Strategic Plan

Center for the Study of Democracy

St. Mary's College of Maryland

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Preface

The purpose of this Strategic Plan is to articulate the forward-looking vision of the *Center for the Study of Democracy* (CSD), provide a roadmap for next steps, and create consensus among the stakeholders of CSD's future role in the community, the State of Maryland and the nation.

The Plan is based upon CSD's previous strategic plans and the assessment of its activities during the past 12 years. It also reflects new needs that have arisen in the St. Mary's College community, and especially among the members of the CSD Advisory Board, to expand CSD's programmatic and geographical scope and realize its potential as a local, regional and national hub for creative thinking, innovative action and stimulating dialogue on matters relating to democracy, liberty and justice.

This plan is intended to set the stage for the Center's growth and development over the next four years. It includes a plan to raise non-capital gifts and grants, set up the *Spectra Democracy Fund,* and implement a fundraising campaign, starting in the Fall of 2016, with the goal of raising $1 million by the end of 2017, CSD's 15th anniversary year.

1. Executive Summary

The *Center for the Study of Democracy* ("CSD" or "the Center") was founded in 2002 as a joint initiative of *St. Mary's College of Maryland* (SMCM or the "College") and its partner institution, *Historic St. Mary's City*, the site of Maryland's first capital. SMCM enjoys a unique status in higher education as Maryland's public honors college. The College is consistently ranked as one of the top public liberal arts colleges in the nation by *U.S. News & World Report*, *Kiplinger's* and *The Princeton Review*. HSMC, on the other hand, is an interpretive museum of history and archeology that was formed in 1965 to preserve a former colonial town. It welcomes more than 63,000 tourists every year to learn about the birthplace of religious freedom in America.

Partnership with SMCM, now celebrating its 175th anniversary, and HSMC makes the CSD unique among similar centers in the United States and around the world. Because of it, the CSD has access to exceptional resources to study early forms of democratic governance in America. CSD's location, only 70 miles from the Washington DC metropolitan area, also benefits the Center by providing it with a variety of opportunities to use the vast historical, political, diplomatic, and policy- and security-related resources available in the region. The close vicinity to the capital of the United States; the capital of Maryland, Annapolis; and the City of Baltimore, enables CSD to present meaningful and effective internships and learning experiences to visiting scholars, as well as SMCM students, faculty and staff.

The Center was created in 2002, at the time when many Americans were awakened to the world of political and religious extremism. Today, the country faces increasingly more demanding challenges. Some are external, including terrorism, military conflicts around the world, and other transnational threats, such as organized crime and cyber attacks. Others are domestic and include a nearly ever-present political gridlock among the lawmakers at a time when cooperation is needed to mitigate the effects of economic inequality, educational disparities and the rise of intolerance, crime and economic insecurity. At a more fundamental level, the United States and other liberal democratic nations are facing ideological threats to their values, principles and visions for the future by an increasing number of authoritarian and militant states. To manage these challenges in this globalized and hyperconnected age, we need citizens and leaders who are well educated in the history, theory and current practices of democratic governance, civil society organization, and international relations. CSD has a mission that seeks to contribute to meeting this challenge.

The Center aspires to become a regional and national hub for creative thinking, innovative action and stimulating dialogue on democracy, liberty and justice. It collaborates with academia, government, civil society and business communities to support research and organize activities that yield social, economic, political and cultural impacts that help people better their lives. It aims at empowering individuals to take an active part in building a world that is equitable, sustainable, and secure. Through work that ranges from conceptual studies, training, international academic exchange and educational events to technical assistance, CSD contributes to the body of knowledge available to guide citizens, public officials and future leaders in making informed decisions on matters that are important to local communities, the nation and the global society.

Since its founding, CSD has hosted more than 220 events inviting legendary media personalities, U.S. legislators, judges, policy specialists and high-ranking members of the

national defense community to talk on the campus. It has contributed to the academic excellence of the SMCM and broader civic dialogue by providing an array of programs for students, faculty, community members and alumni. CSD has also been active in linking St Mary's students to the international stage through speaker events and exchange opportunities. It has laid a solid foundation for future expansion.

