

Institutional Advancement Committee Members Present: Committee Chair Gail Harmon, Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Board Chair Sven Holmes, President Tuajuanda Jordan, Danielle Troyan '92, Allan Wagaman '06

Committee Members Absent: None

Staff Member: Carolyn Curry

Others Present: Sandra Abell, Allison Boyle, Barrett Emerick, David Hautanen, Jack Saum '89, Kelly Schroeder, Doria Stitts, Mike Wick, Anna Yates

Executive Summary

Institutional Advancement Committee (IAC) Chair Gail Harmon called the meeting to order at 5:13 p.m.

As a testament to the real value of a St. Mary's College education, Chair Harmon encouraged everyone to read the spring 2019 *Mulberry Tree* magazine article about Trustee and alumna Elizabeth Graves '95, editor-in-chief of *Martha Stewart Living*. Ms. Harmon also recognized outgoing Trustee Cindy Broyles '79 as a strategic and impactful member of the IAC and highlighted some of Ms. Broyles' many contributions to the College, including membership in the President's Circle for lifetime giving of more than \$500,000.

Development Update

Vice President for Institutional Advancement Carolyn Curry outlined fundraising progress to date including total cash-in-hand of \$1.9M. Among other metrics, about 6% has been allocated to the Learning through Experiential and Applied Discovery (LEAD) initiative and 35% to scholarships. The alumni participation rate stands at 9% (1,038 donors) toward a goal of 14% (1,587 donors). The number of major gifts (\$10,000+) stands at 37, already surpassing the FY19 goal of 33.

Ms. Curry noted that the Landers Trust Challenge—\$1M if the College raises \$600,000 in four years—is underway, with Foundation members actively identifying and soliciting potential donors. The dollars raised will allow, in perpetuity, four students per year to receive full rides. Students must be of high financial need and can be first generation and/or underrepresented students. Trustees are welcome to contact her if interested. Ms. Curry also announced the Jamie L. Roberts Stadium dedication is scheduled for Saturday, September 7, 2019 and that a mini-campaign focused on selling named seats, lockers and spaces was launched on April 2 to benefit the athletics Seahawk Fund.

Board Assistance in Reaching Goals

Chair Harmon listed 10 ways in which Board of Trustee members have specifically contributed to fundraising goals, which included six Trustees making a major gift, 19 Trustees donating a total of \$113k to date, and 18 Trustees contributing a total a \$22k on *Giving Tuesday*. She thanked the seven Trustees who have opened doors to major donor prospects and encouraged all to keep this high on their radar.

SMCM Foundation President Report

Foundation President Jack Saum '89 directed IAC members to his full report provided in the meeting packets. For the record, the Foundation endowment portfolio stands at \$31.97M as of March 31, 2019. Mr. Saum explained the Foundation's Joint Investment Advisory Committee (JIAC) will be analyzing several allocation investment proposals over the summer that aim to strengthen the portfolio, especially in down cycles.

Mr. Saum said that fundraising growth with respect to major gifts is an encouraging sign, as the focus for FY20 will be to plan a multi-year comprehensive campaign around the College's strategic priorities. He urged Trustees to help nominate candidates for Foundation Director seats, since several Directors will be rotating off the Board soon. With a multi-year campaign being planned, he emphasized the importance to attract candidates with expertise in fundraising and resources for large gifts.

Alumni Relations Update

Trustee and Alumni Association President Allan Wagaman referred to his report in the IAC packet which outlines six major events to date and five upcoming events, including the Alumni Weekend. He asked IAC members to especially take note of the award winners to be presented over Alumni Weekend and encouraged Trustees to attend. He said the Alumni Council is actively seeking chapter presidents in Boston and Philadelphia. Research is currently underway to identify other potential locations that might support a chapter, including Raleigh-Durham, southern California, and Seattle or Portland.

Integrated Marketing Update

VP Curry explained the integrated marketing unit has been focused on weaving the new brand identity across all communication platforms thanks to a recently completed new brand style guide. The current focus is to work in partnership with Creative Communications Associates (CCA) and Admissions to launch the new brand and messaging externally in August 2019, which includes completing recruiting print materials such as view books, along with digital and video photography and related web work, in the next few months for launch. Several examples were presented. Ms. Curry also apprised IAC of five national awards the College has won for marketing.

