

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

**OPEN SESSION
AGENDA**

May 15, 2026
9:00 a.m.

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

- I. Call to Order *John Bell '95*
- II. Approval of the Agenda *John Bell '95*
- III. Opening Remarks and Welcome *John Bell '95*
- IV. President's Report *President Phillips*
 - A. Strategic Planning Discussion
 - B. Action Item 2526-21: Approval of the 2026-2029 Strategic Plan
 - C. Communications and Marketing Update *Renea Morris*
- V. Academic Affairs Committee *Kim Kelley*
 - A. Action Item 2526-22: Approval of the 2026 Candidates for Graduation
 - B. Action Item 2526-23: Approval of the Public Health Undergraduate Major
 - C. Action Item 2526-24 Approval of the Proposed Research and Sponsored Program Policy
 - D. Action Item 2526-25: Approval of the Faculty and Staff Release for Sponsored Research Participation and the Indirect Cost Distribution Policy
 - E. Faculty Senate President Report *Todd Eberly*
- VI. Admission and Financial Aid Committee *Ray Wernecke*
 - A. Vice President for Enrollment Management Report *David Hautanen*
- VII. Athletics & Recreation Sub-Committee Update *Elizabeth Graves '95*
Donny Bryan '73
- VIII. Campus Life Committee *Nick Abrams '99*
 - A. Action Item 2526-26: Approval of the Cultural Diversity Report
 - B. Student Trustee Report *Summer LaRocco '26*

- IX. Institutional Advancement Committee *Judy Fillius '79*
A. Alumni Council President Report *Kate Fritz '04*
- X. Technology, Buildings, and Grounds Committee *Talib Horne '93*
A. Residence Hall Modernization and Caroline Hall
Summer Renovation Updates *Eileen Petula*
B. Historic St. Mary's City Report *Tim Heely*
- XI. Housing and Campus Planning Working Group *Judy Fillius '79*
- XII. Trustee Governance Committee *Kristen Greenaway*
A. Action Item 2526-27: Approval of the Board of Trustees Three-Year Meeting Schedule
B. Action Item 2526-28: Approval of the Board of Trustees Major Actions Calendar
- XIII. Finance, Investment, and Audit Committee *John Wobensmith '93*
A. Action Item 2526-29: Approval of the FY28-FY32 State Capital Budget Proposal
B. Action Item 2526-30: Approval of the Preliminary FY27 Current Operating Budget
C. Action Item 2526-31: Approval of Revisions to the Authority and
Responsibility Matrix
D. Action Item 2526-32: Approval of Revisions to the Conflict-of-Interest Policy
E. Action Item 2526-33: Approval of Revisions to the Secondary/Dual Employment
Policy
- XIV. ERP Working Group Update *Micheline Lopez-Estrada*
Eileen Petula
- XV. Shared Governance Report *Heidi Murdy-Michael*
- XVI. Government Affairs End of Session Report *Aaron Tomarchio '96*
- XVII. Dashboards
- XVIII. Motion to Adjourn the Open Session Meeting. *John Bell '95*
- XIX. Adjourn



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

ACTION ITEM 2526-21

APPROVAL OF STRATEGIC PLAN 2026-2029

RECOMMENDED ACTION

The President and the College's Strategic Planning Steering Committee recommend approval of the Strategic Plan for 2026-2029: *Excellence Reimagined: Honors at the Helm*, by the Board of Trustees as presented.

RATIONALE

This new strategic plan builds on the successes of *The Rising Tide*, leverages the experiences of the 2025 Middle States Reaffirmation process, and responds to the community's feedback shared during the President's 100-Day Listening Tour and other channels. The goals, objectives, and tactics presented in the 2026-2029 Strategic Plan are based on the College's mission, vision, and core values, which have been refined to embrace the opportunities and challenges of today with a focus of sustaining and improving the areas that campus community members have named as most important to them. The strategic plan was informed by extensive input and discussion from the Student Government Association, the Staff Senate, and the Faculty Senate.

Following approval by the Board of Trustees, the Strategic Planning Steering Committee will begin work on an implementation process.

Excellence Reimagined: Honors at the Helm

Strategic Plan 2026-2029

St. Mary's College of Maryland

May 5, 2026

Introduction

As Maryland's designated public honors college, St. Mary's College of Maryland holds a distinctive place in higher education as the National Public Honors College. Ranked No. 5 among public liberal arts colleges by U.S. News & World Report, behind only the four U.S. military academies, it is the highest-ranked civilian public liberal arts college in the country. As the first stand-alone public honors college in the United States, it has long defined a model that combines the rigor and intimacy of a liberal arts education with the access and mission of a public institution. Located on the site of Maryland's first capital, the beautiful historic campus on the banks of St. Mary's River inspires our work, our play and our commitment to the environment.

This strategic plan, *Excellence Reimagined: Honors at the Helm*, reflects a pivotal moment for the College. As President Rhonda Phillips noted during her Inaugural Address, "the strength of this institution is rooted in our people and in their shared commitment to our mission." With new leadership and a rapidly evolving higher education landscape – shaped by demographic shifts, technological advancement, and broader social and political forces – St. Mary's must position itself with clarity, intention, and purpose. As we reimagine excellence, we will respond to these evolving conditions while continuing to deliver a student-centered experience that prepares graduates to think critically, adapt to complexity, and contribute meaningfully in a changing world. These dynamics present both challenges and opportunities and underscore the need for a strategic approach that is focused, flexible, and forward-looking.

Excellence Reimagined builds on the strong foundation established through *The Rising Tide* and is grounded in insights gained from the 2025 Middle States Reaffirmation process, President Phillips' 100-Day Listening Tour, and broader campus feedback. Together, these inputs define a clear and actionable path for continued growth in ways that strengthen the student experience and the College's overall impact.

This plan sustains and strengthens what the College does best while simultaneously advancing a more intentional approach to growth, visibility, and cohesion across the institution. It reflects a shared commitment to academic excellence, student success, and a distinct identity, grounded in the College's mission and aligned with its vision. The priorities outlined in this plan are designed to guide our work in the coming years, ensuring that St. Mary's continues to serve as the college of choice for talented and intellectually ambitious students, faculty, and staff.

Mission

St. Mary's College of Maryland is Maryland's honors college, a selective, public liberal arts college—a vibrant community of scholars and learners. We foster a rigorous and innovative curriculum; experiential learning; scholarship and creativity; close mentoring relationships; and a community dedicated to honesty, civility, and integrity. We are committed to diversity, access, and affordability. Our students, faculty and staff serve local, national, and global communities and cultivate and promote social responsibility.

Vision

St. Mary's College of Maryland will increasingly serve as the liberal arts **college of choice** for intellectually ambitious students, faculty, and staff from diverse backgrounds, attracted by a rigorous, innovative, and distinctive **curriculum** that integrates theory and practice; a talented, professionally engaged, and student-centered **faculty and staff**; and a strong **infrastructure**. Students will be part of a collaborative learning **community** that embraces intellectual curiosity and innovation, the power of diversity, and the College's unique environment. Our graduates will thrive as responsible and thoughtful global citizens and **leaders**.

Note: The bolded words and phrases above represent six broad aspects of the Vision that are specifically integrated into *Excellence Reimagined*, through the Priority Areas and first-year strategic initiatives. The graphic below is repeated in each Priority Area to clarify how each area is designed to assist in advancing toward the Vision.

college of choice	curriculum	faculty and staff	infrastructure	student community	graduates as leaders
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The Destination: Key Performance Indicators (KPIs)

These are the ways in which we will measure success at the end of the three-year period. They are broad but operationalized targets that represent progress toward the Vision, each supported by multiple goals and initiatives contained within the Priority Areas.

- Undergraduate student enrollment reaches 1,800 by Fall 2029
- First-to-second year student retention rate reaches 88% by Fall 2029
- Year-to-year student retention gaps between majority and underrepresented minority groups are reduced by at least half by Fall 2029
- Student satisfaction ratings show improvement from 2026 to 2029
- Faculty and staff satisfaction ratings show improvement from 2026/2027 to 2029
- Faculty and staff recruitment and retention rates show improvement from 2026 to 2029
- Faculty and staff compensation gaps with market are narrowed

Design

To steer us toward our goal, strategic initiatives are organized into five **Priority Areas**. Each of the Priority Areas outlines operationalized strategies to make progress toward the Vision, and is described in more detail below.

Priority Areas

1. Identity and Communications
2. Infrastructure and Technology
3. Enrollment Growth and Student Experience
4. Community and Culture
5. Resources and Institutional Capacity

This strategic plan also serves as a guiding document for SMCM units, departments, and offices in crafting their own strategic visions. For example, the existing Integrated Retention Strategic Plan, *Lifting All Boats*, shares many goals and priorities with *Excellence Reimagined*, particularly the strong focus on strengthening student retention and success.

Timeline and Priority Areas

This strategic plan implements a "rolling" three-year framework, a departure from previous planning cycles. Rather than fixed, three-year objectives, the primary goals (left column) in each Priority Area are subject to annual refinement and carry-forward. The initial year in each three-year period is detailed as a one-year action plan comprising specific initiatives (middle column) and metrics (right column) to work toward the primary goals. This structure facilitates continuous monitoring and mid-cycle adjustments each spring, keeping the plan fresh and relevant and providing frequent and meaningful opportunities for campus input.

Each spring, the plan will be actively reviewed to ensure that the three-year goals and one-year initiatives remain relevant and achievable. A detailed plan including when and how assessment and revisions take place will be developed during Summer 2026.

A funding strategy to support the Year 1 initiatives will also be established during Summer 2026.

1. Identity and Communications

Goals:

- 1.1 Expand marketing and exposure
- 1.2 Elevate reputation
- 1.3 Embrace our identity and brand
- 1.4 Improve internal and external communications

Rationale: SMCM’s identity and reputation are essential to our ability to attract and retain excellent students, staff, and faculty in an increasingly competitive higher education environment. While SMCM has long been known as a “hidden gem,” this positioning limits broader awareness and does not fully reflect the strength of our academic experience or our distinction as The National Public Honors College and the 5th ranked public liberal arts college in the U.S. At the same time, there is inconsistent understanding (among prospective students and parents, in particular) of what it means to be The National Public Honors College. Regarding communications, faculty and staff have expressed a desire for improved communication practices, both internally and externally, through multiple feedback channels.

Advancing Toward Vision: Taking a more intentional and coordinated approach to communications, marketing, and brand alignment will explicitly support SMCM’s journey toward becoming the college of choice; maintaining a professional engaged faculty and staff (via communication improvement); and facilitating student global citizenry and leadership (via national honor society membership).

college of choice	curriculum	faculty and staff	infra-structure	student community	graduates as leaders
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Three-Year Goal	Year 1 (2026-27) Initiatives	Year 1 Metrics
1.1 Expand marketing and exposure	Leverage institutional milestones to execute a coordinated media strategy to increase visibility among key audiences.	<p>Obtain 1-2 national higher education media placements.</p> <p>Obtain 2-3 regional/local placements.</p> <p>Increase website traffic relative to baseline.</p> <p>Grow social media engagement relative to baseline.</p>
	Develop and implement a strategic, integrated marketing plan aligned with enrollment goals, including clearly defined target audiences, messaging, and channel priorities.	Develop, implement, and evaluate plan.
1.2 Elevate reputation	Actively shape external perception through targeted media engagement, thought leadership, and strategic positioning.	<p>Secure at least two national editorial engagements.</p> <p>Complete strategic positioning plan.</p>
	Develop a plan to improve institutional visibility across external rankings and benchmarks.	Develop roadmap to address U.S. News rankings.
	*Pursue Carnegie designation(s) as Community-Engaged Campus and/or Classification for Sustainability .	<p>Form steering committee(s).</p> <p>Develop application plan(s).</p>
	*Establish a Distinguished visiting scholar program.	Design and launch Scholar Program.
	Establish/revive SMCM chapters of three national honor societies (ODK, Sigma Xi, PKP).	Develop a specific plan, timeline, and leadership/funding strategy for each honor society.

Three-Year Goal	Year 1 (2026-27) Initiatives	Year 1 Metrics
1.3 Embrace our identity and brand	Define and operationalize the College's identity as the National Public Honors College through a clear and consistent messaging framework applied across all institutional communications.	Develop and implement Institutional messaging framework. Integrate messaging across key platforms and materials. Integrate identity and messaging into existing courses and student programming. Show improved clarity and consistency over baseline.
1.4 Improve internal and external communications	Conduct a communications audit (internal and external) to identify gaps and opportunities, and implement a more streamlined and effective communications approach across the institution.	Complete communications audit; develop and prioritize recommendations. Launch at least one enhanced internal communications channel.
	**Expand usage and impact of digital displays on campus.	Add at least 8 more screens and establish centralized control of displays.

* Carried forward from *The Rising Tide*.

** Also part of the existing Integrated Retention Strategic Plan, *Lifting All Boats*.

2. Infrastructure and Technology

Goals:

- 2.1 Modernize and expand student housing
- 2.2 Enhance student facing spaces
- 2.3 Update and modernize campus data systems
- 2.4 Ensure a cycle of continuous improvement of campus facilities

Rationale: Modern, state-of-the-art infrastructure that keeps pace with enrollment growth is necessary to maintain SMCM's excellent academic experience, and to provide an adequate, safe, and fulfilling work environment. This area addresses several concerns raised by students and employees alike about facilities and technology needs. In particular, upgrades to residence halls, recreational and wellness spaces, and academic buildings have been noted as areas of critical need by both current and prospective students. Faculty, staff, and students are all eager

to modernize and streamline our data systems to better support strategic planning and daily operations.

Advancing Toward Vision: Improvements in infrastructure and technology are essential to multiple aspects of the SMCM Vision. In addition to the obvious link to infrastructure, these initiatives will elevate our brand, increase the attractiveness of SMCM as the college of choice, and contribute to the development of an innovative learning community.

college of choice	curriculum	faculty and staff	infra-structure	student community	graduates as leaders
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Three-Year Goal	Year 1 (2026-27) Initiatives	Year 1 Metrics
2.1 Modernize and expand student housing	Plan and implement modernization of Caroline Hall.	Complete Initial modernization of Caroline by Fall 2026.
	Plan and begin to implement modernization of Dorchester Hall.	Establish plans for Dorchester and be ready to implement in Summer 2027.
	Increase College debt capacity to support facility modernization and additional student housing.	Increase debt capacity from \$60 million to ~\$100 million (approved by legislature).
	Develop long-term strategy to modernize and expand remaining student residences, to include accessibility and environmental sustainability elements beyond required minimums.	Establish residences plan. Include collaboration/input from student affinity groups, OAS, other groups in plan development.
2.2 Enhance student facing spaces (student services, recreational, wellness)	*Begin efforts to establish a Student Success Center (“one-stop shop” for student-facing offices).	Complete feasibility study and develop plan to relocate select offices.
	Develop and enhance recreational student spaces throughout campus, including club meeting and event spaces.	Complete commuter lounge renovation. Obtain Board of Trustees approval for FY28 Plant Fund Projects to include residence hall lounges.

	Enhance dining options in locations beyond the Campus Center.	Expand food options in at least two locations.
2.3 Update and modernize campus data systems	Finalize plans to modernize data systems (including Enterprise Resource Planning transition) by implementing an integrated institution-wide data system to guide and streamline planning and operations. Develop a data governance and management plan that provides the framework to support informed decision making.	Obtain Board of Trustees approval for transition plan. Complete HR/Finance testing and preparations to go live. Establish training plan for community users. Research and develop data governance and management plan alongside ERP transition.
	Explore and incorporate initial AI technology into campus operations, being mindful of sustainability impact.	Establish principles of AI governance for faculty, staff, and students. Pilot 1-2 AI-supported operational initiatives and provide staff training.
2.4 Ensure a cycle of continuous improvement of campus facilities	Create 2027-2037 Campus Master Plan.	Embed accessibility and environmental sustainability elements in the plan. Submit Master Plan to state.
	Conduct systematic evaluation of ancillary campus facilities in need of critical upgrades.	Develop a priority list of critical upgrades and establish improvement plans. Review campus parking and user needs to identify potential improvements.
	Strategically pursue and execute state-sponsored (capital) projects with consideration to best practices in environmental sustainability.	Develop plan for Schaefer Hall Renovation project. Complete the Landers Library Renovation project. Complete the St. Mary's Hall Renovation project.

		<p>Complete design and relocation plan for Montgomery Hall renovation.</p> <p>Pursue LEED certifications and energy-use reductions wherever possible.</p>
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* Carried forward from *The Rising Tide*.

3. Enrollment Growth and Student Experience

Goals:

- 3.1 Implement a modern, fully integrated recruitment strategy to drive sustainable enrollment growth
- 3.2 Invigorate first-to-second-year student retention initiatives
- 3.3 Foster a transformational educational experience
- 3.4 Align resources to support increased enrollment
- 3.5 Enhance efforts in athletics, recreation (club sports and spirit groups), music, and other affinity based cohorts in support of student success, engagement and enrollment strength

Rationale: The institution-wide goal of enrollment growth is both a moral and financial imperative for the institution's long term health and fulfillment of its mission, but that growth must be intentional and sustainable. While faculty and staff recognize the need for growth, there are also legitimate concerns about increased workload; similarly, students are strongly invested in the quality and availability of curricular and co-curricular experiences. Finally, continued efforts are needed to align SMCM's student demographic profile more closely with that of the state of Maryland.