The Center has financed its operations relying on external support from major donors, trusts and foundations. In 2008, CSD received $500,000 in matching funds from the National Endowment for the Humanities (NEH) for raising $1.5 million in pledges for its endowment. CSD currently has a $3.2 million endowment it uses to help fund its activities. The annual revenues from endowment payouts and private donations have sustained the level of operations over the past several years at the same level. But they are not enough to expand CSD's operations, hire new staff, and establish the Center as a nationally and internationally recognized hub of democracy studies.

To provide learning opportunities, internships and fellowships beyond the current levels, CSD will have to increase its fundraising activities. Philanthropic dollars and grant financing will be especially important in the future. CSD's key strategy for enhancing its fundraising includes approaching private donors and grant-making institutions and initiating a fundraising campaign in the Fall of 2016 with the goal of raising $1 million by the end of CSD's 15th anniversary year of 2017. In implementing its long-term financial plan, CSD will count on its Advisory Board, the network of former benefactors, new philanthropic donors, and a great number of supporters who find its mission not just important but vital for defending and improving democratic political systems in the 21st century.

2. Mission

The Center explores contemporary and historical issues associated with the ideas of democracy, liberty and justice in national and international contexts. It supports research that enhances our understanding of liberal democracy and its critics. CSD facilitates activities that strengthen democracy and the rule of law; enhance security and individual freedoms; invigorate the civil society; encourage free enterprise; and increase economic, environmental, educational and cultural equity.

3. Vision

The Center aspires to become a regional and national hub for creative thinking, innovative action and stimulating dialogue that empowers individuals and communities near and far to build democratic polities and improve the lives of their people.

4. Core Values

The Core Values are guiding principles of the CSD that reflect the principles and values expressed in SMCM's code of conduct called *St. Mary's Way*. These guiding principles are inherent in all decision making at the CSD:

1. **Democratic principles and values:** CSD cherishes values associated with liberal democracy, with a special interest in the First Amendment freedoms of the U.S. Constitution concerning religion, expression, assembly, and the right to petition.

2. **International awareness:** CSD promotes understanding of global interconnectedness and the common responsibilities that follow.

3. **Diversity and inclusiveness:** CSD is committed to affirming all forms of diversity, combatting discrimination, and recognizing multiple perspectives.

4. **Pursuit of intellectual excellence:** the Center encourages free and rigorous inquiry and mutually respectful and civil discourse.

5. **Pursuit of knowledge**: CSD fosters the desire for continuous learning and self-improvement.

6. **Social responsibility:** the Center actively promotes collaborative and service-oriented community-mindedness and supports experiential learning.

5. Where We Have Been

In the past 12 years, CSD has contributed to SMCM's students and faculty and the Southern Maryland community by providing an array of programs that have enriched their lives and inspired them to take an active role in local and regional politics. This has been accomplished by generating programmatic and financial opportunities that have directly benefited students, faculty and alumni, and by extension the wider community.

Since its creation, CSD has supported its goals with modest expenditures, generating over $4,000,000 in all forms of funding. Over its lifespan, the Center has been awarded six external grants totaling almost $1,000,000. In addition to this, the Center raised external funds almost every year to assist with its operations. These funds include approximately $500,000 from private individuals, corporations or non-governmental organizations in addition to the endowed funding it has received.

CSD's programs have had a broad and sustained influence across different disciplines and programs at SMCM over the last ten years. Lecturers and speakers hosted by the CSD have inspired our students and brought new ideas, issues and policy controversies to our community for reflection and discussion. CSD's bi-annual *Bradlee Distinguished Lecture in Journalism* is a case in point. Past speakers include television journalists such as Tom Brokaw and Gwen Ifil, and print journalists such as Carl Bernstein, Bob Woodward, Robin Wright, Neil Irwin and David Ignatius. The CSD has also hosted senior government officials. The former Director of National Intelligence, Mike McConnell, spoke at CSD and the event was covered by C-SPAN; the former director of the Central Intelligence Agency, James Woosley discussed international policy issues. Policy specialists often visit the Center.

Bruce Reidel, senior advisor to three U.S. presidents and Jane Harmon, former representative and President of the Woodrow Wilson International Center for Scholars are two recent examples of high-ranking policy specialists. CSD also regularly hosts U.S. legislators, state and local political candidates and it has worked closely with the last four governors of Maryland. In 2013, the Center hosted former Lt. Governor Michael Steel with his MSNBC colleague Steve McMahon. Both individuals now serve on our Advisory Board.