Board Chair Sven Holmes inquired if budget controls are in place to manage the costs associated with ongoing engagement with CCA; VP Curry assured that the current scope of work is clearly defined and that deliverables and related work are tightly monitored.

Special Information

Chair Harmon encouraged IAC members to attend the annual Donor Appreciation Reception on June 14, which precedes a new concert event created by Dr. Jordan—The Mulberry Music Festival, Act I—on the same evening. Further, she encouraged members to introduce new people to the College by inviting them to the River Concert Series and the Development unit's hospitalities.

Action Items

There were no action items.

The meeting adjourned at 6:09 p.m.

**BOARD OF TRUSTEES
OPEN SESSION**

*Calvert Hall 218
St. Mary's College of Maryland*

MINUTES

Date of Meeting: June 26, 2019

Status of Minutes: Approved July 25, 2019

Board Members Present: Board Chair Lex Birney, Anirban Basu, John Bell '95, Peter Bruns, Paula Collins, Michael Dougherty, Peg Duchesne '77, Susan Dyer, Judy Fillius '79, Elizabeth Graves '95, Gail Harmon, Sven Holmes, Glen Ives, President Tuajuanda Jordan, Larry Leak '76, Allan Wagaman '06, John Wobensmith '93

Board Members Absent: Carlos Alcazar, Donny Bryan' 73, Steny Hoyer, William Seale, Danielle Troyan '92, Ray Wernecke

Others Present: Mike Bruckler, Carolyn Curry, Liza Gijanto, Mary Grube, David Hautanen, Kelley Hernandez '08, Dan Pindell '10, Paul Pusecker, Jenell Sargent, Chris True, Michael Wick, Anna Yates

Executive Summary: The St. Mary's College of Maryland Board of Trustees held a special open session meeting via teleconference on Wednesday, June 26, 2019. The purpose of the meeting was to review and approve the FY20 current fund operating budget. Board Chair Lex Birney called the meeting to order at 9:33 a.m.

Action Items

1819-24 Approval of the FY20 Current Fund Operating Budget

The proposed FY20 operating budget totals \$68.7M. State funds total \$27.2M including \$0.72M of inflator funding, \$0.30M in annualizing the FY19 wage supplement, and \$0.50M to supplement wages in FY20. Using a projected total full-time student enrollment of 1,370, the proposed FY20 operating budget was based on 1,343 full-time undergraduate students, representing 98% of the projected total enrollment. Tuition rates for both in-state and out-of-state students increase 2% and auxiliary fees increase 3%. With the rate changes and additional State support, approximately \$2.3M of expense reductions were incorporated into the proposed FY20 operating budget to allow funds for faculty and staff salary changes, required expenditure changes, and strategic planning priorities. A motion was made, seconded, and the item was approved unanimously.

The meeting adjourned at 9:40 a.m.

**BOARD OF TRUSTEES
OPEN SESSION**

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

MINUTES

Date of Meeting: May 10, 2019

Status of Minutes: Approved July 17, 2019

Board Members Present: Board Chair Sven Holmes, Lex Birney, John Bell '95, Cindy Broyles '79, Peter Bruns, Donny Bryan '73, Michael Dougherty, Peg Duchesne '77, Susan Dyer, Gail Harmon, Justin Hoobler '19, Glen Ives, President Tuajuanda Jordan, Ann McDaniel, Danielle Troyan '92, Allan Wagaman '06, John Wobensmith '93

Board Members Absent: Carlos Alcazar, Anirban Basu, John Bullock, Elizabeth Graves '95, Steny Hoyer, Larry Leak '76

Others Present: Betsy Barreto, Leonard Brown, Mike Bruckler, Jeff Byrd, Paula Collins, Karen Crawford, Carolyn Curry, Michael Dunn, Judy Fillius '79, David Hautanen, Richard Platt, Paul Pusecker, Jenny Sivak, Doria Stitts, Ray Wernecke, Michael Wick, Anna Yates

Executive Summary: The St. Mary's College of Maryland Board of Trustees held an open session meeting on Friday, May 10, 2019. Board Chair Sven Holmes called the meeting to order at 4:17 p.m.