Advancing Toward Vision: Strengthening recruitment and retention strategies, enhancing our academic and co-curricular programs and experiences, aligning institutional resources, and continuing our ongoing commitment to assessment and continuous improvement will facilitate progress toward all elements of the Vision.

college of choice	curriculum	faculty and staff	infra-structure	student community	graduates as leaders
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Three-Year Goal	Year 1 (2026-27) Initiatives	Year 1 Metrics
<p>3.1 Implement a modern, fully integrated recruitment strategy to drive sustainable enrollment growth</p>	<p>Implement the new student recruitment strategy in partnership with 3 Enrollment Marketing (3E).</p>	<p>Implement strategy and meet key performance indicators for Fall 2027.</p>
	<p>Enhance academic department engagement in recruitment efforts.</p>	<p>Identify and launch 3 academic department specific strategies. 85% of academic departments participate in the admitted student outreach campaign.</p>
	<p>Expand involvement of trustees, faculty, staff, students and alumni in recruitment.</p>	<p>Ideas are sourced and operational processes are in place.</p>
	<p>Establish and launch Pre-College Summer Programs.</p>	<p>Pilot at least 1 overnight summer program that is at least revenue neutral.</p>
<p>3.2 Invigorate first-to-second-year student retention initiatives</p>	<p>Partner with an external company to develop an enhanced retention plan to supplement the Integrated Retention Strategic Plan (IRSP) and begin implementing recommendations.</p>	<p>Convene steering committee. Complete development of predictive retention model, and launch implementation with the top 1-3 priorities in place.</p>
<p>3.3 Foster a transformational educational experience</p>	<p>Assess the effectiveness and impact of the LEAD Curriculum.</p>	<p>Complete assessment, and produce and communicate a report with recommendations.</p>
	<p>Broaden and add greater intentionality to Honors College Promise (HCP) participation throughout the student experience and curriculum. <i>NB: HCP experiences are a subset of high-impact practices, comprising study abroad, internships, or mentored research/creative work.</i></p>	<p>Increase the number of graduates participating in at least 2 of 3 possible HCP opportunities by x % above baseline. Develop and distribute Academic and Career Program Maps. Increase participation in international experiences among students in scholar-leader cohorts by x% above baseline.</p>

	*Implement and support new academic programs.	Design MACCP curriculum, hire faculty, recruit students, and establish plan for FA27 start. Obtain Board of Trustees approval for Public Health major, add to catalog, and establish plan for FA27.
3.4 Align resources to support increased enrollment	Develop plans for administrative and academic staffing to support increased enrollment.	Develop plans grounded in industry standards for each administrative unit. Develop a 3-year staffing plan.
	Develop plans for faculty lines to support increased enrollment.	Establish robust curricular forecasting model for departments. Develop a 3-year faculty staffing plan.
	Streamline course planning and improve course availability.	Reduce reliance on the waitlist process (<i>exact metric TBD</i>).
3.5 Enhance efforts in athletics, recreation (club sports and spirit groups), music, and other affinity based cohorts in support of student success, engagement and enrollment strength	Develop an Athletics and Recreation Strategic Plan to support increased enrollment and participation.	Develop and obtain approval for a 3-year plan. Accomplish Year 1 objectives.
	Develop and implement music ensemble interest and participation enrollment targets.	Develop and obtain approval for a 3-year plan. Accomplish Year 1 objectives. Formally launch the Pep Band.

* Carried forward from *The Rising Tide*.

4. Community and Culture

Goals:

- 4.1 Build a better workplace to attract and retain faculty and staff
- 4.2 Promote academic and professional excellence to embody the honors college experience
- 4.3 Build on and expand the strong St. Mary's community internally and externally
- 4.4 Pursue greater equity and an improved sense of belonging for all campus members
- 4.5 Cultivate a campus environment that promotes and sustains wellness and well-being

Rationale: Building and maintaining a cohesive and equitable campus community is the overarching objective of this area, responding to internal feedback identifying challenges in students' perceptions of belonging, faculty/staff retention, onboarding, compensation, communication, and overall workplace satisfaction. Additionally, goals in this area seek to promote academic and professional excellence in accordance with SMCM's mission, and pursue greater equity and a stronger sense of belonging for all members of the community, as recommended by internal climate studies and reports.

Advancing Toward Vision: Elevating the workplace experience, increasing leadership opportunities for students and staff, leveraging the strength of the SMCM community, and strengthening equity and wellness initiatives will catalyze substantial movement toward the Vision across all components.

college of choice	curriculum	faculty and staff	infra-structure	student community	graduates as leaders
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Three-Year Goal	Year 1 (2026-27) Initiatives	Year 1 Metrics
4.1 Build a better workplace to attract and retain faculty and staff	Identify and begin to resolve staffing needs.	Establish priorities for hiring. Fill x% of vacancies.
	**Establish standardized onboarding and exit processes.	Establish processes and make available online.
	Review academic divisional structure.	Complete external review of structure.
	Foster comprehensive and transparent access to campus policies for faculty and staff.	Create accessible online Policy Library with plan to maintain.
	Propose and evaluate solutions for Faculty and Staff housing affordability and accessibility.	Establish plan to address housing issues.

4.2 Promote academic and professional excellence to embody the honors college experience	Review the St. Mary's Way to ensure its relevance to all members of the campus community and their daily work.	Review where and how St. Mary's Way is currently used.
	*Implement new opportunities for student leadership and professional development.	Review Navigator Leadership Program pilot and make adjustments. Develop at least one new micro-credential or certification program.
	*Increase support for staff professional development, career ladder development and achievement recognition.	Hold at least one internal professional/career ladder development workshop. Develop plan for Staff Professional Training and Development program - to include on-campus courses, skills development, professional conferences, etc. plus resources for such. Increase number of staff Community Impact Awards by 50%.
	Establish principles of AI governance for faculty, staff, and students.	Establish principles and discuss with campus community.
	Develop new opportunities for high-impact practices (HIPs; e.g., experiential learning, research-based courses, skill development, external internships).	Establish process and circulate call for new HIPs to faculty and staff.
	4.3 Build on and expand the strong St. Mary's community internally and externally	Increase faculty/staff/student collaboration and communication.
**Establish an annual Essential Question program.		Implement first Essential Question program. Establish process for determining annual Essential Question.

	**Increase place-based and community-engaged learning opportunities for students, staff, and faculty.	Incorporate place-based learning into new student orientation, and LEAD 111 and 112 curriculum. Develop two new community-engaged learning courses.
	Promote and implement strong, transparent principles of shared governance.	Act on recommendations from Board of Trustees' Shared Governance working group. Survey stakeholder groups' satisfaction with shared governance.
	Continue to build strong relationships with external partners.	Establish/formalize partnerships with three (new or existing) external partners.
4.4 Pursue greater equity and an improved sense of belonging for all campus members	Develop plans to support all students, faculty and staff in building professional and interpersonal connections.	Establish Community, Culture & Cohesion committees in each academic department.
	Assess and respond to faculty and staff sense of belonging and campus climate.	Administer campus climate survey and complete preliminary analysis.
4.5 Cultivate a campus environment that promotes and sustains wellness and well-being	Continue and regularize recommendations/actions from the JED Campus Initiative and other actions to support student and community well-being.	Establish committee and develop an internal plan to continue JED recommendations.
	Develop/expand indoor and outdoor spaces for student recreational and wellness activities.	Survey student needs. Plan and/or install at least two new spaces.

* Carried forward from *The Rising Tide*.

** Also part of the existing Integrated Retention Strategic Plan, *Lifting All Boats*.

5. Resources and Institutional Capacity

Goals:

- 5.1 Increase and sustain private giving
- 5.2 Expand infrastructure to support increased grants, contracts, and/or awards
- 5.3 Enhance athletic fundraising support
- 5.4 Design and implement fundraising campaigns
- 5.5 Increase earned revenue

Rationale: Diversification and growth of revenue to support College operations is necessary to flexibly plan, manage resources effectively, and sustain our mission for years to come. Philanthropic support expands access to highly desired hands-on research and campus initiatives for faculty, staff, and students, while also elevating the Athletics program through enhanced resources for recruitment, retention, and the overall student-athlete experience. At the same time, these goals enable both targeted, near-term projects and larger capital and programmatic investments that move the College forward.

Advancing Toward Mission: The revenue and finance strategy for 2026-27 is designed to strengthen the College’s financial sustainability while deepening engagement with alumni and supporters. These efforts will support becoming the college of choice, the recruitment and retention of a talented faculty and staff, and a strong campus infrastructure.

college of choice	curriculum	faculty and staff	infra-structure	student community	graduates as leaders
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Three-Year Goal	Year 1 (2026-27) Initiatives	Year 1 Metrics
5.1 Increase and sustain private giving	Increase private, individual philanthropic gifts.	Increase dollar amount of gifts by 20% over FY26 levels.
	Identify long-term strategy to increase endowment to \$100 million.	Design strategy and obtain Foundation Board approval.
5.2 Expand infrastructure to support increased grants, contracts, and/or awards	Analyze existing grants/contracts portfolio and infrastructure and identify potential areas for improved processes and/or expansion.	Complete analysis with three specific pathways/goals to support future scholarly and creative work from faculty, staff and students.

	Support high-impact scholarly work from faculty, staff, and students.	Implement indirect cost share policy. Establish sustainable funding source to support student travel to conferences.
5.3 Enhance athletic fundraising support	Establish Athletics Seahawk club.	Establish Seahawk Club (alumni, parents, family and friends of the athletic program).
5.4 Design and implement fundraising campaigns	Design and implement a sustainable Annual Giving strategy.	Establish annual giving strategy infrastructure, to include Giving Tuesday. Meet annual fundraising target of \$3M.
	Prepare to launch a major comprehensive or capital campaign.	Complete feasibility study.
5.5 Increase earned revenue	Identify and invest in campus spaces that can generate earned revenue.	TBD
	Identify and implement programming (including summer) to generate earned revenue.	TBD

Strategic Planning Team Members, Spring 2026

- Anne Marie Brady (chair), AVP of Institutional Research and Planning
- Danny Biller '27, neuroscience and psychology major
- Tristan Cai, Associate Professor of Art
- Rich Edgar, Development Officer
- Crystal Gibson, Director of Athletics and Recreation
- Matt Fehrs, Professor of Political Science
- Caroline King, Director of Career Development and Community Engagement
- Randy Larsen, Associate Dean of Faculty
- Rob Maddox, Director of Admission
- Lorena Torres Martinez, Assistant Professor of Biology
- David Turner, Public Safety Officer
- Derek Young, Dean of Students

COMMUNICATIONS & MARKETING: FROM MOMENT TO MOMENTUM

FEBRUARY – AUGUST 2026

PHASE 1 EMBED & ALIGN Feb-Early April

- Embedded in presidential inauguration and strategic planning process
- Assessed function and shaped early direction
- Aligned messaging and branding approach

PHASE 2 ELEVATE Inauguration Week

- Led a coordinated communications strategy across all channels
- Partnered with President and Board Chair on messaging and execution
- Positioned the College as the National Public Honors College

PHASE 3 ADVANCE Late April-May

- Extended visibility and engagement beyond inauguration
- Initiated FY27 strategy and supporting research
- Established operating direction and workflow foundation
- Began presidential visibility and external engagement

PHASE 4 DEFINE & LAUNCH June-August

- Strategy finalized and aligned
- Structure and operating model established
- Institutional positioning activated

ST MARY'S

COLLEGE of MARYLAND

The National Public Honors College

**BOARD OF TRUSTEES
ACADEMIC AFFAIRS
MAY 1, 2026**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Faculty Senate Report
 - B. Provost Report
 - C. Provost Advisory Group on Artificial Intelligence (AI)
 - D. Academic Affairs Meeting Calendar with Program Snapshots
- III. ACTION ITEM**
 - A. Approval of the 2026 Candidates for Graduation
 - B. Proposed Research and Sponsored Program Policy
- IV. INFORMATION ITEM**
 - A. Minutes of the February 16, 2026 Board Meeting
 - B. Release Policy & IDC Distribution Policy
 - C. AI Workgroup Briefing for the Faculty

The Committee expects to close a portion of this meeting.

**ACADEMIC AFFAIRS COMMITTEE
EXECUTIVE SUMMARY
MAY 1, 2026**

Executive Summary: Academic Affairs Committee Meeting

St. Mary's College of Maryland Date: May 5, 2026

Overview

The Academic Affairs Committee met to approve the graduates for the 2026 commencement, approve two institutional policies, and move forward with a new program proposal in public health. The meeting included an acknowledgment of the transition in leadership within the Faculty Senate President and establishing an academic calendar of committee meetings to facilitate attendance, and offer a dedicated meeting on the program snapshots.

Action Items & Approvals

The Committee approved the following items:

- **2026 Candidates for Graduation:** Official approval was granted for the 2026 graduating class. The Committee extended its gratitude to faculty and staff, with a mention of its appreciation for student trustee Summer LaRocco on the eve of her graduation from the college.
- **Public Health Undergraduate Major:** Following a review by the Faculty Senate and a discussion in closed session regarding the proposal, the Committee approved the new major for board consideration. It moves to the full Board for a vote at the May meeting.
- **Research and Sponsored Programs Policy:** The Committee approved the revised policy originally introduced in February. The policy came before the committee after a review by Mary Broadwater with edits designed to ensure it complied with Federal and State requirements.
- **AY 26/27 Meeting Calendar:** A new academic calendar was adopted, including a dedicated meeting in April to review program snapshots and discuss their implications for future planning. The advance meeting calendar is designed to make attendance at the meetings easier for faculty, staff, and St. Mary's administrators and aligns with the goal that board committees meet a month in advance of the full board meeting when possible.
- **Faculty Promotions:** In closed session, the Committee approved the promotion of five faculty members to the rank of Full Professor.
- **Meeting Minutes:** Approval of the Open and Closed session minutes from the February 16, 2026, meeting.

Discussion Highlights

Faculty Senate & Leadership Transitions

Dr. Todd Eberly provided his final report as Faculty Senate President. The Committee formally thanked Dr. Eberly for his three years of service and leadership as he prepares for his upcoming sabbatical. Dr. Eberly will be replaced by Dr. Latchney, Associate Professor of Neurobiology and the incoming Faculty Senate President.

Provost's Report & Strategic Initiatives

Provost Katie Gantz addressed several ongoing initiatives:

- **Integrated Retention Committee (IRC):** Leadership for the IRC has moved to the provost's office. The Committee requested future updates on the metrics that will be used to evaluate the success of the committee's initiatives.
- **Essential Questions Initiative:** The Committee stated its support for the new initiative and requested future updates on the specific metrics to measure the success of the program.
- **Artificial Intelligence (AI):** The Provost's Advisory Group on AI provided recommendations for managing generative AI at the College in a white paper shared with the committee. Discussion focused on the recommendations in the white paper and the next steps for the implementation process. The Committee thanked the provost for the update and asked that future updates on the implementation process be shared with the committee.

Information Items & Compliance

- **Financial Policies:** The Committee reviewed the Release Policy and the Indirect Cost (IDC) Distribution Policy. The policy was approved and forwarded to the full board for review at the May meeting.



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

ACTION ITEM 2526-22

RECOMMENDATION TO APPROVE THE 2026 CANDIDATES FOR GRADUATION

RECOMMENDED ACTION

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

RATIONALE

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



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

ACTION ITEM 2526-23

**RECOMMENDATION TO APPROVE THE
PUBLIC HEALTH UNDERGRADUATE MAJOR**

RECOMMENDED ACTION

The Academic Affairs Committee recommends that the Board of Trustees approve the St. Mary's College of Maryland Public Health Undergraduate Major.

RATIONALE

Public health employment opportunities are experiencing significant growth, with an expected 12-15% growth in public health occupations nationally by 2033, according to the Bureau of Labor Statistics. This demand is driven by an increasing awareness of public health challenges and a growing need for skilled professionals to address these challenges.

This proposed major directly addresses the increasing student demand for public health education. A significant number of accepted students did not attend the College because they chose institutions that offer Public Health programs

Offering a major in Public Health would position the College as an attractive option for students seeking a liberal arts education with a focused path toward a public health career.

This proposed Public Health major will build on the strengths of St. Mary's existing academic programs. The curriculum draws upon courses and faculty expertise from departments that include biology, sociology, psychology, and environmental studies, among others. This multidisciplinary approach will give students a well-rounded understanding of public health.

ST MARY'S
COLLEGE of MARYLAND

The National Public Honors College

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

ACTION ITEM 2526-24

**RECOMMENDATION TO APPROVE THE
PROPOSED RESEARCH AND SPONSORED PROGRAM POLICY**

RECOMMENDED ACTION

The Academic Affairs Committee recommends approval of the proposed Research and Sponsored Program Policy.

RATIONALE

The Academic Affairs Committee is responsible for supporting the research endeavors of the college's faculty while also ensuring regulatory compliance, providing financial stewardship, and mitigating risk for the college which includes ensuring that release time for research and sponsored program activities are transparent, fair, consistent and adhere to federal requirements for faculty, staff, and administrators.

The proposed Research and Sponsored Program Policy establishes a formalized framework for managing faculty and professional staff participation in externally funded projects. Acting on this policy is a critical step in ensuring there is an administrative infrastructure that supports a robust grant and sponsored program at the college which ensures institutional resources are used responsibly.



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

ACTION ITEM 2526-25

**APPROVAL OF THE FACULTY AND STAFF RELEASE FOR SPONSORED
RESEARCH PARTICIPATION AND THE INDIRECT COST DISTRIBUTION
POLICIES**

RECOMMENDED ACTION

The Academic Affairs Committee recommends the Board of Trustees approve the Faculty and Staff Release Participation Policy and the Indirect Cost Distribution Policy.

RATIONALE

Faculty and Staff Release for Sponsored Research Participation Policy

The Faculty and Staff Release for Sponsored Research Policy provides a framework for faculty and professional staff to obtain release from teaching or other contractual duties to engage in research and scholarly activities funded through grants, contracts, or other sponsored agreements. It ensures clarity around eligibility, procedural steps, and budgetary considerations related to release time, while maintaining compliance with relevant institutional, state, and federal policies and addresses how release time is calculated, approved, and recorded.

Faculty and professional staff are permitted to be released from a portion of their contracted duties to participate in externally funded research and sponsored programs. This policy establishes eligibility, procedures, and budgetary requirements for requesting and approving release time, ensuring compliance with institutional, state, and federal guidelines and applies to full-time tenured, tenure track and lecturer positions as well as professional staff including administrative faculty with academic or 12-month appointments.

Indirect Cost Policy

This Indirect Cost Policy provides a clear framework for the distribution and use of recovered Indirect Costs associated with externally sponsored programs at St. Mary's College of Maryland. Indirect Costs represent expenses that support research and sponsored activities but cannot be directly assigned to a specific project, such as administrative operations, facilities maintenance, and utilities. The policy ensures compliance with federal regulations, promotes transparency in the allocation of funds, and supports institutional infrastructure, academic programs, and senior personnel engaged in sponsored research.