In the past 12 years, CSD has hosted or sponsored over 220 events on campus. These include co-sponsored events with over a dozen different student organizations on campus and over 20 academic units. Its events have been rich in substance and reach: they have included lectures and policy discussions; film screenings with professors and filmmakers; three year-long international film series and over a dozen academic and policy conferences. The Center has also sponsored talks by professional artists and provided awards to student artists. It has assembled over 130 experts to participate in different conferences on politics, technology and U.S. defense. Almost every major department on campus has co-sponsored events with the Center, ranging from Art and Art History to Biology and Physics.

CSD's support for student involvement and educational growth is crucial to its mission to build a better understanding of democracy, liberty and justice in the United States. The Center's faculty Advisory Board members wrote the proposal for the Democracy Studies minor, and the Center has hosted visiting scholars who have worked directly in the classroom. For several years, the Center was able to support competitive faculty proposals across the campus to enhance the democracy studies curriculum. These accomplishments illustrate how the Center has contributed to new educational opportunities at SMCM.

The CSD has not merely focused on domestic understandings of democracy. From the very start in 2002, it has linked students to explore democracy and government elsewhere in the world. Beginning with the Russian Leadership Program in 2002, CSD's long-term contribution to the education of St. Mary's students is arguably greatest in the area of promoting international understandings of democracy. The CSD has also sponsored 21 International Mellon Scholars who have traveled to countries such as Gambia, Thailand, Brazil, and Senegal. For three years the Center had a yearlong focus on the many forms that democracy takes in different areas of the world, including Latin America, Eastern Europe and Asia. This allowed the Center to help globalize our campus and expose our students to new ideas and opportunities abroad.

The importance of bringing government closer to students and empowering students as active participants in democracy has always been a crucial part of CSD's mission. Supporting summer interns is one way to allow students to better access government and experience the nuts and bolts of politics directly. The Center has awarded over 20 William Donald Schaefer Internships, representing over $28,000 in scholarships. Students have held positions in the Estate Tax Unit of the Revenue Administration Division and the UNESCO Center for Peace; they have shadowed officials like Representative Steny Hoyer and worked with former St. Mary's County Judge Kaminetz, the Republican National Campaign Committee and the Deputy Press Secretary of the Maryland Comptroller's Office.

CSD also encourages political engagement through volunteerism in the political process. The Center has informal links to both major political parties and regularly recommends students for political internships on both sides of the political aisle. It has supported and helped established *St. Mary's Votes!*, a nonpartisan student club aimed at registering

students and educating them on the importance of participation in the political process. In 2008 alone, *St. Mary's Votes!* collected 134 new voter applications and over 350 absentee ballot requests. They assisted student voters from ten states and trained twenty-two students to register prospective voters on and off campus.
The Center has grown into its role as an independent analyst for national and state politics. Our annual events have included the Constitution Day celebration, *The Sterling Lecture on Law and Politics*, *The Benjamin Bradlee Distinguished Lecture Series on Journalism* and the annual Legislative Wrap Up. We also continue to reach out to community partners, including Partners for Peace, The Science Applications International Corporation (SAIC), the St. Mary's Rivershed Association, the Southern Maryland Chapter of the League of Women Voters and the National Association for the Advancement of Colored People (NAACP).

Over the years, CSD has developed a close cooperation with several organizations. It has collaborated with *The Patuxent Partnership* (TPP) for more than ten years, organizing joint events such as the annual *Patuxent Defense Forum* and annual *Patuxent Policy Group*. TPP is a non-profit member organization that works with government, industry, and academia on topics related to Science, Technology, Engineering and Mathematics (STEM) as well as international relations and homeland security.

CSD has an interest in the research accomplishments of the SMCM faculty and students, visiting scholars, policy experts, professionals and fellows. It has published *The Occasional Paper Series* that discusses various aspects of Maryland's democratic history, ranging from the 1600s to the present day. CSD has also published White Papers that summarize the proceedings of the annual *Patuxent Policy Group* expert meetings, summoned by CSD and TPP. In 2014, the CSD published a White Paper titled "National Security in Space, the Ultimate 'High Ground': Deterrent or Provocation? What are the Implications for the United States Naval Services?"

The Center will continue to use print medium to reach targeted audiences, but in the future, it will rely increasingly more on the Web as a publication platform to access audiences worldwide. The CSD plans to initiate a *DLJ Working Paper Series* as a Web-page publication meant to provide a vehicle for faculty, students, visiting fellows and scholars to disseminate their research. "DLS" stands for Democracy, Liberty and Justice.