Chair Holmes welcomed everyone and announced that this was his third and final year as the Chair of the St. Mary's College of Maryland Board of Trustees. Holmes introduced Ray Wernecke, Paula Collins, and Judy Fillius '79 and welcomed them as new members to the Board of Trustees.

President Jordan reported that the College's new partnership with Antigua and Barbuda has been going very well. Sir Rodney Williams, Governor General of Antigua and Barbuda, will be presented with an honorary degree during the College's Commencement Ceremony on May 11th. President Jordan also noted that the College continues to work on strengthening local community outreach. In June, the College will introduce the Mulberry Music Festival – Act 1. This event will enhance the variety of diverse offerings the College makes available to the local community. President Jordan also expressed her appreciation to Student Trustee Justin Hoobler'19, Faculty Senate President Karen Crawford, Trustee Cindy Broyles '79, and Vice Chair Ann McDaniel for their service to the Board. She welcomed Trustee Lex Birney as the incoming Board chair and Susan Dyer as the incoming vice-chair.

Finance, Investment, and Audit Committee Chair John Wobensmith '93 informed trustees that a special meeting of the Board would take place in late June, during which the College's budget would be brought forward for action by the Board.

Vice President for Business and Finance Paul Pusecker provided a Buildings and Grounds presentation, which included status updates for the Commemorative to Enslaved Peoples of Southern Maryland and the New Academic Building and Auditorium.

Provost and Dean of Faculty Mike Wick and Vice President for Student Affairs / Dean of Students Leonard Brown provided an update on the LEAD Core Curriculum. An Honors Pathway Coordinator position was created and will be responsible for the coordination and expansion of inquiries. Additionally, four ad hoc groups have been established within the LEAD implementation structure: LEAD Implementation Team, Ad Hoc First-Year Experience Committee, Integrated Inquiry Pilot Development Team, and the Global Scholars Development Team.

Vice President for Enrollment Management David Hautanen provided an admissions update that included a report on enrollment, student recruitment, and a test-optional policy. There are 309 first-year students enrolled for the Fall 2019 semester, of whom 284 will receive some form of financial aid. Hautanen provided information about the test-optional policy, which gives college applicants the choice of whether or not to submit their standardized test scores along with their application for admission. This process would provide access to high-achieving, underrepresented students and would respond to an increasingly diverse prospective student demographic.

Student Trustee Justin Hoobler '19 reported that the Student Affairs Committee met March 29th and selected the Student Trustee-in-Training, Fatima Bouzid '22, who will train under Jasmine Long '21. Fatima is a captain on the varsity volleyball team, plans to double major in Public Policy and Chinese, and is trilingual in English, Chinese, and Arabic. A member of the DeSousa Brent Scholars program, Fatima will be a Summer Bridge Mentor for the next DeSousa Brent cohort where she will guide a new generation of student leaders. Justin complimented the progress of the various campus beautification projects and stated that the student body appreciated the improvements. He expressed his enthusiasm for the LEAD Curriculum and its importance for student success. He also recognized the Career Development Center's significant role in preparing students for life after graduation.

Faculty Senate President Karen Crawford acknowledged the faculty for working together to make positive changes for the College. Faculty approved the new Core Curriculum on January 29th. The faculty will continue to collaborate with the provost on the Core Curriculum by serving on an Ad Hoc First-Year Experience Committee. The Committee will determine how to structure the First-Year Experience to accomplish the goals for both incoming first-year students and for transfer students within the constraints of the available resources. Crawford introduced Jeff Byrd, who will be Faculty Senate President in Academic Year 19/20.

Action Items

1819-15 Approval 2019 Candidates for Graduation: The item was presented by Academic Affairs Committee Chair Peter Bruns. Upon recommendation of the Provost and Dean of Faculty,

and with the concurrence of the faculty, the candidates for the degree of Bachelor of Arts, Bachelor of Science, and Master of Arts in Teaching were presented for approval. A motion was made, seconded, and the item was approved unanimously.