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

**PRESIDENT OF THE FACULTY SENATE'S REPORT
April 13, 2026**

Introduction

This will be my final report to the Board as President of the Faculty Senate. The last three years have seen significant changes at the college. During the past three years we've undertaken a shared governance review, said goodbye to President Tuajuanda Jordan, engaged in a successful national search for a new college president that welcomed President Rhonda Phillips, made substantial updates to the Faculty Bylaws, approved several new majors and programs, and witnessed the culmination of one strategic plan and the formation of another. It seems that the only thing that we haven't done is stand still. In this report, I will provide findings from the latest Faculty Pulse Survey as they relate to shared governance and Title II Compliance and present technical amendments to the Faculty Bylaws.

Shared Governance at St. Mary's College

In my first Board report in October of 2023 I noted that the Faculty Pulse Survey conducted in September of that year found that 57% of all faculty were dissatisfied with the state of shared governance at the college and fewer than one in six of all faculty were satisfied with shared governance. In response to faculty concerns, the college undertook a shared governance review and one of the first initiatives announced by President Phillips was the creation of a Shared Governance Working Group. That working group developed a Shared Governance Statement of Principles that has now been approved by all key constituencies at the college.

In March of 2026, the Faculty Senate again used the Faculty Pulse Survey to ask the faculty about their satisfaction with shared governance. The share of faculty who are satisfied with shared governance has risen to 42%, up considerably from 23% in 2024, and 14% in 2023. Only 13% are dissatisfied and that is down from 46% in 2024, and 57% in 2023. It's worthy of note that this is the first time, since the inception of the Pulse survey, that the share of faculty satisfied with shared governance has exceeded the share dissatisfied. To put the current results into perspective, in the inaugural survey in 2022, only 8% of faculty were satisfied with shared governance and 67% were dissatisfied. In the span of 4 years, the level of dissatisfaction has fallen from 67% to 13% and satisfaction has risen from 8% to 42%. For those of you asking "what about the other 45%?", they have expressed a neutral position, neither satisfied nor dissatisfied.

President Phillips has made a clear commitment to shared governance at the college and has taken a very inclusive approach to her leadership. I believe that the improvements in faculty sentiment are reflective of that reality. I hasten to add that there is still work to be done and the

efforts of the Shared Governance Working Group are ongoing. Implementation of the new strategic plan, nationwide enrollment challenges, state-specific budget difficulties, and Title II Digital Accessibility guidelines are only a sampling of the opportunities for shared governance at the college moving forward.

Title II and Digital Accessibility

In my February Board report, I wrote that even with the assistance available, coming into compliance with Title II will be a heavy lift for faculty and staff. Faculty must ensure all teaching materials, including older syllabi, scanned PDFs, and presentation slides, are fully accessible to screen readers, which requires significant time for review and reformatting. All instructional videos and live-streamed lectures must have accurate, synchronized captions, and audio content needs accurate, formatted transcripts - at present, no available software has been identified that is capable of generating captions or transcripts that meet the Title II guidelines for accuracy.

What I did not have while writing my February report, was supporting data on faculty efforts and use of college resources. The March 2026 Pulse Survey sought to fill that gap. Based on findings from the survey, we now know that 91% of faculty have made use of the Digital Accessibility Training provided by the college's Center for Inclusive Teaching and Learning (CITL). Approximately 22% of faculty are not very confident that they understand the Title II requirements and 47% are very confident that they understand the requirements. Roughly 30% of the faculty fall somewhere in between. Approximately one-third of the faculty are not very satisfied with the resources being provided by the college and roughly 39% are very satisfied. Another 28% of faculty fall in the middle. Nearly $\frac{3}{4}$ of faculty are very concerned that the Title II requirements may cause them to eliminate content to the detriment of their courses.

In response to faculty concerns about removing content, the office of the Associate Provost indicated that this issue has been related by faculty:

1. Outright removing the content that was non compliant (this was the initial advice at the start of the Spring semester, but that has now been walked back based on new guidance);
2. Relatedly, restricting the amount of 'enrichment content' faculty had available on their LMS sites for students to use as practice problems or to build background knowledge (because they needed to remediate that content)
3. Possibly replacing content that was not remediable with other content they'd have to source that was compliant
4. Figuring out what to do with content/file types where the technology for making the content accessible just wasn't there; we see this for some languages other than English, and math/computational elements.

At present, all of these concerns remain in play. As such, there is an accessibility friction at play whereby the needs/resources that some students/individuals require to access an experience are in conflict with other accessibility needs/resources also in use, coupled with the time and effort to reconcile those competing needs.

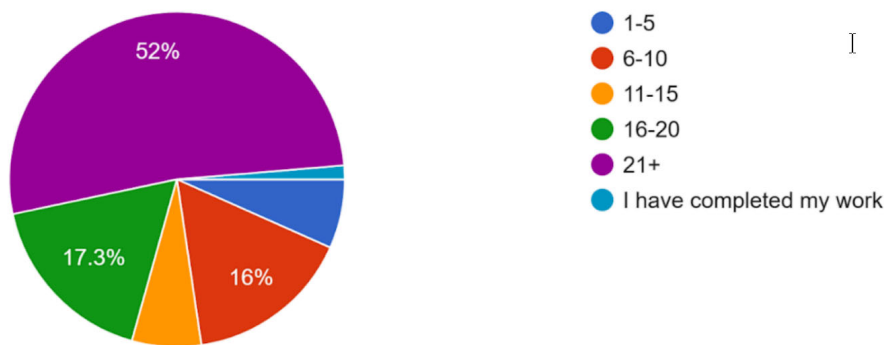
In an effort to better understand the time commitment imposed by Title Compliance, we asked faculty to estimate how much time time, in addition to their existing workload, compliance will

require per course. With regard to the time spent implementing Title II compliance for their courses, 29% of faculty said that they have already spent 6-10 hours PER COURSE this semester (as of early March). Another 23% said that they have spent 11-15 hours and 19% estimate that they have spent 21 or more hours per course.

When it comes to how much time faculty believe that they still need to spend PER COURSE this semester, 28% estimated 21 or more hours. 23% estimated 6-10 hours, 17% said 11-15 hours and 16% said 16-20 more hours. Just under 3% indicated that they had completed their work.

When asked how much time they'd need PER COURSE after this semester, 52% of faculty said 21 or more hours. 17% estimated 16-20 hours and 16% estimated 6-10.

How many hours would you estimate that you STILL NEED TO SPEND PER COURSE on prepping materials AFTER THIS SEMESTER?



Needless to say, Title II compliance has added considerably to faculty workload. When asked what the college could be doing to aid in the work, faculty responses fell largely into the following five categories:

Need for Staff Support: The most frequently requested resource is a dedicated staff person or team to assist with the time-consuming process of converting and remediating course materials, particularly PDFs, older documents, handwritten keys, videos, and complex charts/equations. Some suggested paid support or using tech assistants/student workers.

Need for Time: Faculty overwhelmingly cited a lack of time due to their heavy teaching, service, research, and personal loads, making it difficult to complete the required training and update previous material, suggesting compensation for summer work or just needing more time.

Need for Clear Guidance and Tools: Requests were made for simplified guides, checklists, cheat sheets, or FAQ documents on compliance requirements for various file types and formats (documents, slides, PDFs), and access to robust, campus-wide tools for checking and remediating accessibility issues, including solutions for LaTeX and statistical software.

Addressing Inconsistencies and Confusion: There is a need for clarity on requirements due

to perceived inconsistencies, rapidly changing guidelines, and conflicting policies (e.g., syllabi fonts), with some faculty finding the current guidance cumbersome to navigate.

Specific Software and Platform Needs: Specific requests were made for better screen readers and transcript generators, a solution for making PDFs accessible, Adobe Acrobat Pro, and platforms that are already Title II implemented, noting that Blackboard Ultra poses difficulties for faculty with disabilities.

Bylaws Update

In the Fall of 2025, President Phillips announced some administrative restructuring that resulted in several title changes. For instance, the Vice President for Academic Affairs and Dean of the Faculty was redesignated as the Provost and Dean of the Faculty. To bring the Faculty Bylaws into alignment with the announced title changes, and to correct an error made in the prior round of Bylaws revisions in Table 2, Box 10a of Materials To Be Included in Librarians' Evaluation Files, the [Faculty Senate approved what we are calling technical amendments to the Bylaws](#). No substantive changes were made. The changes are highlighted in the accompanying document. All Bylaws revision requires two votes by the faculty. The first vote was held on March 30th and the final vote will be held on April 27. No objections were raised and the initial vote was unanimous. So we anticipate that the faculty will vote to approve the changes in that final vote on April 27.

Conclusion

My only action item is the technical amendments to the Bylaws. I understand that the Academic Affairs Committee may prefer to wait until after the faculty has held the second vote to approve the Bylaws and that may delay consideration of these technical amendments until a future meeting.

In my May 2024 Board Report, I noted that our dedication to this College and to its mission should always be our guiding light. Whether we are faculty, staff, students, or administrators we share a common responsibility to maintain this institution and the purpose that it serves: to be accessible, to be affordable, and to offer an education that is dedicated first and foremost to producing good citizens and good stewards of the public trust. Nothing ever can be allowed to matter more. I exit my term as Faculty Senate President confident that the future of St. Mary's College will be guided by that shared commitment. I'll be on sabbatical in the Fall, but my daughter will be on campus as a member of the incoming class. I'd be hard pressed to imagine a greater expression of my faith and belief in this institution.

Respectfully submitted,



Todd Eberly, Ph.D.
President, Faculty Senate

**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

PROVOST AND DEAN OF FACULTY'S REPORT

Charge

The Academic Affairs committee shall: 1) receive and consider recommendations of the President for appointments, promotions, and dismissals to and from the faculty; 2) consider all major plans for and changes in the curricular policies and organization when presented by the President; and 3) recommend to the Board of Trustees the adoption, modification, or rejection of proposals emanating from the faculty, as proposed by the President.

Unit Mission

Academic Affairs works to cultivate a rigorous and equitable academic environment where the St. Mary's College community thrives.

Below, I highlight two key initiatives underway: a proposed framework for AI Governance in the College's teaching and learning environment, and the soon-to-launch "Essential Questions" project, that will bring a shared focus to each new year of campus activities. In addition, this report contains the biannual overview of the institution's grant funding activity.

Faculty Workgroup on AI Governance

Academic Affairs has been leading discussions on the import and place of artificial intelligence (AI) in the learning enterprise since just before the pandemic. Championed by our Center for Inclusive Teaching and Learning, the College has hosted a number of August workshops on emerging AI platforms and demonstrations on integrating AI into day-to-day pedagogy (the Board might recall that participants included our colleagues from the local Defense Acquisition University). The library faculty have also facilitated student discussions on the applications and ethical usage of AI in research. While SMCM faculty have been encouraged to include statements on their syllabi outlining instructor expectations on the accepted/prohibited uses of AI in course work, there had as yet been no cohesive effort to lead a broader discussion about the College's position on and plans for AI in our coursework.

In Fall 2026, I convened an advisory committee, comprised of faculty volunteers (both AI advocates and cynics) across a wide range of disciplines. This process was structured across bi-weekly meetings that moved systematically through defining the technology, establishing ethical boundaries for engagement, and exploring the essential competencies our graduates will encounter. As a result of these discussions, the faculty workgroup has drafted a College framework for "AI governance" — a broad term to describe the shared policies and procedures that foster effective, safe, and responsible use of artificial intelligence in the context of teaching, learning, research, and creative works. These governance principles will be the foundation of all future discussions of AI in the academic context, and are intended to support academic freedom, fairness, mitigate risks (such as bias), protect data privacy, and ensure compliance with regulations.

One of our primary process findings is the urgent need for a “bottom-up” disciplinary integration rather than a top-down mandate; we believe that the most effective AI instruction will be embedded within the specific contexts of each major.

Looking ahead, our immediate next step is the Faculty Town Hall scheduled for April 13, where we will recommend a set of foundational principles for the faculty; these include the requirement for a clearly stated AI policy in every syllabus, mandatory transparency regarding AI-assisted grading, and the affirmation that students remain the “pilots in command,” fully responsible for the accuracy and integrity of their work. Recommendations also include specialized training that will focus on FERPA compliance and the practical redesign of assessments to ensure they remain robust in an AI-enabled environment.

The future roadmap also involves the development of a resource kit containing sample assignments and Blackboard modules to lower the barrier for faculty adoption. Long-term, the group will explore embedding AI competencies—such as evaluative judgment and iterative inquiry—within the LEAD curriculum and disciplinary Program Learning Outcomes. Ultimately, our process reflects a consensus that inaction is no longer a viable strategy; to paraphrase the workgroup’s briefing, we must move forward immediately to ensure our students graduate not as passive operators, but as critical, adept, and informed architects of the future.

“Essential Questions” Project

Launching in Fall 2026, **Essential Questions** is a campus-wide initiative from the Integrated Retention Committee (Academic Affairs, Admission and Enrollment Management, Inclusion and Belonging, and Student Affairs) designed to cultivate a deeper sense of class identity and intellectual community, and to help establish a sense of belonging that spans from orientation to graduation.

This new tradition invites the entire campus into a year-long, interdisciplinary conversation. Each spring, we will announce a broad theme for the following fall centered on a common inquiry, serving as a through line beginning in New Student discussions and weaving through our annual programming. The goal is to provide a shared context each year for multifaceted, timely discussion across departments and student groups. Moving forward, we look to develop a collaborative process where faculty, students, and staff help select the annual theme.

For our inaugural 2026-2027 academic year, we are proud to explore the question, **“What makes a community?”**—a theme that aptly reflects our core campus values (as well as the research expertise of our new president). The annual Essential Question also encourages a broad array of disciplines to explore the theme through their own unique lenses, in the form of course content, guest speakers, film screenings, etc. Our first endeavor will begin with a collaborative event during Orientation Week to bring together our four scholar-leader cohorts: De Sousa-Brent, Sum Primus, Landers, and Monument Scholars. The College will offer an “Essential Question” digital badge to help promote our shared events on the SMCM campus programming calendar, and to encourage broad engagement. The initiative features an initial assessment of the project at the close of AY28-29, and metrics to gauge both participation and effects on retention.

Six-Month Grants Activity Report from the Office of Research and Sponsored Programs

These research updates and accomplishments from October 2025 to present highlight continued growth and impact across the institution. The office is onboarding a National Institutes of Health (NIH) subaward through Virginia Tech, an important milestone for a small institution that reflects growing capacity to participate in complex federal research. It has also established a subaward with University of North Carolina, Charlotte to support their contribution to a National Science Foundation (NSF) funded project, strengthening collaboration and expanding the reach of our research portfolio. Currently managing 55 open awards, the office maintains strong operational oversight while continuing to prioritize student engagement, facilitating externally funded awards that support 18 students in research experiences, guest lecturing in six classes this spring, and mentoring students through competitive opportunities such as the NSF Graduate Research Fellowship Program (GRFP) and the Green St. Mary's Revolving Fund (GSMRF), which supports sustainable campus projects.

At the close of this report, a graph provides an overview of SMCM's annual total funding, FY18 - FY26. As we close FY26, the College's grant awardings total \$1,288,688.

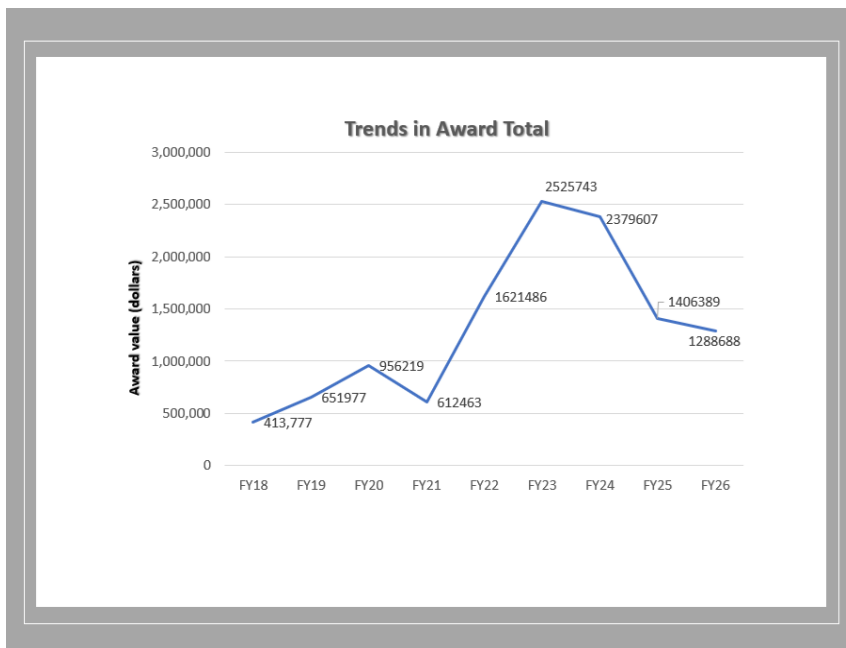
Newly Launched Awards

- **Julie King**, Professor of Anthropology received from the Rappahannock Tribe:
 - **\$27,869** to support collaborative efforts titled *Planning for the Return to the River Programs*; and
 - **\$37,694** to assist the Rappahannock Tribe in documenting their principal 16th-century town along the Rappahannock River in eastern Virginia.
- **Julie King** also received **\$38,082** as a sub awardee to Towson University for the Summer Maryland Indigenous Archaeology Program, funded by the Maryland Department of Education. The program engages middle and high school students in hands-on archaeology while honoring the cultural heritage of the Piscataway Conoy Tribe.
- **Caitlin McPherson**, Visiting Assistant Professor of Anthropology, received **\$1,000** from the National Antivivisection Society to support the acquisition of high-quality human skeletal models to enhance laboratory instruction in Human Osteology, Anatomy and Physiology, and Human and Disease Co-Evolution.
- **Derek Young**, Dean of Students, received **\$18,000** from the Maryland Higher Education Commission to support activities associated with *Food for Thought II: Advancing Equity, Sustainability, and Community Engagement*.
- **Brittany Johnson**, Assistant Professor of Music, Voice, Choir, and Musical Theater, received **\$1,000** from the St. Mary's Arts Council to support the Tri-County High School Choral Festival Concert to be hosted at the College.
- **Liza Gijanto**, Professor of Anthropology, and **Kelsey Bush**, Community Affairs Liaison, received **\$38,000** from the Maryland Commission on African American History and Culture and the Maryland Historical Trust to advance historical preservation and research efforts at the Galilee United Methodist Cemetery.