The CSD Advisory Board of the CSD has been an important asset to the Center and the local community. The advisors have helped leverage resources, attract a wide range of external experts, and contribute to CSD programs. The Advisory Board has also provided access to new constituencies that have assisted the development of the Center and the college. It has proven itself to be a key driver of the Center by providing leadership, program assistance and resources.

6. Goals

The Center has identified eight core goals that will guide its future planning. The goals and associated strategies create a vision of what CSD will be by 2020 and beyond. The goals reflect aspirations of the Center as an active and vibrant hub of innovative and thought-provoking research and dialogue on matters relating to democracy, liberty and justice.

The overreaching goals of the CSD are:

1. Advance historical and contemporary knowledge and understanding of ideas and practices associated with democracy, liberty and justice.

2. Develop new programs and enhance existing programs.

3. Raise CSD's visibility and reputation as a center of research and the leading nonpartisan forum for civic education and dialogue in the United States.

4. Enhance CSD's international reputation as a hub of democracy studies.

5. Facilitate citizen involvement in politics and social life. Encourage students, staff, faculty and other stakeholders to contribute to the overall vitality of the local community.

6. Build and expand the use of communications and marketing tools and technologies to advance CSD's mission.

7. Form an enthusiastic, capable and innovative team to provide excellent services, programs and resources to CSD and its stakeholders.

8. Increase revenue through fundraising, consulting, grants and contracts.

7. Strategic Directions

In pursuit of its goals, CSD will use the strategies listed in this section.

Goal 1: Advance historical and contemporary knowledge and understanding of ideas of democracy, liberty and justice.

1. Advance research, support collaborative projects and generate discussion on contemporary and historical interpretations, issues and challenges associated with the theory and practice of democracy, liberty and justice.
2. Attract to SMCM researchers interested in studying the roots of democracy and the democratization processes in Colonial Maryland.
3. Develop educational opportunities that discuss the theoretical underpinnings of liberal democratic political systems and address diverse challenges faced by democracies around the world.
4. Provide a forum for presentations by SMCM faculty and students, government officials, journalists, scholars and interested individuals on subjects related to governance, justice, civil society, diversity, tolerance and globalization.
5. Upgrade the CSD Fellows Program to attract external short and long-term fellows.

Goal 2: Develop new programs and enhance existing programs.

1. Improve the design, content, and delivery of existing programs, incorporating relevant aspects of various disciplines, orientations and art forms.
2. Expand programming thematically and geographically, engaging external communities and underrepresented groups.
3. Design and implement short- and long-term summer seminars for domestic and foreign scholars and professionals in cooperation with the relevant SMCM offices.
4. Develop tailor-made civic education programs and create demand for them by promoting CSD services, including educational and organizational know-how and related resources.

Goal 3: Raise CSD's visibility and reputation as a center of research and the leading non-partisan forum for civic education and dialogue.

1. Serve as Maryland's leading producer of speaker events, seminars, conferences, civic education workshops, and public debates. Organize events at on- and off-campus locations. Cultivate CSD's public role as a center of political debate, research and advice.
2. Cooperate and collaborate with academia, government, civil society organizations and business communities. Build communication and research bridges for SMCM students, faculty and staff.
3. Provide professional development and learning opportunities for those actively engaged in politics, law and public service, including judges, legislators, journalists and foreign parliamentarians. Identify high profile professional educational needs and opportunities.
4. Expand CSD's domestic and international network of scholars, policymakers, politicians and business leaders.
5. Develop partnerships with public and private foundations, Higher Education Institutes, associations, and organizations to leverage resources and expand audiences.
6. Market events through promotional campaigns that include the use of modern communications technology, including social media, and a network of student and community volunteers.

Goal 4: Enhance CSD's international reputation as a hub of democracy studies.

1. Increase international competence and understanding among students and the community by integrating international and intercultural perspectives into CSD research, service, and activity portfolios.
2. Provide learning opportunities that transcend international boundaries through global networks that involve institutes of higher education, nongovernmental organizations, businesses and government entities.
3. Advance cultural and societal understanding by increasing the level of international activities.
4. Work with pertinent departments and programs to advance international partnerships and educational opportunities.
5. Achieve international visibility in research through supporting conference participation, publications and Fellows Programs.
6. Provide travel support to implement strategies for internationalization.