1819-16 Approval of Revisions to SMC M's Residency Policy: The item was presented by Academic Affairs Committee Chair Peter Bruns. The revised Policy grants in-state tuition to any veteran using educational assistance under Chapter 31, Vocational Rehabilitation and Employment, who lives in the State of Maryland while attending a school located in the State of Maryland, regardless of their formal state of residence. This change was mandated in response to the Department of Veterans Affairs Expiring Authorities Act of 2018. The wording was prepared in consultation with, and approved by, the Department of Veterans Affairs and Maryland Higher Education Commission. A motion was made, seconded, and the item was approved unanimously.

1819-17 Approval of the Annual Facilities Condition Report: The item was presented by Buildings and Grounds Committee Chair Donny Bryan '73. The Committee on Buildings and Grounds is charged with conducting an annual evaluation of the campus facilities and reporting its findings to the Board of Trustees. The Committee presented the annual report to the Board for approval. A motion was made, seconded, and the item was approved unanimously.

1819-18 Approval of FY20 Tuition, Fees, Room and Board Rates: The item was presented by Finance, Investment, and Audit Committee Chair John Wobensmith '93. The recommended tuition rate increase for Maryland resident undergraduate students is 2% for Academic Year 2019-2020. The Committee proposed a tuition rate increase for non-resident undergraduate students, DC residents, and MAT students of 2% as well. Mandatory fees were proposed to increase 3%. Also proposed were increases to residence hall fees an average of 3%, and board charges an average of 3%. A motion was made, seconded, and the item was approved unanimously.

1819-19 Approval of the FY20 Plant Fund (Capital) Budget: The item was presented by Finance, Investment, and Audit Committee Chair John Wobensmith '93. The Committee requested approval of the FY20 Plant Budget in the amount of \$1.36M, the sole source of which is the student facility fee. Background information that included a description of each Priority A project, a list of potential miscellaneous projects, and a summary of plant budget expenditures through March 31, 2019 was provided. A motion was made, seconded, and the item was approved unanimously.

1819-20 Approval of the FY21-FY25 State Capital Budget Proposal: The item was presented by Finance, Investment, and Audit Committee Chair John Wobensmith '93. The proposed FY21-FY25 State-funded capital budget includes a continuation of funding for the New Academic Building and Auditorium and various campus infrastructure improvements. The College will also request funding for the design and construction of the Montgomery Hall renovations and construction funds for a limited renovation of Goodpaster Hall. The College proposes to fund \$0.14M for design from its FY22 Plant Budget to help support the request of \$1.3M in State construction funding in FY23. The total estimated cost for the renovation of Goodpaster Hall is \$1.44M. A motion was made, seconded, and the item was approved unanimously.

1819-21 Approval of Handbook Policy Revisions: The item was presented by Finance, Investment, and Audit Committee Chair John Wobensmith '93. The proposed revision will update

the Family Medical Leave Policy to include a provision to permit extended family medical leave beyond the 12 weeks mandated under the Family Medical Leave Act and will reflect the current and past practices of permitting extended family medical leave to employees in accordance with the Memorandum of Understanding between the College and AFSCME. A motion was made, seconded, and the item was approved unanimously.

1819-22 Approval of Memorandum of Understanding with AFSCME: The item was presented by Finance, Investment, and Audit Committee Chair John Wobensmith'93. The Committee recommended approval of the Memorandum of Understanding between St. Mary's College of Maryland and American Federation of State, County, and Municipal Employees, AFL-CIO and Council 3 AFSCME/AFSCME Local 3980 dated March 27, 2019 through March 26, 2022 for employees in the exempt, non-exempt, and public safety officer bargaining units. A motion was made, seconded, and the item was approved unanimously.

1819-23 Approval of Title IX Policy Changes: The item was presented by Student Affairs Committee Co-Chair Lex Birney. During the 2018 legislative session, the Maryland General Assembly approved changes to the Education Article's provisions concerning how all Maryland institutions of higher education respond to and assess reports of sexual assault made by students. While a number of the requirements have been in place at the College for several years, some requirements are new and will result in changes to College policy and procedures. A motion was made, seconded, and the item was approved unanimously.

The meeting adjourned at 5:45 p.m.