- **Jerry Gabriel**, Associate Professor of English, received **\$1,000** from the Southern Maryland National Heritage Area to support educational outreach through local workshops focused on the historical and cultural traditions of Southern Maryland.
- **Chuck Adler**, Professor of Physics, received **\$15,000** from The Patuxent Partnership, Inc. to support a research collaboration, including the construction of a gonireflectometer to measure scattering phase functions from various rough surfaces.
- **Sarah Hlubik**, Visiting Assistant Professor of Anthropology, received **\$15,117** from the Leakey Foundation for the project *Understanding Fire Incidence in the Early Pleistocene of Koobi Fora, Northern Kenya*.

Awards Recently Received and Currently Onboarding

- **Jess Jolly**, Director of Counseling Services, received **\$7,000** from the Maryland Center of Excellence on Problem Gambling to continue educational programming on gambling prevention and safer gambling practices.
- **Katy Arnett**, Associate Provost, received a **\$2,800** Campus Compact Mini-Grant to support faculty at St. Mary’s College of Maryland in integrating inclusive dialogue practices into their courses. This work will also contribute to a broader cohort advancing effective, campus-wide approaches to classroom discourse.



Note: FY22, FY23 and FY24 totals reflect significant awards: Congressional Appropriation for Marine Vessel (FY22=\$900,000), Congressional Appropriation for Schaefer Hall renovations (FY23=\$1,000,000), and Professor Kelly Neiles’s NSF award (FY24=\$1,022,822).



**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE
OPEN SESSION MINUTES**

Date: February 16, 2026

Status: Approved

Members Present: Committee Chair Kim Kelley, Peter Bruns, Susan Dyer, Paula Collins, Aaron Tomarchio '96, Antoinette Coleman, Danielle Troyan '92

Others Present: Anne Marie Brady, Katherine Gantz, Jerri Howland, Ayse Ikizler, Jenn Kersch, Leslie Mangold, Kelly O'Grady, Gretchen Phillips, Rose Phillips

Call to Order

A quorum being present, the meeting was called to order at 12:00 p.m. by Committee Chair Kim Kelley.

Faculty Senate Report

Ayse Ikizler, standing in for Todd Eberly, presented the Faculty Senate Report.

Provost's Report

Katie Gantz presented the Provost's Report.

Presentation of the Proposed Research and Sponsored Program Policy

The Committee received a presentation on the Proposed Research and Sponsored Program Policy.

Presentation of the Proposal Document for New Academic Programs

The Committee received a presentation on the Proposal Document for New Academic Programs.

Action Items

A. Research and Sponsored Program Policy

Chair Kelley requested a motion to approve the Proposed Research and Sponsored Program Policy for forwarding to the Board. The motion was seconded and passed unanimously.

B. Proposal Document for New Academic Programs

A motion was made to refer the Proposal Document for New Academic Programs to the Faculty Senate for review, and after feedback from the Faculty Senate to the full Board in May for approval.



C. Approval of Meeting Minutes

A motion was made to approve the meeting minutes. The motion passed.

Adjournment

There being no further business, the meeting adjourned at 12:48



**BOARD OF TRUSTEES
ADMISSION AND FINANCIAL AID
MEETING OF APRIL 13, 2026**

**OPEN SESSION
AGENDA**

- I. DISCUSSION ITEMS**
 - A. Enrollment Update
 - B. 3 Enrollment Marketing
 - C. Strategic Plan Area 3
 - D. Retention Update

- II. ACTION ITEMS**
 - A. None

- III. INFORMATION ITEMS**
 - A. None

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



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

VICE PRESIDENT'S REPORT

The Office of Enrollment Management is pleased to submit its April report to the Admission and Financial Aid Committee of the Board of Trustees. This report provides an update on Fall 2026 enrollment, spring recruitment activities, financial assistance, student success services, and key strategic initiatives.

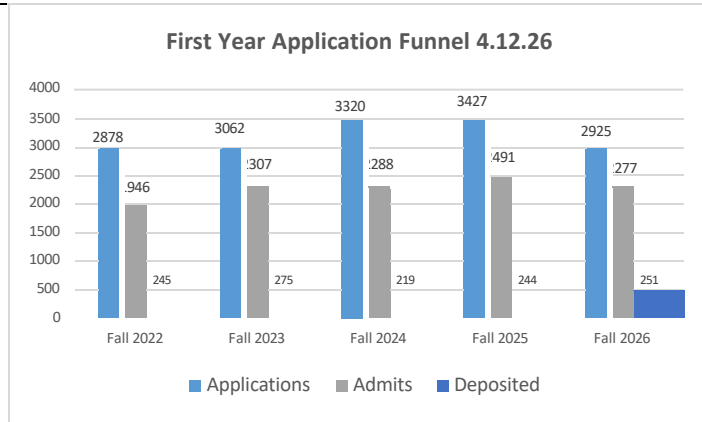
A. Fall 2026 Enrollment

First Year Students

As of April 12, 2026, the College has received 2,925 applications for Fall 2026 admission. This is a 14% decrease compared to the number received for Fall 2025 at the same point in time and is between the number received for Fall 2022 and Fall 2023.

In February, the College conducted an analysis of the enrollment funnel (prospects, inquiries, and applications) to better understand the decline in applications. The primary issue was identified at the top of the funnel, where fewer prospect names from key feeder schools were licensed (purchased) from the College Board by our previous marketing partner. This occurred despite no change in recruitment strategy or overall volume. Delays in the procurement process during the transition to our new marketing partner, 3 Enrollment Marketing (3E), also likely contributed to the decline. Overall, the decline in applications was driven by a change in the composition of the prospect pool. To mitigate this risk moving forward, the College is implementing more granular reporting to closely monitor the composition of both prospect and inquiry pools and ensure alignment with its highest-performing markets.

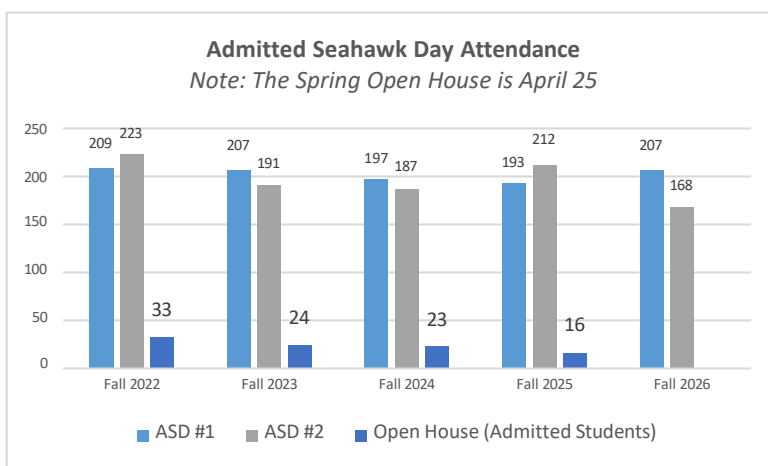
The College has offered admission to 2,277 applicants. This is compared to 2,491 and 2,288 for Fall 2025 and 2024, respectively. 251 admitted students have submitted their enrollment deposit compared to 244 and 219 for Fall 2025 and 2024, respectively. At this point in time, the yield of our admitted students has increased 1.22% over Fall 2025 and 1.45 % over Fall 2024. The increase in yield is in all application plans except for our Early Decision I application plan, with three students withdrawing their application after being offered admission. The increases in yield are in our highest (3.75+) weighted grade point average bands. While both in-state and out-of-state yield has increased, the increase in yield is greater for our out-of-state students compared to our in-state students.



To yield our admitted students, the Office of Admission is engaged in a comprehensive series of programs, communications, and outreach. Attendance at these programs is considered a signal of admitted student yield outcomes. Student attendance at all in-person on- and off-campus yield programs for Fall 2026 increased from 486 to 491 compared to Fall 2025 for the same programs. The reason for the modest increase can be attributed to the increase of off-campus yield programs from three to six. A total of 69 admitted students attended these programs compared to 28 at the Fall 2025 programs. Feedback from attendees has been very positive and they were the reason why a number of families chose to subsequently visit campus.

The College’s signature Admitted Seahawk Days (ASD) were held on Saturday, February 28, and Saturday, April 11, 2026. A total of 375 admitted students attended the 2026 Admitted Seahawk Days compared to 405 who attended the same events in 2025. While 6.2% (N=207) more students attended the February ASD, 41 fewer students attended the April ASD compared to the previous year. Concurrent admitted student days were also held on April 11 at UMBC, Salisbury University, Towson University, Frostburg University, Stevenson University, Washington College, McDaniel, Hood College, and Mount St. Mary's University, and likely affected our attendance. Historically, an additional 20 to 30 admitted students attend the Spring Open House and we will be expanding promotion of that event to admitted students. Depending on next year’s calendar, we may also need to consider hosting an Admitted Seahawks Day on a Sunday to mitigate the impact of possible concurrent programs being held at other institutions.

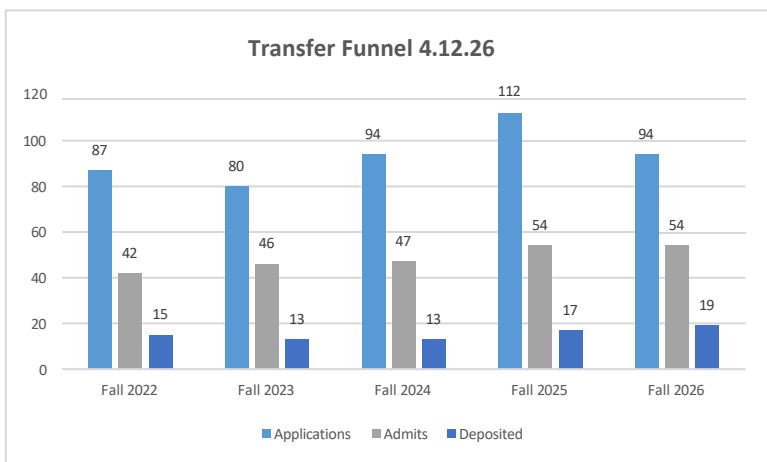
During the February ASD, a record 17 students submitted their enrollment deposits. During the April ASD, 11 students submitted deposits, consistent with typical April ASD deposit behavior.



Transfer Students

The new transfer student Fall Priority Decision deadline is May 1 and the Regular Decision deadline is July 15. Admission decisions and financial aid awards are released on a rolling basis through mid-August. At this point in time, the College has received 16 fewer applications compared to Fall 2025 and two additional students have submitted enrollment deposits.

One area of focus within the transfer admission funnel is the number of students applying and enrolling from the College of Southern Maryland, our largest community college feeder. While overall enrollment at the College of Southern Maryland has increased since the COVID-19 pandemic, much of that growth has been driven by dual enrollment students, who are classified as first-year applicants under Maryland state law, and by online learners. The extent to which these shifts will impact the transfer pipeline remains uncertain and will become clearer as the cycle progresses.



The Transfer Recruitment, Admission, and Services unit within the Office of Admission is actively engaged in a range of ongoing and new initiatives designed to strengthen the transfer student experience across the recruitment and enrollment continuum.

Last year, the College hosted two on-campus Instant Decision Days with positive results. Building on this momentum, we have expanded our efforts for the Fall 2026 admission cycle and will host three on-campus Instant Decision Days on April 25 (as part of Open House), May 22, and July 10.

In addition, the College will participate in off-campus Instant Decision Days at Frederick Community College and Wor-Wic Community College to further strengthen the transfer pipeline. The College also began participation in the Phi Theta Kappa Direct Admit program in December, providing an additional pathway to attract high-achieving community college students.

Transfer Preview Visits

Beginning in March, the College has been offering a Transfer Preview Visit on the second Friday of each month. During this visit, prospective students receive a transfer-specific information session hosted by the Director of Transfer Recruitment, Admission, and Services, a campus tour, and a one-on-one appointment with a member of the Transfer Services team to receive a pre-transfer advising appointment or to discuss their transcript evaluation. To date, 12 students have participated in this initiative.

Spring 2026 Recruitment Travel

Office of Admission staff are engaged in robust spring recruitment travel to connect with both admitted students in their home locations and prospective students for Fall 2027 and beyond. Admission staff are

participating in 40 high school visits, 83 college fairs, 32 community college visits and 25 transfer fairs and 12 college admission/awareness workshops. Altogether, this is a 33% increase in recruitment events over Spring 2025.

As part of this spring's recruitment, and in response to feedback received through the Aspen Institute Maryland Transfer Intensive, the College has also expanded its pre-transfer advising efforts by offering off-campus advising appointments at the College of Southern Maryland (Leonardtown, LaPlata, and Prince Frederick campuses) and Montgomery College's Rockville campus. These engagements are designed to support prospective transfer students in planning coursework aligned with a successful transition to the College.

B. Financial Assistance

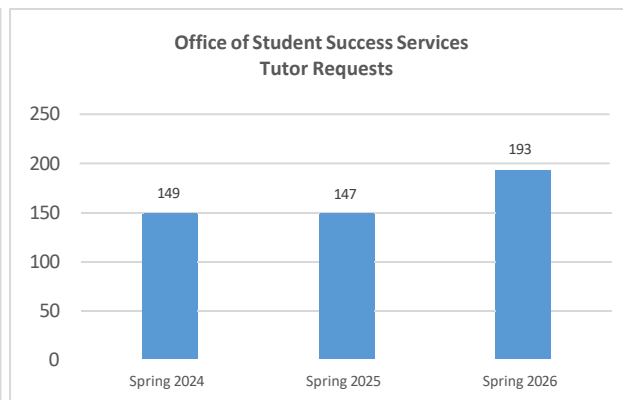
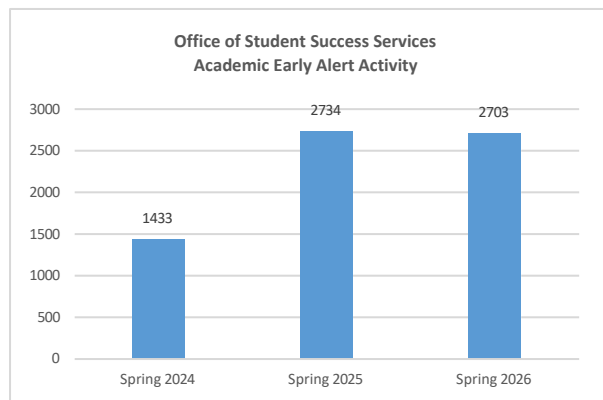
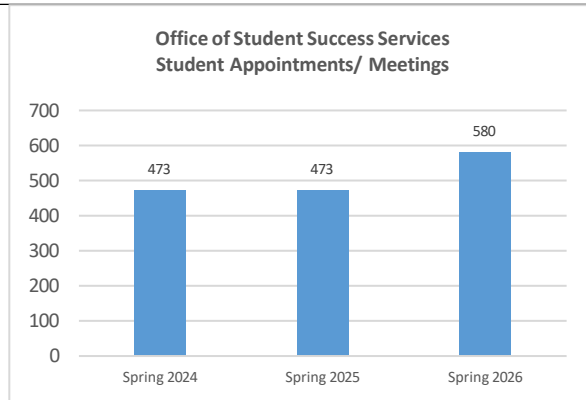
Free Application for Federal Student Aid (FAFSA) forms have been filed by 1,736 admitted students as of April 7. This is an increase of 175 students compared to Fall 2025 and represents that 76.4% of our admitted first-year students have applied for aid. This is an increase of 13.6% over the same point in time for Fall 2025 and 5.4% over Fall 2024. This is a positive signal of interest in the College. The Scholarship Committee has reviewed 41 merit scholarship appeals submitted by admitted students. This is consistent with the number received for Fall 2025.

The current tuition and fees discount rate for first-year students who have submitted enrollment deposits is 42.1% (+4.3%) compared to the close discount rate for the Fall 2025 cycle. Depending on the characteristics of additional enrolling students and the College's strategic investment in merit/need based aid, the first-year discount is expected to modestly increase between now and the Fall 2026 census. The current tuition/fees discount rate for transfer students who have submitted enrollment deposits is 26.2%. This figure is also consistent with the transfer discount rate at this stage in the cycle.

C. Student Success Services

The Office of Student Success Services (OS3) empowers SMCM students by connecting them with the people, resources, and activities that help them thrive in and out of the classroom, persist, and graduate on time. OS3 manages the College's academic early alert system and free course tutoring, engages in mentoring and coaching, and provides just-in-time programming for students and parents/family members. The work of OS3 is a critical component of the College's retention efforts.

The number of students who met with OS3 staff during the Spring semester increased by 23% compared to Spring 2025. The use of the new Slate Early Alert System (SEAS), developed by the Office of Enrollment Operations, is used by the College's faculty and staff as a tool to identify, record and respond to students of concern. For the Spring 2026 semester, as part of an initiative to use SEAS to communicate positive messages to students, OS3 communicated 864 "encouragements" to students. While there was a slight decline in the demand for tutoring from Spring 2024 to Spring 2025, there was a 31% increase for Spring 2026. The change in demand can be attributed to greater promotion of the tutoring program. Consistent with past years, STEM subjects had the greatest demand for tutoring.



After six years as a unit of the Division of Enrollment Management and with an extraordinary evolution of the service and support provided to students and their families, the Office of Student Success Services will move to the Division of Academic Affairs as of July 1, 2026. Even though OS3 will be part of another division, the collaborative partnerships build over the last six years with Enrollment Management colleagues will remain in place to support the success of our students.