Goal 5: Facilitate citizen involvement in politics and social life. Encourage students, staff, faculty and other stakeholders to contribute to the overall vitality of the local community.

1. Encourage students and community members to actively participate in addressing political, social, cultural and economic issues. Support their participation in political processes.
2. Involve volunteers, such as student ambassadors, in organizing CSD events.
3. Provide opportunities for students to work in civil society organizations and businesses and at various levels of government through an increasing number of paid and unpaid internships.
4. Increase alumni engagement.

Goal 6: Build and expand the use of communications and marketing tools to advance CSD's mission.

1. Produce information that is relevant, coherent, and accessible to local, regional, national and international communities.
2. Expand outreach to local and regional media in cooperation with the SMCM Office of Marketing, Strategic Communications and Web Services when possible. Draft press kits, video news releases and public service that help CSD obtain free publicity for its events and services.
3. Develop an Internet strategy to expand the digital information and communication capacities of CSD. Create blogs that shed interesting perspectives on topical issues; update Web site on a weekly basis; facilitate interactions with various stakeholders; link community members and organizations to the Center; and use the CSD platforms to feature scholars and commentators from everywhere. Create video content for the Web by filming podcasts of selected events.
4. Use social media and other digital technologies to disseminate information and elicit comments.
5. Develop marketing plans for consulting and tailor-made programming.

Goal 7: Form an enthusiastic, capable and innovative team to provide excellent services, programs and resources to CSD and its stakeholders.

1. Create a cohesive and effective organization to support the planned growth of CSD by employing a full-time Operations Manager by 2016 and an Associate Director and Project Coordinator by January 2017.
2. Ensure that the CSD Advisory Board consists of individuals who are committed to engaging in fundraising, providing resources, attracting a wide range of external experts, and contributing to the development and expansion of CSD programs.
3. Create and distribute the Advisory Board Manual that defines roles, responsibilities and expectations for CSD Advisors.
4. Improve policies and procedures.
5. Maintain strong internal controls and financial integrity and accountability.
6. Set up a procedure for regular communication between the CSD and the College leadership.
7. Create committees to leverage resources for projects, programs and campaigns.
8. Involve students in CSD activities, including committee work, as paid and unpaid interns and volunteers.

Goal 8: Increase revenue through fundraising, consulting, grants and contracts.

1. Increase the overall grant revenue through submitting an increasing number of applications to various foundations. The target for FY 2016 is to raise $270,000 mainly in grants but also in donations from corporations and individuals to finance forums, round-tables, cultural events and scholarly presentations related to the annual theme of "Economic Inequality" (2016). Raise additional funding totaling approximately $150,000 by the end of 2017. This effort focuses on obtaining grant funding for implementing the FY 17 theme-year ("Tolerance") planned activities and it will take place outside the 2017 campaign that will be used for building the *Spectra Democracy Fund*.
2. In cooperation with the SMCM administration, including the Office of Institutional Advancement, initiate the campaign to commemorate CSD's 15-year anniversary with the target of raising $1,000,000 by the end of FY 2017. For this purpose, the *Spectra Democracy Fund* is set up to support the anniversary year activities that focus on the proposed theme of tolerance. The fund is expected to be composed of a substantial level of unrestricted contributions that will be used to replicate the FY2016 theme year activities, including a two-day international conference ("Hate and Intolerance"), round-table ("Justice and Intolerance"), and host of activities that express artistic forms of expression related to the theme. The funds will also be used to support CSD's operation that includes improving international outreach, creating new partnerships, and providing research scholarships and internships for students, faculty, and visiting scholars as well as officials, artists and opinion-makers.
3. Increase the overall revenue from technical assistance, contracts, training workshops and international seminars designed for external clients.

8. Recommended Initiatives for the Period from 2016 to 2020

The following recommendation stems from CSD's growth strategy which includes extending programming to the summer months and increasing its scope to include international markets. It also reflects CSD's goal to extend cooperation by including departments and programs that have been underrepresented in the past. The recommendation pertaining to the Fellows Program is not a new initiative but represents an effort to broaden its scope and length.

8.1. Economic Inequality Theme for 2016

In consultation with St Mary's College President, Tuajuanda Jordan, CSD has decided to initiate a yearly theme. The theme for the coming year is Economic Inequality. The Center has applied for funding from the NEH to support events it is organizing under the general theme of Economic Inequality in 2016. During the year, scholars, teachers, community leaders, government officials, policymakers, students and the general public will come together to discuss the related issues with the goal of exploring ways to mitigate the negative impact of economic inequality on the social, cultural and political fabric of the nation.

The NEH funding, if received, is intended to cover the cost of organizing the following

events: (1) *Public Forum: Economic Inequality and the Opportunity Gap* in Baltimore in March 2016; (2) *Justice & Inequality* - Round Table in October 2016; and (3) *Discussion Series* in 2016 that consists of lectures on the themes of inequality and the opportunity gap combined with artistic illustrations of the theme in film, music and arts. A *Music and Political Communication* series includes live performances. The film series includes movies and documentaries.

The total cost for organizing the events described above is $233,400. A grant application to the NEH for $111.500 was submitted in June 2016. Thus, CSD's in-kind contribution is expected to be $121,900. CSD will apply for additional grants for $70,500. President Jordan has offered some financial support. To support all theme-year activities and labor costs, CSD will approach corporations and individuals for donations for $44,000 each. The Advisory Board members will be asked to help the Executive Director identify additional donors.

CSD is also designing, teaching and administering a 2 credit political science course "*Challenges to Democracy: Is Liberal Democracy Losing Ground"* in the Spring of 2016. In this open course, students will explore ideas of major political and economic thinkers of the twentieth century, searching for answers to a mystery: why democratically elected governments enact policies that are responsible for rising economic inequality? Several guest speakers will take part in this seminar, and those sessions of the class will be open to the community.

8.2. Visiting Fellows Program

Speakers-in-Residence. CSD will augment the existing SMCM visiting scholar program. CSD will host between two and four short-term visiting fellows, *Speakers-in-Residence* (SIRs), starting with one or two in 2016. *Speakers-in-Residence* are U.S. and foreign scholars and professionals who will conduct research and write papers at SMCM, give one or more pubic addresses, and participate in workshops and seminars for a limited period of time in exchange for a stipend and room and board. SIRs may be in residence at SMCM for periods ranging from several days to several months.

The Fulbright-Scholar Series. CSD and SMCM jointly invite Fulbright scholars to visit the campus. The Fulbright Program has the *Outreach Lecturing Fund* that allows US institutions to invite Fulbright Visiting Scholars to give lectures, meet with faculty and students, and also meet with community organizations, professionals, and cultural and religious groups that have a special interest in international relations. The focus of the Fund is to engage with institutions that are underrepresented within the Fulbright Program, including small liberal arts colleges.

8.3. Summer Seminars

The 2017 Seminar for Maryland High-School Teachers. Center, SMCM, and HSMC will organize a weeklong seminar for senior high school teachers on how and what to teach their students about economic inequality. The goal of the seminar is to inspire teachers to think in terms of being agents in improving the lives of underserved populations through education. To help them do so, the seminar aims at giving teachers a better understanding of the history of economic inequality in Maryland. It will provide them tools to teach about the consequences of economic inequality locally, nationally, and internationally. The

tangible output of the course is a guide that makes recommendations on how to incorporate the theme of economic inequality in the curricula for senior high schools.

American Politics for Foreign Officials and Business Leaders. This two-week summer seminar is designed for non-U.S. civil servants, business leaders, and individuals interested in American politics and government. Its goal is to help foreign visitors understand the complexity of political developments in the United States. It discusses the history and evolution of American political processes and institutions and examines constitutional principles, functions and the presidency. It addresses current controversies in American politics, including immigration policies, US foreign policy, crime, economic inequality, and educational challenges. In addition to lectures and multimedia presentations, the seminar attendees will visit various sites in Washington DC, including memorials, Smithsonian museums, the U.S. Congress and the Supreme Court.

8.4. US-Chinese Environmental Seminar

CSD's mission covers environmental justice issues; that is, the fair distribution of environmental benefits and burdens among people. Environmental discrimination includes exposing minorities and poor people to environmental hazards, including polluted water, toxic landfills, air pollution and inefficient waste-management. Environmental discrimination happens because those most affected lack political power and other resources to demand equal environmental protection.