D. Special Initiatives

Trustee Adopt-a-School Program

On Wednesday, February 18, Vice President Hautanen accompanied Trustee Murdy-Michael to St. Stephen's and St. Agnes Schools in Alexandria, VA to meet with Associate Director of College Counseling Libby Wieth. Follow-up efforts will include arranging a formal campus visit, confirming participation in the Washington Area Independent School (WAIS) college fair, and exploring the opportunity for the College to host the Potomac Chesapeake Association for College Admission Counseling Summer Institute.

On Friday, April 9, the College hosted the college counseling team from Indian Creek School (ICS), along with two additional ICS staff members including the mother of an SMCM student. The visit included a campus tour, meetings with College staff, and lunch in the Great Room with the three ICS alumni currently enrolled at the College. The visit was highly successful, and sincere appreciation is extended to Trustee Werneke for facilitating a deeper and more strategic connection between the College and ICS.

Office of Student Financial Services

Progress continues with the integration of the Office of Student Financial Assistance and Student Accounts to establish a unified Office of Student Financial Services. This reorganization is designed to provide a more seamless, student-centered experience in navigating financial aid, billing, and payment processes. The Executive Director of Student Financial Services position has been posted, with the goal of filling the role prior to July 1, 2026, to support the successful launch and leadership of the new office for Fall 2026.

National Merit Scholarship Program

The College is engaged in a strategic initiative to become part of the National Merit Scholarship Program. Becoming a member of the program aligns with our identity as an honors College. Achieving membership requires that 12 National Merit Finalists enroll at the College over a three-year period. For the Fall 2026 cycle, six National Merit Finalists applied to the College. Upon confirmation of their finalist status, each was awarded the SMCM National Merit Scholarship, positioning the College to make progress toward program membership.

Out-of-State Transfer Student Recruitment

To support the College's goal of increasing out-of-state enrollment, Transfer Services has identified 13 out-of-state community colleges as priority partners for targeted recruitment and relationship development.

Building on the success of Maryland Transfer Professionals Day, Transfer Services will host a Transfer Advisor Fly-In program on June 25, inviting representatives from these targeted out-of-state institutions. This initiative is designed to strengthen partnerships and expand awareness of transfer pathways to the College among key external stakeholders.

McDonogh School Partnership

In partnership with Academic Affairs, the College is finalizing two initiatives with McDonogh School, a private high school in Owings Mills, MD, designed to expand early college pathways and strengthen the recruitment pipeline. The first initiative will be to offer concurrent enrollment courses at McDonogh School. The McDonogh courses will be taught by McDonogh faculty and will be awarded pre-approved SMCM credit. The second initiative will establish a Direct Admission program for high-achieving McDonogh students, providing guaranteed admission to the College. Collectively, these efforts are intended to serve as a model for future partnerships with secondary schools.

Near Graduation Outreach

In partnership with the Registrar's Office, Transfer Services has initiated targeted outreach to students who participated in commencement since 2018 but remained within eight credits of degree completion. As a result of this effort, two students have already completed their requirements and graduated, with additional students actively working with Transfer Services to develop plans to fulfill their remaining coursework and complete their degrees.

Transfer Articulation Agreements

This spring, the College has finalized multiple articulation agreements with Montgomery College, providing students with benefits such as guaranteed admission, guaranteed scholarships, and opportunities to participate in Reverse Transfer. The College continues to advance this work statewide through the development of a Master Transfer Agreement and aligned Program Transfer Agreements with additional Maryland community colleges.

As part of its engagement in the Aspen Institute Maryland Transfer Intensive, the College is also undertaking a comprehensive redesign and rebranding of the STEP Program, originally launched with the College of Southern Maryland in May 2020. The updated program will focus on expanding dual admission benefits across the state, strengthening early connection points for prospective transfer students.

The redesigned program will be formally introduced at Maryland Transfer Professionals Day on May 4, when the College hosts transfer professionals from across the state, positioning SMCM as a leader in transfer pathway development.



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

**OPEN SESSION
MINUTES**

Date of Meeting: January 30, 2026

Status of Minutes: Approved

Committee Members Present: Committee Chair Ray Wernecke, Board Chair John Bell '95, Antoinette Coleman, Judith Fillius '79, Micheline Lopez-Estrada, Summer LaRocco '26

Committee Members Absent: Anirban Basu, Kim Kelley

Faculty Liaison: Dr. M. Talha Salam

Staff Liaison: Keisha Rolle

Staff Member: David L. Hautanen, Jr., Vice President for Enrollment Management

Others Present: Robert Artiga-Valencia, Bhargavi Bandi, Mary Broadwater, Anne Marie Brady, Patrice Darby, Joanne Goldwater, Jerri Howland, Rob Maddox '07, Eileen Petula, Gretchen Phillips, Jacqui Rogers-Frere

Opening Remarks and Context

Chair Wernecke opened the meeting by thanking attendees and acknowledging the continued efforts of the Enrollment Management team. He noted that the current higher education landscape remains dynamic, shaped by both opportunities and ongoing national and global challenges. Referencing prior discussions from October, he emphasized the importance of understanding progress, lessons learned, and emerging challenges. The Committee expressed its commitment to supporting the Division of Enrollment Management and aligning its work with President Phillips' vision.

Planning for Fall 2026

V.P. Hautanen reported that President Phillips' perspective on what it means to be a stand-alone honors college is being intentionally integrated into enrollment strategy, initiatives and market positioning. He noted that several potential areas of adjustment are currently under evaluation. This includes exploring a possible return to standardized testing requirements, with analysis focused on the anticipated impact on application volume, student profile, and overall enrollment outcomes, as well as associated trade-offs. In support of this work, the College is partnering with

the College Board to conduct additional analysis, including a review of students who possess test scores but elected not to submit them.

The College is assessing potential changes to fees associated with the admission process, including application fees and the enrollment deposit to understand how these costs may influence student behavior and access.

While there is a growing tendency for students to delay campus visits until admission decisions are known, the implementation of the Discover SMCM Grant in September has had a positive effect with a higher percent of the admitted students pool having visited campus compared to the previous two admission cycles.

Fall 2026 First Year Applicant Pool

Following the January 15 Regular Decision deadline, first-year application volume remains below the past two cycles and is tracking closely with the Fall 2023 applicant pool. V.P. Hautanen indicated that a portion of the application decline is attributable to reduced application volume from schools that historically generated applicants but did not yield enrolled students as well as a decrease from a smaller number of high-volume feeder schools.

Follow-up discussion included questions about whether there were changes in staffing at the schools and whether there had been changes in the College's visibility at the schools that may have had an impact. Board Chair Bell noted that there has been a concerted effort to rebuild relationships in schools across the state and we do not want to lose the progress we have made. This cycle also represents the first year of a projected decline in the number of Maryland high school graduates, contributing to increased market pressure. In partnership with Human Capital Education, the College is conducting further analysis to better understand the factors contributing to these trends.

With a smaller first-year applicant pool, V.P. Hautanen indicated that the team is focusing on the admission strategy and the yield strategy as the levers available to influence outcomes and that current analysis suggests admitting a class size consistent with Fall 2023 and Fall 2024 levels. Early indicators within the admitted student cohort are encouraging. The proportion of students who have visited campus and those who have submitted the FAFSA, which are historically strong predictors of yield, are both up. Additionally, geographic reach, academic profile, and feeder school engagement patterns have strengthened compared to the prior two years, also suggesting improved yield potential. He also noted that evolving federal policy particularly the caps on Parent PLUS loan borrowing may influence family decision-making, especially among those considering higher-cost private institutions. This dynamic may position the College more favorably as a financially prudent option. The yield target for Fall 2026 was reaffirmed at 425–450 enrolled students.

Yield Initiatives

An overview of current initiatives as part of the annual comprehensive yield was provided. The initiatives emphasize a coordinated strategy to strengthen engagement and connection of our admitted students. Outreach efforts include personalized calls from faculty and staff as well as handwritten notes to admitted students. A letter from Board of Trustees Chair Bell is included in

the communication flow, highlighting his perspective as an alum, Board of Trustee chair, his commitment to student success and the role St. Mary's played in his own career trajectory. A series of on-campus and regional engagement opportunities are underway to sustain momentum. Admitted Seahawk Days are scheduled for February 28 and April 11, with the latter occurring on the same day as the annual World Carnival in partnership with Student Affairs. The number of Off-campus Admitted Student Celebrations have been doubled, with multiple events across Maryland and Virginia to increase accessibility and engagement.

Digital engagement strategies are also being enhanced, including the relaunch of ZeeMee to foster peer connections and an updated version of the YouVisit online tour to provide more interactive virtual experiences. Additional targeted outreach is underway, including program-specific engagement led by faculty and admission staff. Departments are sending tailored communications aligned with student's academic interests, and faculty are directly contacting admitted students using insights derived from the student's application such as their reasons for choosing SMCM and their academic and experiential goals to inform more personalized and meaningful conversations.

Committee members asked several questions about changes in attendance at the fall Open Houses compared to the previous year, the availability of videos featuring faculty and the student experience, the tracking and execution of off campus recruitment, the effect of the Prince George Residence Hall renovation during campus events, and alumni participation in recruitment. Resources from her participation in her alumni volunteer program were offered by Mary Broadwater.

New Partner Updates

An update on the College's new partnership with 3 Enrollment Marketing (3E) was provided by V.P. Hautanen, noting that 3E is supporting recruitment efforts across the full new student recruitment lifecycle, including email, digital, print, and landing page strategies, with outreach calibrated based on student responsiveness. Compared to Following a rapid launch in September and a full campaign rollout by late October, the partnership is now extending into planning for Fall 2027 and Fall 2028.

The team is conducting an ongoing and extensive review of recruitment materials to ensure messaging and visuals are aligned, on brand, and clearly communicate the distinctiveness of the student experience, with a particular emphasis on articulating The College's distinct identity as an honors college. A deposit conversion campaign is currently underway targeting all admitted students.

It was also noted that engagement data provided by 3E is informing decision-making in near real time. V.P. Hautanen highlighted the use of this data to prioritize outreach, including admission counselor calls, and emphasized the value of leveraging these insights earlier in the recruitment cycle to strengthen strategy and execution.

The reengagement with Human Capital Education, formerly Human Capital Research Corporation (HCRC) is going well. As in the past, they bring strong data analysis capability to inform strategy and projected outcomes. The team has completed analyses of Fall 2024 and Fall

2025 new student enrollment results, including identifying price sensitivity patterns that have informed adjustments to merit scholarship and need-based aid strategy.

He also noted the importance of monitoring broader market dynamics provided by our partners, particularly as institutions respond to demographic and financial pressures with an increased focus on headcount growth. Within this context and in partnership with the Office of Business and Finance, the College is taking an even more strategic approach to financial aid and merit awards. Updates were also provided on operational progress, including the distribution of Early Decision financial aid awards, the upcoming release of Early Action packages, and the appointment of an interim director in Student Financial Assistance. The College continues to engage regularly with Human Capital through weekly or bi-weekly meetings with additional consultation as needed.

Integrated Retention Strategic Plan Update

The Integrated Retention Strategic Plan was formally launched in August 2025 with 42% of initiatives launched, 33% in progress, and 24% not yet started. In response to a question regarding how initiative status is being assessed, it was clarified that efforts are focused on a defined set of approximately 50 strategic initiatives rather than a diffuse set of activities. As an example, the Seahawk Success Network was cited as a completed initiative that reflects a more personalized and coordinated approach to student support.

The plan has three primary goals: establishing a cohesive set of shared student experiences and traditions, building a more comprehensive system of support and mentorship, and strengthening a student-centered, service-oriented culture across the College. It was noted that achieving these goals will require meaningful cultural change, which will take time to fully realize. In the interim, the College is actively surveying students to better understand their current experiences and identify additional opportunities for addressing opportunities for improvement.

A discussion was held about the top reasons students leave the College. V.P. Hautanen noted that exit interview data consistently identifies several primary factors, including lack of desired academic programs, distance from home, mental health challenges, financial concerns, and overall fit. V.P. for Student Affairs, Jerri Howland added that the College is also analyzing data on why students choose to remain enrolled, emphasizing that these drivers differ from reasons for departure. She noted that some attrition factors have shifted over the past decade, including increased prominence of homesickness and challenges in forming social connections. She indicated that a more comprehensive report will be developed at the end of the academic year, leveraging expanded data now available to inform action. Dr. Salam, faculty representative, expressed that it's important to understand as much as possible because retention is mission critical.

The group also discussed operational challenges, including issues related to Anthology, particularly around billing, which have impacted the student experience. While some improvements have been implemented to clarify billing processes for students and families, concerns remain. It was noted that available data suggests these challenges may have negatively influenced both retention and enrollment decisions in some cases. In response, the College is

moving toward creating a one-stop Office of Student Financial Services, combining Student Financial Assistance and Student Accounts.

New Student Recruitment Initiatives

Chair Wernecke noted that the team is learning from this initial pilot of the Trustee Adopt-a-School initiative and will apply those lessons moving forward, with a continued focus on cultivating and strengthening existing relationships while also expanding outreach to new schools. Participating trustees include John Bell, Talib Horne, Kim Kelley, Summer LaRocco, Heidi Mudry-Michael, Aaron Tomarchio and Danielle Troyan.

A brief discussion was held about the College's involvement in the Council of Public Liberal Arts Colleges (COPLAC) and the Pathway to Honors Program. V.P. Hautanen noted that participation provides an opportunity to gain traction in markets beyond the College's traditional reach as counselors benefit from working collaboratively within a consortium of similar institutions. He also highlighted the economic advantages of shared efforts and the collective strength that comes from partnership. Jacqui Rogers-Frere, Director of Transfer Recruitment, Admission and Services reported that two students enrolled for Spring 2026 and that the program has expanded beyond the College of Southern Maryland. Efforts are underway to ensure students in the one-year pathway are appropriately enrolled in coursework and progressing successfully, with early indications suggesting the program is beginning to yield results.

Closing Remarks

Chair Wernecke concluded the meeting by emphasizing the importance of sustained engagement across faculty, staff, alumni, and trustees. He underscored the need for intentional, data-informed strategies and persistent outreach to prospective and current students and noting that leveraging the admission team to maintain and strengthen these connections is critical.

He recognized the breadth and complexity of the initiatives underway and commended the Division of Enrollment Management for its great work. Trustees reiterated their willingness to provide continued support as the College advances its enrollment and retention objectives. Chair Wernecke thanked everyone for their engagement in the discussion.

With no action items the meeting was adjourned at 2:25 p.m.

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

**BOARD OF TRUSTEES
ATHLETICS AND RECREATION SUBCOMMITTEE
MAY 6, 2026**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER AND AGENDA REVIEW**
- II. WELCOME AND OPENING REMARKS**
- III. INTERIM VICE PRESIDENT REPORT**
- IV. DISCUSSION AND NEXT STEPS**
- V. ADJOURNMENT**

Athletics & Recreation Advisory Council
Common Themes and Key Takeaways
Reporting Period: April 1–30, 2026

Strategic Planning as the Primary Charge

Under the guidance of President Phillips, the Athletics & Recreation Advisory Council's (ARAC) primary charge is to develop a comprehensive Athletics & Recreation strategic plan that aligns with institutional priorities, including enrollment growth, facilities planning, staffing capacity, and long-term campus sustainability. Council members repeatedly emphasized balancing long-range planning with near-term actionable steps, organizing priorities into short-term (3–6 months), mid-term (1–5 years), and long-term (5–10 years) horizons.

The Council agreed that internal priority-setting should begin immediately, regardless of external support, so a strong foundational framework is in place for future planning and implementation.

Consideration of External Consulting Support

At the suggestion of President Phillips, the ARAC is exploring the potential engagement of an external consultant to support strategic planning. Members consistently noted the value of objective analysis, comparative benchmarking with peer institutions, and efficient data compilation. By mid-to-late April, outreach to firms with Division III experience, particularly Three-Fold Group, was underway, with agreement that consultant engagement would be strengthened by clearly articulated internal priorities.

Council Composition and Shared Governance

Another recurring element was ongoing refinement of Council structure, representation, and participation. Members consistently supported:

- Inclusion of student-athlete representatives selected through the Student-Athlete Advisory Committee (SAAC),
- Intentional inclusion of coaching perspectives, potentially through elected representatives, rotating participation, or focused working groups,
- Gradual expansion of membership as roles, expectations, and meeting cadence are clarified.

The Council emphasized that representation should support a holistic institutional viewpoint, rather than advocacy for individual teams or programs.

Student Experience Beyond Varsity Athletics

While data showed strong student-athlete retention, members consistently identified broader student experience and engagement, particularly through recreation programming, as an area needing additional attention. Limited weekend activities, access to recreation opportunities for non-athletes, and campus engagement were cited as recurring concerns tied to overall satisfaction and institutional retention.

Nutrition, Wellness, and Operational Readiness

Improving student nutrition access emerged as an urgent operational priority across meetings, with updates provided on potential food service enhancements and satellite dining options. Members consistently viewed nutrition, wellness, and basic operational infrastructure as foundational needs that must be addressed alongside any growth or expansion efforts.

Growth, Staffing, and Institutional Alignment

Discussions of potential athletics growth (ie: adding varsity programs, elevating club sports, or increasing student-athlete enrollment) were consistently accompanied by caution regarding staffing capacity, Title IX implications, academic support, facilities, and supervision requirements. The Council repeatedly stressed that expansion without corresponding investments risks operational strain and undermines long-term success.

Fundraising, Branding, and Institutional Identity

Finally, meetings reinforced the importance of fundraising and resource development, including exploration of an athletics booster organization and a broad athletics fund. Members also discussed aligning athletics messaging more effectively with St. Mary's College of Maryland's identity as the National Honors College, viewing branding and visibility as integral to future planning and institutional positioning.



**BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE
APRIL 22, 2026**

**OPEN SESSION
AGENDA**

I. MEETING CALLED TO ORDER

II. DISCUSSION ITEMS

- A. Vice President of Student Affairs report
- B. Student Trustee report

III. ACTION ITEMS

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

IV. INFORMATION ITEMS

- A. Cultural Diversity Report 2026
- B. Approved minutes from January 29, 2026



**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
CAMPUS LIFE COMMITTEE**

ACTION ITEM 2526-26

APPROVAL OF THE 2026 CULTURAL DIVERSITY REPORT

RECOMMENDED ACTION

The Campus Life Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the College's 2026 Cultural Diversity Report for submission to the Maryland Higher Education Commission.

RATIONALE

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

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
CAMPUS LIFE COMMITTEE**

STUDENT TRUSTEE REPORT

As the 2025-2026 academic year comes to a close, it can be defined by a renewed sense of unity, and a collective commitment to growth across the campus community. The St. Mary's College of Maryland (SMCM) community is about to celebrate the investiture of its 8th President Rhonda Phillips. This event has brought the college's students, staff, faculty, alumni, and general community together in hopes of looking forward to the college's growth. Inauguration Week in conjunction with the Student Government Association's (SGA's) first-ever Spirit Week, brought students together with intent for celebrating their school pride. Spirit Week demonstrated intent from campus communities to improve relationships, particularly those among students and the local Southern Maryland community.

Community Building Events

As on most college campuses, April is one of the busiest months of the year. During the Awards Convocation held on April 10th, SMCM celebrated students, staff, and faculty for their work. These intentional actions of recognizing members of the campus community are meaningful, and create deeper bonds for students to carry forward while completing their work. These events also provide institutional awareness for students, as they are able to visibly see their faculty supporting them, the staff who support them through service and daily action, as well as rejoice in their fellow student's success. The presence of Dr. Phillips was noted by students, as her commitment to recognizing members of the campus community for their work and efforts was displayed, and a large number of event participants were able to talk with her after the ceremony, deepening their relationship with her as well as members of the President's Cabinet.

On April 13th, the new Office of Career Development and Community Engagement (CDCE) held the first annual Community Impact Awards, in which many organizations and individuals from the Southern Maryland region were recognized for their service efforts. Such efforts include their commitment to providing SMCM's students with opportunities to be involved in the local community, by supporting hands-on, experiential learning opportunities, consistent with the college's LEAD (Learning through Experiential and Applied Discovery) educational framework. Through having such an event on campus in which community members are recognized for their hard work, along with faculty and staff at SMCM, a commitment to transparency and more enriched relationships will be established.

Commuter Students

Over this academic year, commuter students have experienced a combination of positive and negative emotions. Referring back to statistics from my October Fall 2025 report, as of Fall 2024 the Office of Institutional Research & Planning reported 18% of students are non-residential

(approx. 300), meaning they are commuting to attend classes at SMCM and are living at off-campus residences. While there has been more attention on the commuter student body at SMCM, some events have been unavoidable, such as a pipe bursting in the Campus Center in early February, putting the renovation of the Commuter Lounge on hold. Such a delay originally displaced commuter students from their consistent, reliable space, but due to Dr. Jerri Howland's support and flexibility and partnering with Vice President for Academic Affairs, Dr. Gantz, a temporary space for commuter students was identified in the Center for Inclusion Teaching and Learning (CITL) and commuter students are utilizing the space. The renovations to the Commuter Lounge in the Campus Center have been advertised, and commuters are looking forward to gaining access to that space once again next academic year.

Event Communication

A consistent issue commuter students are facing is a lack of communication regarding large events being held on campus. Parking on campus is often disrupted when events on campus bring a sudden influx of visitors, who often park in lots and spaces reserved for commuter students. Commuters are able to park in three lots on campus: Lot K adjacent to the Campus Center; Lot Z behind Caroline Hall, and Lot T, the overflow parking lot affectionately referred to as "Guam." While these lots are not exclusively for commuter students, as the sign reads "Commuter Students and Visitors" the amount of visitors at times overpowers commuters, leaving them to park in the overflow parking, if a space can be found at all. These lots, particularly Lot Z, feel this tension in relation to parking during events at the Michael P. O'Brien Athletics and Recreation Center (ARC), Glendenning Hall, the Glendenning Annex, or the Nancy R. and Norton T. Dodge Performing Arts Center (DPAC). Some events are not advertised to students, making them unaware of such events, and there has been very little communication regarding such parking disruptions. Such a lack of communication leads to commuter students parking in lots they are not designated in hope of attending class on time; doing so leads to commuter students getting ticketed, or sometimes just turning around and missing class due to a lack of parking availability. Hopefully, under the leadership of the new AVP of Communications and Marketing, Renea Morris, parking and large-scale events can be communicated to the commuter population in a better transparent manner.

Looking forward- Caroline Hall

As the year comes to a close, returning students are already anticipating the renovations to be conducted on Caroline Hall over the summer, and are looking forward to an improved residential space. While concerns for the renovations timeline have been raised, as the renovation of Caroline Hall is such a large undertaking, this is a time-sensitive need for the betterment of the college and the student experience that cannot be delayed. In the hopes of completing another renovation project, students are already looking beyond the status of first-year residential housing onto upperclassmen housing. As an upperclassman myself, I understand such a need and

emphasis, however, the first-year halls are in fact, the oldest residential areas on campus, and should be addressed. Additionally, the status of first-year halls has a connection to yield and retention, and as SMCM hopes to grow, this connection needs to be considered by all parties. Beautification projects, however, for upperclassmen housing should be considered further while the official renovation processes for first-year halls are in motion.

General Topics On The Minds Of Students

- Performing Arts Spaces Availability on Campus
 - Students are anticipating the upcoming renovations to St. Mary's Hall, and are hoping it will become a facility somewhat comparable to the DPAC to help alleviate the use in that space in regards to student performances.
- Route 5 Safety
 - There have been many concerns regarding speeding and appropriate signage for student/pedestrian crosswalks. In light of an incident on March 30, 2026, where a truck crashed into the marsh near the college, damaging the pedestrian bridge connecting to North Field, continued cooperation with the Maryland State Highway Administration regarding improved safety measures along Route 5 is necessary.
- Montgomery Hall Renovation
 - While this is a long-term project and issue, it is important to remind campus parties of the need to monitor the state of Montgomery Hall, and take action within the next viable period of time for the sake of safety and betterment of academic buildings. For example, the presence of mold as well as frequent leakage.

**BOARD OF TRUSTEES
CAMPUS LIFE COMMITTEE**

VICE PRESIDENT FOR STUDENT AFFAIRS REPORT

Student Affairs has supported the College efforts in complying with the Web Content Accessibility Guidelines (WCAG) 2.1 under Title II of the Americans with Disabilities Act (ADA) which requires all programs, services and activities of public entities, including public higher education institutions, to make all digital content accessible. This rule includes web content and mobile apps. Within the last year, in anticipation of the upcoming April 24 deadline Vice President Howland has worked diligently in partnership with Associate Provost, Katy Arnet, and Kelly O' Grady, Director of Accessibility Services (OAS) to lead a Digital Accessibility Workgroup (DA Workgroup). Kelly and Amy Baker of OAS have been active members of the University Systems of Maryland (USM) Digital Accessibility Working Group to ensure SMCM informed and in accordance with other Maryland colleges. OAS partnered with the Center for Inclusive Teaching and Learning (CITL) to conduct DA trainings and presentations for the campus community. Within the last month, the College hired a Digital Accessibility Specialist who is located in CITL to also support training, remediation of documents and continued compliance for faculty in making course content accessible for students. The landing page of the campus website along with several other high traffic websites (i.e. Human Resources) have been remediated by Media Services to comply with the web content guidelines. The campus goal must be to demonstrate ongoing efforts to improve accessibility of digital content for all and provide clear alternative ways for users to access information or complete tasks on campus.

Student Affairs has continued to focus on increasing student connections, student engagement, and students' individual needs. The Campus Assessment, Response, and Evaluation (CARE) team received 87 reports requesting support for students in crisis. This was an increase of 12 compared to last year. Most reports involved first year new incoming students (25 cases). Cases were primarily about mental health and suicide ideation concerns with other issues involving roommate issues, relationship issues, concerns of alcohol and drug use, hygiene, and academic troubles.

Student Connections

Another goal for Student Affairs was to connect students to the local community and opportunities in the region. In January 2026, the Center for Career and Professional Development (CCPD) merged with the Office of Community Outreach and Engagement (OCOE) to form the new **Office of Career Development and Community Engagement (CDCE)**. The new office includes an Executive Director, Director of Career Development, Director of Community Engagement, three Program Coordinators, Office Manager, and a part-time Office Associate. The team has successfully navigated the transition, maintaining the same level of service to students and the community and completing a very full spring semester of programming.

They continue to perform outreach both on campus (to new and returning students, faculty, and staff) and off, participating in campus and community events to build awareness of the

College and CDCE, advertise opportunities, seek input and feedback, and establish the office as the first point of contact for community engagement activities. CDCE tables at most major community events, hosts monthly “**Coffee with Community**” events at local coffee shops, and attends meetings of the Chamber of Commerce, business associations, and other community organizations. In addition, the office created a popular “**Science in the Pub**” series in which faculty members give casual talks on scientific topics at Call Signs restaurant and facilitated faculty participation in the ongoing Pier450 MindBlown Speaker Series. Finally, staff routinely provide professional development workshops (e.g. resume writing) in the community, most recently during an event hosted by the Patuxent Partnership at Great Mills High School.

CDCE also welcomes employers and community organizations to campus to engage with students in numerous ways, including the Career and Internship Fair, Volunteer Expo, Small Business Expo, and smaller networking and tabling opportunities throughout the year. CDCE has very active social media accounts and an email newsletter that reaches over 1,000 community members, highlighting campus and community events and activities. CDCE is also responsible for outreach to Arts Alliance members and has been working to grow membership in that organization through targeted communications.

Finally, some CDCE spring semester highlights are:

- Held a spring Career and Internship Fair - 64 employers and 394 students attended.
- Hosted a new Small Business Expo event. The office invited 10 local small businesses to the Campus Center during community hour to showcase their products and services and give students some insight into how a small business operates.
- Managed Bay to Bay Service Day/Volunteer Week, 210 LEAD students participated. They completed projects ranging from making sustainable dog toys for a local animal shelter to working at the Lexington Manor Passive Park community garden to making cards and delivering donations to the Charlotte Hall Veterans Home.
- Planned two exciting trips this spring: one to Annapolis to visit with legislators and SMCM alums, tour the State House, and see the General Assembly in action; and another to spend a morning at JP Morgan Private Bank in Washington, D.C.
- Administered 382 internships, including 149 funded by college and 137 funded by other sources.
- Developed and hosted the first annual Community Impact Awards are a campus-wide celebration of service, leadership and partnership, sponsored by the Student Affairs Division. The ceremony took place on April 13 and included 21 awards for students, faculty, staff, and community partners (St. Mary’s County Museum Division and The MIL Corporation).
- Continued to partner with Alumni Relations to match 369 students with 315 mentors in the Mentor-A-Seahawk Program.

In a short amount of time CDCE has extended SMCM reach in the community and increased opportunities in the community for students, faculty and staff.

The River Runner, campus shuttle, connects students to the community too. In our second year running the River Runner, we expanded its usage to include trips to Leonardtown on the first Friday of each month, weekly trips to the movies, and trips supporting academic programs, in addition to the normal weekly shopping shuttle and twice monthly weekend trips home (D.C./Baltimore shuttles). While the shopping shuttles use is low, only 81 students used the shuttle between November and April this year, the break trips have been very successful. We had a waitlist for each trip. The weekend home shuttle ran twice per month and averaged between 30-40 students consistently riding. With the work of CDCE and the inception of the River Runner SMCM is making connections for students to enhance their experiences.

Student Engagement

Student Clubs and Organizations produced 382 events this academic year, which is an increase of 51 events over last academic year. In addition, the Student Government Association (SGA)'s Programs Board hosted 51 events. We introduced new traditions to the campus this year with a St. Mary's Renaissance Festival in October and renting out a movie theater in town for students. In November we took students to view the movie *Wicked for Good*, which was so popular in the spring semester we booked a theater for 6 weeks allowing students to see newly released movies. Scary Fest and Winter Fest continued this year as well as our annual World Carnival, which was Alice in Wonderland themed.

SGA created 11 new clubs this past year. Not a surprise several focused around politics with an election year, such as the Young Democrats, Maryland Student Legislature Club, and Young Democratic Socialist of America. The new academic organizations were Business & Econ, Mock Trial, Sustainability, and Theater. Fun/engaging clubs were Floor hockey and Latin Dance. With the addition of these new clubs there are 76 active clubs/organizations on campus. SGA Senators showed their appreciation for staff and students by hosting free coffee events at the Daily Grind and making gift baskets for the Bon Appetit and Physical Plant staff for their assistance with the snowy weather.

The Office of Public Safety continues to expand its role in fostering student engagement, trust, and overall well-being through targeted programming and outreach. The **Barbershop Talk** event served 64 students, providing free grooming services through partnerships with barbers, a beautician, and a lash technician. This initiative continues to serve as a cornerstone program, creating a culturally relevant space for dialogue, mentorship, and relationship-building between students and Public Safety personnel. Spearheaded by Trustee Horne, this initiative is about to travel as a recruitment and engagement effort, see Addendum A, the Barbershop Talk Baltimore

Pilot draft proposal. We met our goals of ensuring students had multiple opportunities to be engaged on campus during the week and on weekends.

Supporting Students' Needs

Wellness is always a top priority for Student Affairs. All units work to strengthen relationships with students to build trust and show care through direct services and educational outreach programming. We also support systemic needs, such as food and housing insecurity. We have developed a process for students to request housing over break periods if they show a need. We had just over 700 usages this year so far in Solomon's

Shoppe, food and clothing pantry. For the second year we were awarded the Hunger-Free Campus Grant, which we used to increase food availability in Solomon's Shoppe. The grant allowed us to support educational efforts around food insecurity, and collaborate with the campus farm, Kate Farm. Likewise, the Office of Public Safety hosted a Produce Box event at the Daugherty-Palmer Commons (DPC), distributing over 70 boxes of food to students.

Health Services

Health Services prioritized student retention by providing accessible, comprehensive clinical care, expanding educational outreach, and strengthening collaboration with campus and community partners to ensure students receive appropriate, timely support. Key initiatives have focused on improving access to same-day appointments, promoting preventive care, delivering health education, and identifying health concerns, particularly for students with ongoing or complex medical needs.

In addition, Health Services has expanded its role in addressing gaps in mental health care. While not the primary provider of mental health services on campus, the resident nurse practitioner and clinical team have supported immediate needs through assessment, short-term interventions, and medication management when appropriate. This approach has helped students remain engaged academically while the clinic facilitates referrals and coordinates follow-up care for longer-term mental health support.

Through these efforts, Health Services continues to play a vital role in promoting student well-being, supporting academic persistence, and advancing the institution's broader retention goals. Some efforts of note are:

- Distributed 72 doses of Narcan to community members and expanded access by installing emergency opioid response boxes in 28 locations campus wide.
- There is steady demand for self-care products, driving consistent foot traffic to the Health Services lobby to access the Caring Corner and Comfort Station; statistics show at least 20 students per day (approximately 100 per week) utilizing this service.
- Provided FREE STI testing kit education and distribution program - 72 test kits were funded by the SGA.
- Specialty clinic appointments with the Nurse Practitioner = 67 in total (for health skin, breast cancer awareness, diabetes and heart health).

So far this year Health Services held 946 clinical appointments compared to 1,564 for AY 2024-2025 (as of 5/31/25). Unfortunately, the decrease was due to less appointments being available during the period because of the Nurse Practitioner being on parental leave in fall and a reduce reporting period. However, trends show a need for professional nurse case management as more students present complex medical needs, requiring coordination of off-campus specialty care, referrals, and insurance utilization. The Health Services staff have consistently looked for ways to expand outreach and services to students which includes hosting specialty clinics in residence halls throughout the year. Staffing may be a challenge soon with one vacant Certified Nursing Assistant (CNA) and an Assistant Director who is

actively searching for a new position due to completing degree and licensure to become a nurse practitioner.

Counseling Services

Counseling Services provided over 494 individual sessions to students this spring semester compared to 430 this time last year. Other services include group counseling, psychiatric medication management, art therapy, Peer Health Educator (PHE) programs and case management/referral services. Counseling Services educational outreach includes visiting class to provide well-being information and resources.

On May 5, Counseling Services will host JED Day to celebrate the completion of a four-year JED Campus program grant assessment and strategic plan focused on suicide prevention and student mental health and wellness. Since fall 2022, Jessica Jolly, Director of Counseling Services and Elizabeth (Libby) Williams, Professor of Psychology have co-lead the campus steering committee for the college and have done a tremendous job of getting the campus to the finish line with a JED strategic plan. The JED strategic plan laid out 15 objectives for improvement. In pre and post Health Minds Survey results the JED steering committee reported an 18% increase in students feeling that they lead a purposeful and meaningful life (82% total), a 16% increase in students feeling their social relationships are supportive and rewarding (89% total), an 11% increase in students awareness of our mental health outreach efforts (80% total), and a 12% increase in students agreeing that mental and emotional wellbeing is a priority at SMCM (82% total).

Office of Accessibility Services

OAS has made significant strides in supporting students' needs and improving accessibility. They continue OAS to see an increase in request for accommodations from students who self-describe their diagnosis and/or health needs. The patterns OAS has seen show most students are reporting multiple categories of diagnosis and need consistent with the statistics. Roughly 85% of the students registered with OAS have disabilities and needs that are invisible to others. About 65% of the students self-disclose some form of neurodiversity, including ADHD, Autism Spectrum Disorder, dyslexia, and other learning disabilities. About 60% of students self-disclose mental health needs, including anxiety, depression, PTSD, and obsessive-compulsive disorders. Further, about 16% of students report a significant health condition, like Postural Orthostatic Tachycardia Syndrome (POTS), migraines, and diabetes. OAS also handles managing temporary accommodations for short-term disabling conditions, such as concussions, injuries, and surgeries, accounting for approximately 10%.

In Fall 2026, OAS ended the semester with a total of 260 requests for support. As of April 9th, 236 students had requested or activated accommodations from OAS for the spring semester.

Consistent with the 2024-2025 academic year, more students requested or renewed accommodations in the Fall than in the Spring. About 10% of requests are not approved because

the students' needs do not fit the criteria for support under the ADA. This can be a challenge for students who self-diagnose. While students may not meet the criteria OAS will extend other avenues of support to them available on campus.