CSD will organized a week-long US-Chinese environmental summer seminar in cooperation with such potential partners as the SMCM Environmental Studies Program, the Chesapeake Bay Foundation, the University of Maryland Center for Environmental Science (UMCES) and its Chesapeake Biological Laboratory at Solomon's Island. At the US-Chinese Joint Seminar, scientists and industry representatives from both countries come together to learn from each other the latest research findings, technologies, and best practices that can be used to increase the availability of clean water and pollution-free soil and sediment.

China is chosen because it has large areas that are contaminated by the accumulation of heavy metals through emissions, disposal of metal waste, leaded gasoline, fertilizers, sewage sludge, spillage of petrochemicals and coal combustion residues. As the land has become increasingly scarce in China, the restoration of the contaminated areas for the use in agriculture, commerce, and real estate development has become one of the top environmental priorities of the government. In the event that an opportunity arises to address different country's environmental problems, CSD will be free to select a country other than China.

9. The Organization

Currently, the CSD team consists of the Executive Director and a part-time Operations Manager. It is recommended that the CSD transform the position of Operations Manager into a full-time position. It is further recommended that the CSD hire an Assistant Director and Project Coordinator in January 2017. The Advisory Board members are encouraged to assist the Executive Director in fundraising, serve on various committees and provide advice on programming and strategy as well as in network and partnership building and

management. Advisors are expected to be proactive and work in the best interest of the Center. The rights and responsibilities of the Advisory Board members are described in the *Advisory Board Manual*.

The Executive Director's tasks include: (1) event programming and management, (2) quarterly fundraising activities, (3) Advisory Board management, (4) grant development, (5) publications development and management, (6) facilitation of donor and community relations and (7) management of daily operations and staff members.
The Operations Manager reports to the Executive Director and is responsible for all aspects of the Center's operations, including managing the administrative functions of the Center, such as those that relate to projects, seminars, conferences, speaker events, and programs.

The Associate Director coordinates fundraising activities with the Executive Director and helps the Executive Director develop fundraising strategies with the Dean and Vice President for Advancement. The Associate Director will also work with the Executive Director and the SMCM Director of Research & Sponsored Programs on grant applications.

The Project Coordinator supports the CSD programs, policies, and research-related activities and events. The Project Coordinator provides overall activity coordination and administrative support for CSD scholars; provides research assistance and analytical program support; and participates in the dissemination, communication, and presentation of research findings.

The Center usually has one or two student interns during the school year. The number of students involved in the CSD activities is expected to rise. In 2016, students will participate in volunteer committees and organize the theme-year activities, including the Baltimore Forum.

10. Fundraising

During its 15 years of operational history, CSD has relied on external support from major donors, trusts and foundations to provide funding for its activities. To expand its operations, including sponsorships, grants and stipends, beyond the current levels, the Center will have to increase its fundraising activities. Philanthropic dollars and grant financing will be especially important in the future. CSD's key strategy for enhancing and managing a robust fundraising program involves implementing a fundraising campaign.

Background. The initial funding for CDS was provided by a gift of $250,000 from Terry Meyerhoff Rubenstein, a member of the CSD Advisory Board and a SMCM Trustee from 1996 to 2007. In 2004, CSD secured a prestigious $500,000 *We the People* matching grant (of three to one) from NEH to support its development. This grant, along with other smaller donations, helped establish CSD's endowment and ensured its sustainability. After 2012, the most substantial donation came from J. Frank Raley, a member of the Maryland House of Delegates (1955–1959) and then a member of the Maryland Senate (1963–1966). He also served as a member of the College Board of Trustees. J. Frank Raley was a founding member of the Center and a member of its Advisory Board until his death in 2012. J. Frank Raley Fund's current endowment value is $1,043,371.

Current situation. CSD's past Directors have successfully used these initial resources to leverage additional individual donations, foundation grants, and corporate sponsorships that have grown the endowment to $3.2 million, with cash reserves of almost $400,000 as of March 2015. This financial stewardship has enabled the Center to largely meet its initial charge to be self-sustaining.

11. Assessment and Evaluation

CSD will establish protocols and procedures for evaluating programs and services. It will keep records of the number of people attending the events it organizes and develop satisfaction measures and follow-up surveys to determine effectiveness of the programs. The metrics that will be used also include a number of sponsored events, invited speakers and public engagement activities; value of sponsored research; a number of new donors; the value of grants from public entities and private foundations as well as individual donations; feedback form survey results; and the number of media hits.

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