Year to year, the number of students connected fluctuates for a multitude of reasons. Some students are no longer recorded due to expiration of temporary accommodations, graduation, or non-renewals. To date OAS has 570 current undergraduate students connected to them through requesting accommodations, received or not, or renewing each semester or not, compared to 500 last year.

Data from the Spring 2025 Student Satisfaction Survey showed overall, student satisfaction with Accessibility Services increased by almost 10% from 2023 to 2025. OAS contributes this success to being fully staffed and updating their office policies. With the demand for services OAS hopes to in the future to be able to expand and improve their office space, to create space for students, and to be closer to the Testing Center. OAS staff oversee the Testing Center which is currently located inside the Office of Student Support Services (OS3). The Testing Center has continued to support all SMC students (OAS and non-OAS). To date, about 370 undergrad students have been approved for some form of testing accommodation with OAS, but don't all necessarily have active accommodations. For the fall semester, there were 592 testing requests received and approximately 521 exams proctored. Of the 592 tests, 190 requests and approximately 143 proctored, were during final week specifically. This spring OAS has reported 307 requests, with approximately 288 exams proctored. The percentage of students using the Testing Center has increased hence the need for OAS to be relocated closer to the testing center. Our hope is the Space Advisory Committee and or Master Planning process will help to solve the space problems for OAS soon.

Title IX

During the 2025-2026 academic year through April 10, 2026, a total of 38 complaints were received however only one student filed a formal complaint, alleging stalking against another student. The student during their initial assessment meeting withdrew the formal complaint and requested a mutual, non-punitive, non-disciplinary No Contact Order as a supportive measure.

Title IX received 27 reports in the Fall 2025 semester; however, 20 reports were determined to be non-Title IX reports. So far this spring they received 11 reports; however, 6 of the reports were determined to be non-Title IX reports, see breakdown below:

Fall 2025

- Non-Title IX (20)
- Stalking (4)
- Sexual Harassment – Text Messages (1)
- Non-consensual Sexual Contact – Fondling (2)

Spring 2026

- Non-Title IX (6)
- Stalking (2)
- Sexual Harassment (1)
- Hostile Environment (1)
- Dating Violence (1)

These numbers are reflective of the tremendous work the Title IX staff are doing in ensuring all students are participating in training and prevention activities (996 students attend programming events in fall and 944 in the spring).



BOARD OF TRUSTEES CAMPUS LIFE COMMITTEE

OPEN SESSION MINUTES

Date of Meeting: January 29, 2026

Status of Minutes: Draft

Campus Life Committee Members Present: Committee Chair Nicolas Abrams '99, Peter Bruns, Staff Liaison Melissa Golowski, Talib Horne '93, Summer LaRocco '26, Jesse Price '92, Faculty Liaison Alla Semenova

Campus Life Committee Members Not Present: Board Chair John Bell '95, President Rhonda Phillips, Melanie Rosalez '92, Aaron Tomarchio '96

Staff Members: Jerri Howland, Rafael Zapata

Others Present: Jennifer Sivak, Gretchen Phillips, Mary Broadwater, Chuck Steenburgh

Executive Summary

Campus Life Committee Chair Nick Abrams called the meeting to order at 1:05 pm. A motion was made to approve the Campus Life Committee minutes from September 18, 2025. Trustee Bruns seconded the motion. The motion passed unanimously.

Discussion Items

Vice President Report

Vice President Howland discussed the recent two-day closure of campus due to snow and ice. Staff who could worked remotely and classes were moved online for students. Howland provided an overview of the commuter student lounge upgrades, the consolidation of the Center for Career and Professional Development (CCPD) and Office of Community Outreach and Engagement (OCOE) in a new unit, **Office of Career Development and Community Engagement (CDCE)**, and ongoing retention programming.

Commuter Student Lounge

The commuter student lounge on the first floor of the Campus Center is undergoing renovations. The current furnishings have been removed and relocated to other buildings and storage. New carpeting will be installed, along with a full-size refrigerator, a new microwave, and a TV. Students will choose the color and style for the new furniture to be installed in the lounge; until then, temporary existing furniture is being used. The project is expected to open in a few weeks with completion slated for after spring break.

Career Development and Community Engagement

CCPD and OCOE have merged into a single entity, the Office of Career Development and Community Engagement, with staff from OCOE moving into Glendening Hall. Consolidating the two offices will better serve our students and made sense given their shared programming

and outreach efforts to support opportunities for real world experiences for students in the community. Over the coming months, the office will complete a strategic plan by reimagining their work. New this semester is a pilot leadership development semester-long program, the Navigator Program, taught by two community partners: Leslie Taylor, Leslie Taylor Consulting LLC and Dr. Sybol Anderson, Leadership Southern Maryland.

Retention Programming

Howland highlighted the following retention efforts:

- Student Affairs Pre-finals Wellness Events - Different offices will host each event during finals.
- Beyond the Fade – Initiated by Public Safety is a discussion series led by students
- Mutual Accountability Study Halls (MASH) – Hosted by Accessibility Services for students to help and support each other
- Residence Life programming – Resident Assistants are required to have more intentional interaction with the students on their floor, not just monitoring, but actively engaging with students on an individual basis.
- Psychiatric Nurse Practitioner – Expanded hours as a pilot to response to increase student requests for meds/ and medication management

Also, Dr. Howland presented a snapshot of the Student Pulse Survey results. A more in-depth look at the results will be presented at the February 20, 2026, Board meeting.

Assistant Vice President for Inclusion and Belonging, Rafael Zapata updated the committee on the Office of Inclusion and Belonging's strategic priorities for Spring:

- Finalize the office restructuring, including filling two vacant positions.
- Working to establish the infrastructure of the Title VI office similar to the Title IX structure.
- Improve operations and stabilize the structure of the four scholars' programs.
- Explore fundraising opportunities with Institutional Advancement to add the signature programs to Giving Tuesday.

Dr. Howland's full report is available in the materials on OnBoard for the February 20th board meeting.

Student Trustee Report

Student Trustee LaRocco reported that students have expressed a need for third spaces on North campus for socializing outside of their living spaces. STEM-based majors have been quite successful, with the Marine Science program in high demand. However, students have expressed concerns about seat and course availability for this program. Academic Affairs is aware of the issue and is working on a solution. Summer's full report will be available in OnBoard for the February 20th board meeting.

The meeting adjourned at 1:58 p.m.

**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
APRIL 13, 2026**

**OPEN SESSION
AGENDA**

I. CALL TO ORDER

- A. Welcome & Opening Remarks – Trustee Judy Fillius, Committee Chair
- B. Approval of Agenda

II. REVIEW OF MINUTES

- A. Review of the minutes from the Institutional Advancement Committee meeting on January 14, 2026 - Approved through OnBoard via majority consensus on February 19, 2026

III. DIVISION OF INSTITUTIONAL ADVANCEMENT REPORT

- A. Annie E. Casey Foster Care Student Initiative
- B. Burton Morris Commemorative Art Project Update
- C. Caroline Hall Renovation Fundraising Update
- D. Academic & Research Industry Cluster Initiative
- E. River Concert Series MOU
- F. VPIA Search Update

IV. ALUMNI RELATIONS

- A. Alumni Engagement - Alumni Association President
- B. Upcoming Events:
 - i. Governor's Cup
 - ii. Alumni Weekend

V. FOUNDATION & BOARD DEVELOPMENT

- A. SMCM Foundation Update – Financial Snapshot
- B. FY 26 Dashboard Report (Goal: \$1.8M)

VI. STRATEGIC DISCUSSION

- A. Preparing for FY27 Advancement Priorities

VII. ACTION ITEMS & NEXT STEPS

- A. Summary of Decisions Taken
- B. Assignments and Follow-Up

VIII. ADJOURNMENT

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

ALUMNI COUNCIL PRESIDENT'S REPORT

Alumni Council

The Alumni Council last met on March 5, where members received updates on the expansion of alumni benefit programs, the launch of our new alumni engagement and fundraising platform, Almbase, and heard from our executive vice president nominee as part of the selection process. I'm pleased to share that Kevin Roth '93 has been selected for the role, beginning July 1, and will serve alongside Michele Shipley, who will succeed me as president of the Alumni Association and on this board.

Alumni Events

Our Bay to Bay Service Days initiative is underway, beginning with a kickoff on March 28 featuring eight projects across campus and Southern Maryland. More than 150 students, alumni, and employees participated, with President Phillips joining the effort. Additional projects took place this past weekend in Washington, D.C., Frederick, and Philadelphia, with more scheduled nationwide throughout April.

We also launched Alumni Weekend registration in our new platform, generating strong early momentum with more than 500 registrants and \$100,000 in revenue within the first two weeks. Demand has been high, with all housing options sold out except for residence halls. We look forward to welcoming alumni back to campus and showcasing this signature event to President Phillips.

Alumni Benefits Program

Since our last board meeting, the Alumni Travel Program has moved from concept to execution, with a full slate of trips planned through 2027, including the Southwest National Parks this fall, the Galápagos Islands in March of 2027, and Tuscany in September of 2027. Current and former board members were mailed a brochure for the Southwest tour, and all alumni have been invited via email.

In addition, we will distribute our first alumni benefits-focused e-newsletter before the end of April, highlighting this program alongside existing and expanded offerings such as FreeWill estate planning and the May Russell Alumni Lodge rental.

Looking Ahead to FY27

At the start of this fiscal year, we did not anticipate that we would be undertaking a full transition to a new engagement platform—much less the scope of work involved across email, event registration, forms, and giving. This six-month effort required a significant investment of staff time, but the system is now rolling out and will allow for more effective and coordinated alumni engagement in FY27 and beyond.

With that foundation in place, the Alumni Council and Alumni Relations team are gearing up for FY27, with plans to visit every alumni chapter across the country, launch our first alumni travel tour, and reintroduce a revamped Governor's Cup that includes the return of the Skippers Dinner

and expanded programming for our 2026 graduates. We also expect continued growth in alumni benefits, including the relaunch of the alumni license plate program and new offerings such as a virtual book club led by retired English faculty—all with a continued focus on meeting alumni where they are, in alignment with the vision of President Phillips.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**OPEN SESSION
MINUTES**

Date of Meeting: January 14, 2026

Status of Minutes: Approved

Institutional Advancement Committee Members Present: Committee Chair Judy Fillius '79, Susan Bass, Donny Bryan '73, Kate Fritz '04, Elizabeth Graves, Kristen Greenaway, Melanie Rosalez '92

Members Absent: Trustee Chair John Bell '95, SMCM President Rhonda Phillips, Jesse Price

Staff Member: Interim Vice President for Institutional Advancement Stephen L. McDaniel, CFRE

Others Present: Trustee Vice Chair Paula Collins, Amanda VerMeulen (faculty liaison), Gretchen Phillips (staff liaison), Mary Broadwater, Sarah Miller Martin, Chuck Steenburgh, David Sushinsky, Jackie Wright

Chair Judy Fillius opened the meeting at 9:05 a.m. with a review of the meeting agenda, including Giving Tuesday, the Ark and Dove Gala, institutional advancement priorities, and recommendations to the Board, including discussion of continued renovation of the original student housing, which Chair Fillius noted is impacting enrollment.

Additionally, Chair Fillius shared that in addition to the usual Institutional Advancement report at the upcoming Board of Trustees Meeting in February 2026, there will be a report from the SMCM Foundation Board, noting that SMCM Foundation Board President Dan Schiffman has been invited to attend the meeting to give a brief on the endowment and quasi-endowment, as part of an annual update to the Board.

Interim Vice President for Institutional Advancement Stephen L. McDaniel reported that a presentation had been prepared, including an overview of the foundation, fiduciary responsibilities, operating structure and committees, and a breakdown of assets, including restricted and unrestricted endowments and balances available for spending, and confirmed that Schiffman will present at the Board of Trustees meeting.

Following the review of the agenda, Chair Fillius called for a motion regarding the meeting minutes from the Institutional Advancement Committee (IAC) meeting held on October 2, 2025.

MOTION: Trustee Donny Bryan moved to approve the minutes from the IAC meeting held on October 2, 2025; Trustee Kate Fritz seconded. Trustees Kristen Greenaway, Susan Bass, and Elizabeth Graves abstained due to their absence from the October 2 meeting. Committee Chair Fillius and Trustee Melanie Rosalez voted aye. The motion carried.

Trustee Kate Fritz requested to move delivery of the alumni report to the top of the agenda due to a personal conflict that necessitated her early departure from the meeting. Committee members agreed to the change.

Alumni Report

Alumni Council President Kate Fritz reported that the Alumni Council met on November 1, 2025, which included meeting with Dr. Phillips, discussion of final plans for Giving Tuesday, engagement with SAGE (Seahawks Advancing Graduate Engagement) students, and completion of quarterly business.

She highlighted the success of Giving Tuesday, noting that the goal of 3,500 donors was exceeded with 3,677 donors in a 32-hour period, raising a record \$466,000 for the College. She added that over 12 years, Giving Tuesday has raised a total of \$3.2 million and has become a significant component of alumni engagement and fundraising.

Fritz noted that the Office of Alumni Relations is exploring new opportunities to engage alumni through expanded benefits aligned with presidential priorities, to add to the current lifelong Google accounts, access to campus facilities, and FreeWill services. Future plans include relaunching the alumni license plate program and exploring additional benefits such as alumni travel, virtual learning opportunities, and select partnerships.

She also reported that Alumni Relations is scheduling travel to engage alumni chapters nationwide, with continued emphasis on local and DMV-area engagement. Chair Fillius thanked Fritz, supported the proposed alumni benefits, and emphasized the need for earlier and repeated communication of alumni events to improve attendance.

Institutional Advancement Report

The agenda moved to the Foundation update, with VP McDaniel introducing Director of Foundation Finance and Administration Jackie Wright to deliver a report about the status of the SMCM Foundation Board.

Fundraising Snapshot (as of December 31)

Jackie Wright presented year-to-date fundraising results, including Giving Tuesday and the year-end appeal. The fundraising goal for the year is \$1.8 million. As of December 31, \$1.38 million had been raised, and leadership remains confident the goal will be met by June 30.

Major gifts (defined as \$10,000 or more) totaled \$848,000 from 18 donors.

Reporting Categories (Change from Lead Campaign)

Jackie noted that fundraising categories were revised following the conclusion of the Lead Campaign. Current reporting includes:

- St. Mary's Fund (unrestricted): \$166,000
- Scholarship support: \$513,000
- Curricular support: Includes academic and departmental funds
- Athletics: Reported separately
- Boat Foundation: Gifts-in-kind supporting the sailing and waterfront programs
- Other: Student clubs, awards, and miscellaneous gifts, including Giving Tuesday
- Funds were also reported as \$150,000 in endowed funds and \$1.2 million in current funds.

Outlook and Appeals

VP McDaniel noted the Foundation is approximately \$400,000 from goal. Direct mail appeals are planned to be sent out in April and June. These appeals will include outreach to SYBUNTs (donors of some years but not yet this year) and LYBUNTs (donors of last year but not yet this year), alongside continued major gift and planned giving outreach. Leadership anticipates reaching or exceeding the \$1.8M fundraising goal by June 30.

College Honors Promise

Chair Fillius asked how support for the College Honors Promise is reflected in the new categories. Jackie explained it is included under curricular support and remains tracked separately internally. Judy emphasized the Board's responsibility to ensure these commitments are honored and clearly communicated, particularly given donor expectations from the Lead Campaign.

VP McDaniel confirmed that funds are properly accounted for and available for use in accordance with donor intent. Trustee Paula Collins recommended that curricular support be further delineated in Board materials to avoid confusion, and this suggestion was acknowledged.

Giving Tuesday

VP McDaniel invited Assistant Vice President of Alumni Relations David Sushinsky to provide a report on Giving Tuesday, held on December 2, 2025.

Sushinsky reported that Giving Tuesday was a highly successful, team-wide effort involving all areas of advancement. He noted that when the initiative began 12 years ago, it raised \$17,000 from 200 donors. This year, the campaign engaged more than 3,600 donors and raised a record \$466,000.

Sushinsky highlighted student participation, noting that 256 students made gifts of \$10 or more, reflecting a strong and growing culture of philanthropy. He described the College's champion model, which empowers faculty, staff, students, alumni, and community members to solicit support from their personal networks, as a key factor in the campaign's success.

He thanked the Board for its increased giving and outreach, noting that while the total number of donors was slightly lower - likely due to campaign fatigue and economic factors - the campaign exceeded its goal and set a new record for dollars raised.

In response to questions, Sushinsky explained that “friends of the College” are donors reached through champions’ personal networks, and that trustee and Foundation Board reporting focuses on dollars given rather than number of donors. Judy Fillius commended the advancement team and expressed appreciation for the successful campaign.

VP McDaniel thanked the team for their Giving Tuesday success and noted that its momentum is being used to support the Annual Fund and reach the \$1.8 million goal by June 30. Chair Fillius noted that with the conclusion of the five-year Lead Campaign, fundraising efforts are shifting to a year-long Annual Fund model. VP McDaniel confirmed the institution will operate in Annual Fund mode beginning July 1, 2026.

Discussion Items

Ark & Dove Gala

VP McDaniel presented a proposal to develop the Ark and Dove Awards into an annual, board-led signature fundraising gala for the College. The concept includes hosting an on- or off-campus event, soliciting major sponsors, selling tables and tickets, and engaging trustees directly in fundraising efforts. The gala would generate unrestricted funds, with an annual fundraising goal of \$300,000 to \$1 million and expenses capped at 25% to ensure strong stewardship.

The proposal outlines volunteer leadership, tiered sponsorship levels, recognition of honorees, and potential revenue enhancements such as a silent auction and souvenir journal. Planning would follow a structured timeline, with support from the campus events team. Board members discussed marketing considerations, including keeping the event name appealing and emphasizing a fun, flexible format. Additional suggestions highlighted the importance of theme, food quality, and realistic planning timelines. Chair Fillius requested members review materials provided in the meeting packet and indicated intent to recommend moving forward with the Gala, contingent on support from the SMCM Board of Trustees at their next scheduled meeting in February 2016.

Fundraising Priorities

Chair Fillius encouraged continued submission of fundraising ideas and noted receipt of a recommendation from Jesse for follow-up discussion. She emphasized that student housing renovation remains a critical and ongoing priority, with several residence halls still in need of significant investment.

Student Housing Strategies

VP McDaniel reaffirmed that identifying funding solutions for student housing is a top fundraising priority, including exploration of public-private partnerships and other independent funding strategies. Judy noted additional work underway through a related working group, with updates anticipated at the February board meeting.

Naming and Recognition Opportunities

Members discussed potential naming opportunities for residence halls as a fundraising strategy, noting existing naming policies and alumni considerations. The committee also identified Congressman Steny Hoyer’s announced retirement as a potential recognition and fundraising opportunity, possibly in connection with the Ark and Dove event or an endowment.

Event and Marketing Considerations

Members discussed the cost and logistical considerations of hosting events off campus versus on campus. An observation was shared regarding peer institution marketing language, prompting interest in reviewing how similar colleges position themselves in event promotion.

Integrated Marketing & Communications

Chair Fillius invited Assistant Vice President of Integrated Marketing & Communications Chuck Steenburgh to provide the committee with an update from his unit.

Steenburgh highlighted enrollment marketing as a current top priority. The College is fully engaged with its new partner, 3Enrollment, with the application campaign underway and the deposit (yield) campaign launching this week. While application numbers are slightly below last year's record, the applicant pool reflects stronger enrollment potential, and the College remains cautiously optimistic about meeting its goal of 450 first-year students. Strong collaboration with Enrollment Management and the Office of Admission was noted, particularly following the appointment of Rob Maddox as Director of Admission.

Steenburgh also reported continued success in event marketing, including multiple sold-out performances at the Dodge Performing Arts Center. Partnerships with community arts organizations and athletics have expanded community outreach and increased campus engagement, supported by ongoing local advertising. Efforts are underway to reorganize and strengthen the marketing and communications office through adjusted staff responsibilities, expanded use of student interns, and exploration of fellowship positions for recent graduates to increase capacity and reduce reliance on external contractors.

Recent achievements were also recognized, including national design awards received by Senior Graphic Designer Jo Oliver for Giving Tuesday materials, as well as additional awards for video work and marketing related to the Mulberry Music Festival. Chair Fillius commended the team for the effectiveness of current marketing efforts, increased visibility, sold-out events, and successful implementation of the 3Enrollment partnership, and thanked Steenburgh and the team for their work.

Upcoming Presidential Inauguration

VP McDaniel provided an update on the President's inauguration, scheduled for the afternoon of Friday, April 17, 2026, with pre-events taking place earlier that week. The celebration will honor Dr. Rhonda Phillips, the College's eighth president, and is expected to include a variety of activities, such as an art showing and a signature sports event, making for an exciting couple of days of programming. Committee members were informed that a "save the date" notice would be sent out shortly, with detailed scheduling information to follow, specifying when and where trustee attendance will be most expected. Trustees emphasized the importance of receiving this information promptly to plan their travel and ensure participation, with the goal of making it easy to attend key activities on April 17.

Adjournment

Chair Fillius concluded the meeting at 10:25 p.m.



**BOARD OF TRUSTEES
TECHNOLOGY, BUILDINGS, AND GROUNDS COMMITTEE
APRIL 2, 2026**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. MOTION AND VOTE TO CLOSE THE MEETING**
- III. MOTION AND VOTE TO RECONVENE THE MEETING IN OPEN SESSION**
- IV. DISCUSSION ITEMS**
 - A. Space Assessment Update
 - B. Campus Master Planning Development Update
 - C. Caroline Hall Design Build Update
- V. ACTION ITEMS**
 - A. Approval of the February 16, 2026 Meeting Minutes
 - B. Approval of the FY28-FY32 State Capital Budget Proposal
- VI. INFORMATION ITEMS**
 - A. Information Technology Report
 - B. Historic St. Mary's City Commission Report
 - C. College Managed Capital Projects
 - D. Marine Science Vessel

A portion of this meeting will be held in closed session

HISTORIC ST. MARY'S CITY

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

Overview

This memorandum provides a concise and comprehensive status update on HSMC's capital improvement initiatives, including projects under development, active construction, infrastructure remediation efforts, and key strategic collaborations.

Projects Under Development or Requiring Initiation (Estimated Completion: 2027–2031)

- **Education & Artisan Center (Part I & II):** \$75,000 appropriated in the Governor's FY2027 budget to retain a third-party consultant for Part II preparation.
- **Leonard Calvert House:** Currently in an intensive archaeological phase.
- **Collections and Maintenance Building:** Included in the FY2028 Capital Improvement Program (CIP).
- **Liberty of Conscience Exhibit**
- **1634 St. Mary's Fort**
- **Shuttle System (Design and Implementation)**
- **ADA Pathways and Wayfinding Signage:** Actively progressing in coordination with DGS.

Ongoing Projects

- **State House Public Restrooms:** Project remains on hold due to insufficient funding to complete construction.

DGS-Led Infrastructure Remediation

Mold Remediation Program (Target Completion: September 2026)

- **Hammett House:** Conditions significantly exceeded initial projections. The structure has been fully gutted due to extensive water intrusion, termite damage, and pervasive mold contamination. HSMC has formally requested an additional \$200,000 to complete the project.
- **Administration Building:** Work commenced January 2026. Staff have been temporarily relocated to the Inn at Brome Howard. Early findings require removal of the exterior brick façade; installation of new windows, doors, and frames; full HVAC and ductwork replacement; reconstruction of the main staircase; and replacement of subflooring throughout due to extensive deterioration.
- **Public Relations Building:** Foundation stabilization and mold remediation are underway, with anticipated completion in April 2026. Structural reinforcement, new

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roofing, and replacement of windows and doors have been completed. Remaining work includes HVAC replacement and full duct system reconstruction.

- **Inn at Brome Howard:** Remediation and renovation completed December 2025; facility fully operational.
- **Farthings Ordinary Public Restrooms:** Approved at the January 2, 2026 BPW meeting; completion anticipated in late May 2026.
- **Branham House:** SOW being written up to include Mold Remediation, replace windows, doors, and frames, fill in the swimming pool, minor interior renovation and construction. Targeted completion date – September 2026.
- **Chancellor's Point Timber Framed Pavilion:** Will replace existing dilapidated house and will serve as a meeting area and shelter for visitors, guests, and HSMC's archaeology team. Scheduled completion date is October 2026.

Farthings Ordinary and Kitchen Renovation

- Mold remediation and kitchen renovation completed February 13, 2026.
- Substantial completion of the overall project was achieved February 13, 2026, under DGS project management in coordination with HSMC Facilities.
- Occupancy by Angelika's Kitchen scheduled for April 1, 2026, with a soft opening anticipated April 15, 2026.
- The venue will feature food service and a microbrewery—Farthing's Fermenters—offering a curated selection of beverages and artisanal cuisine.

Maryland Heritage Interpretive Center (MHIC)

The MHIC project remains more than two years behind schedule due to design deficiencies, contractor workforce limitations, supply chain disruptions, procurement inconsistencies, and construction rework.

- **Substantial Construction Completion:** Projected March 31, 2026
- **Exhibit Fabrication & Media Production:** Anticipated July 2026
- **Targeted Public Opening:** Late July 2026

Maryland Stadium Authority (MSA) Collaboration

- MSA has retained HANBURY for a \$250,000 feasibility study evaluating a proposed hotel and conference center, likely situated off Kohut Road.
- MSA and HANBURY anticipate convening HSMC and SMCM leadership, community stakeholders, and elected officials to review findings and solicit input on design, amenities, and overall vision.

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- Coordination continues between the SMCM team and HSMC leadership.

Rental Homes – Deferred Maintenance

- Comprehensive deficiency reports for all fourteen rental homes have been submitted to DBM; funding has not been approved due to classification as income-producing assets.
- Many properties remain uninhabitable due to mold, structural deficiencies, and prolonged deferred maintenance.
- Ongoing utility costs continue to strain limited operational resources.

Notable Properties:

- **Westerly House:** Recent roof, gutter, and downspout replacements completed through DGS, stabilizing the structure pending broader restoration funding.
- **Hogaboom House:** Currently rentable, though mold presence has been identified; remains a highly desirable waterfront asset.

Conclusion

Despite significant challenges associated with deferred maintenance, constrained funding, and evolving project demands, HSMC continues to advance critical capital and infrastructure initiatives. We remain fully committed to working collaboratively with SMCM and our State partners to ensure the preservation, enhancement, and long-term sustainability of Maryland's first capital.

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

**OPEN SESSION
MINUTES**

Date of Meeting: February 16, 2026

Status of Minutes: Draft

Committee Members Present: Committee Chair Donny Bryan '73, Committee Vice-Chair Talib Horne '93, Susan Bass, Tim Heely, Aaron Tomarchio, Danielle Troyan '92, John Bell

Committee Members Absent: None

Staff Member: Eileen Petula

Others Present: Judy Fillius, Charlie Wilson, Katie Arnett, Anne Marie Brady, David Hautanen, Mary Grube, Jerri Howland, Gretchen Phillips, President Rhonda Phillips, Jenelle Sargent, Stephen McDaniel

Executive Summary

Technology, Buildings, and Grounds Committee Chair Donny Bryan '73 called the open session meeting to order at 3:05 p.m. Participation was via videoconference.

Discussion Items

Office of Information Technology (OIT) Report

The report summarized the status of major items. The committee discussed the proposal of a student technology fee and the justification for the implementation of the fee. The use of the fees collected at \$100 per semester per student, if approved by the Board of Trustees, would begin in the Fall 2026 semester. Projects using the fees would undergo a vetting process like the Plant Fund Budget projects which are nominated annually.

Space Use & Needs Assessment Update

The space use & needs assessment update will be completed, near the end of May. The assessment will aid with master planning needs and prove to be an essential tool with long and short-term planning. The assessment could provide insight into how spaces could be used around/near dorms and campuswide for additional recreational/activity spaces.

Housing and Campus Planning Working Group

The working group provided a nine-page report outlining the need to renovate existing dorms as a priority because it is adversely affecting enrollment. The report also included the need for affordable faculty/staff housing and identified areas within the campus which could be considered, as well as possible means to accomplish such a project. Financing options, grants, and direct fundraising options were also explored by the group to address the priorities outlined in the report. The working group also provided a tentative list of actions/investigations currently

pending, including the exploration of a Public Private Partnership (P3), to continue the working group's efforts moving forward.

Action Items

Approval of the FY27 Plant Fund Budget

The Technology, Buildings, and Grounds Committee is charged with establishing priorities for capital projects. The amount of the proposed FY25 plant fund budget brought forward for approval was \$1.619M, which is primarily funded by the student facility fee. Committee Chair Donny Bryan '73 asked for a motion to approve the action item as presented. The Committee approved the action item unanimously and will provide its endorsement to the Finance, Investment, and Audit Committee, who will seek approval by the Board of Trustees at its February 20, 2026, meeting.

Approval of Residence Hall Modernization

As part of the institution's multi-year Residence Hall Modernization Plan, significant upgrades are being completed on a rotating summer cycle to address deferred maintenance, improve student living conditions, and modernize aging facilities.

The next phase of the modernization plan focuses on Caroline Hall, which continues to serve a large portion of residential students and will require upgrades to address outdated interior finishes, bathrooms, flooring, etc. Completing this work during Summer FY26 ensures the hall is fully operational for Fall occupancy and aligns with the institution's long-term facilities renewal strategy. The Committee approved the action item unanimously and will provide its endorsement to the Finance, Investment, and Audit Committee, who will seek approval by the Board of Trustees at its February 20, 2026, meeting.

Information Items

Marine Science Vessel

Vessel construction will be completed in 2026 and is currently on schedule to be delivered by September 2, 2026. To date the total sum of grant funds, \$1,008,165M, has been spent. The balance due on the vessel will be paid for by SMCM. It was suggested we develop a financial snapshot of all spending to date to share with the board and plan a future trip to view the work in progress. Per the finance department we have invoiced the full amount for the grant, \$447,525. The money has been placed in escrow, and the builder is billing against the advance payment provided by SMCM. This method will allow us to draw down the funds to ensure they do not expire. Updated photos as of January 16, 2026, were shared with the committee.

College Managed Capital Projects

Schaefer Hall

The College submitted a Program Part I for a Schaefer Hall Expansion and Greenhouse Replacement Project in Winter 2024. However, in Summer 2025, DBM recommended that the College resubmit an updated Program Part I and II inclusive of a full renovation of Schaefer Hall. The new Marine Science Laboratory program enrollment is expected to exceed expectations. Subsequently, upon approval of the FY27 plant fund, the College intends to hire an architect-engineering firm in Summer 2026 to assist with the preparation and submission of the Program to DBM in March 2027.

Montgomery Hall Design Schedule Update

The Montgomery Hall Renovation Project continues to be supported by the State of Maryland through the Governor's Office and Department of Budget and Management (DBM) in January 2026 with a Capital Budget Recommendation of \$59,653,000. Hord Coplan Macht Architects commenced the Design phase of the project in January 2026 and is scheduled to take 14-16 months to complete. The College anticipates hiring a Construction Manager at Risk (CMAR) to provide pre-construction services and design recommendations in Spring 2026 along with an architect-engineering firm.

Landers Library Bid & Award/Construction Schedule Update

The Landers Library construction schedule has been updated to include the summer hire of a construction project manager to oversee the project and manage the budget for the upcoming project.

St. Mary's Hall Update

The St. Mary's Hall Renovation Project will be challenging due to seat removal and converting the slanted floor to a flat floor. Theater campus programs will temporarily use St. Mary's Hall during the renovation of Montgomery Hall. The Boyden Gallery will be the Hall's permanent occupant. This project is pending the March budget hearing outcomes. Moving forward a primary concern for St. Mary's Hall is the need for restrooms meeting ADA requirements to be housed within the building. The ongoing campus space assessment will address this concern.

Residence Hall Modernization

Phase 1 of the PG Hall modernization project was completed on August 15, 2025, and students moved in on the same day. During the October Board of Trustees meeting, Board members received a tour of the facility.

The committee has identified \$2M for Caroline Hall renovations and the committee agreed to bring this topic to the next FIA meeting. With most of the funds being identified, the committee agreed, costs will not exceed \$3M, therefore restoration planning can begin moving forward. The committee recommends developing a subcommittee to explore capital campaign efforts in coordination with the office of Institutional Advancement to raise an additional \$1M plus. The subcommittee should develop a timeline along with a draft Budget and report back TBG with this information.

Historic St. Mary's City Commission Report

The Maryland Heritage Interpretive Center is undergoing completion of final items on the punchout list and the building will be opening in the near future.

Previous Meeting Minutes

Meeting minutes from April 22, 2025, were approved by the Committee.

The meeting adjourned at 2:50 p.m.



**BOARD OF TRUSTEES
TRUSTEE GOVERNANCE COMMITTEE**

**OPEN SESSION
AGENDA**

APRIL 27, 2026

- I. CALL TO ORDER**
- II. INFORMATION ITEM**
 - A. Minutes (Meeting of February 2, 2026)
- III. ACTION ITEMS**
 - A. Three-Year Meeting Schedule
 - B. Shared Governance – Board of Trustees Major Actions Calendar
- IV. MOTION AND VOTE TO CLOSE THE MEETING**

Vote to close the meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article, the Open Meetings Act, for the purposes set forth in the closing statement, specifically to protect the privacy and identity of individuals who may be discussed or matters that do not require public disclosure at this time. The Committee will discuss potential candidates for membership in the Board of Trustees.
- V. ADJOURNMENT**



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

ACTION ITEM 2526-27

**APPROVAL OF THE THREE-YEAR MEETING SCHEDULE
MAY 2026 THROUGH OCTOBER 2028**

RECOMMENDED ACTION

As provided in the by-laws, the Trustee Governance Committee recommends the adoption of the following three-year meeting schedule.

RATIONALE

The St. Mary's College of Maryland bylaws provide that the Trustee Governance Committee recommend a three-year meeting schedule to establish working parameters for the business of the Board.

CALENDAR YEAR 2026

May 15, 2026 – Board Meeting
May 16, 2026 – Commencement
July 30, 2026 – Board Retreat
July 31, 2026 – Board Retreat
October 9, 2026 – Board Meeting
October 10, 2026 – Board Meeting

CALENDAR YEAR 2027

February 19, 2027 – Board Meeting
February 20, 2027 – Board Meeting
May 14, 2027 – Board meeting
May 15, 2027 – Commencement
July 15, 2027 – Board Retreat
July 16, 2027 – Board Retreat
October 22, 2027- Board Meeting
October 23, 2027 – Board Meeting

CALENDAR YEAR 2028

February 18, 2028 – Board Meeting
February 19, 2028 – Board Meeting
May 12, 2028 – Board Meeting
May 13, 2028 – Commencement
July 14, 2028 – Board Retreat
July 15, 2028 – Board Retreat
October 13, 2028 – Board Meeting
October 14, 2028 – Board Meeting



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

ACTION ITEM 2526-28

**APPROVAL OF THE BOARD OF TRUSTEES MAJOR ACTIONS CALENDAR
JULY 2026 THROUGH JUNE 2027**

RECOMMENDED ACTION

The Trustee Governance Committee recommends the adoption of the following calendar of major Board actions to improve situational awareness across campus constituencies who may be interested in, or impacted by, these functions. While this calendar does not serve as a binding requirement on the Board to address any specific issue during or by any specific meeting, it is intended to enhance transparency, strengthen shared governance, and improve coordination across the institution. By providing a forward-looking framework of when significant decisions – including financial matters, issues related to academic or campus life, and the development, implementation, and evaluation of strategic priorities – are anticipated to come before the Board, this calendar will support more timely and constructive engagement between the Board of Trustees, the Faculty Senate, Staff Senate, and Student Government Association.

	Summer Meeting	Fall Meeting	Winter Meeting	Spring Meeting
<p style="text-align: center;">St. Mary's College of Maryland</p> <p style="text-align: center;">Board of Trustees</p> <p style="text-align: center;">Annual Calendar</p> <p>Note: Bold text indicates common action items. <i>Italicized</i> text indicates common discussion items. Acronyms indicate the Committee(s) of jurisdiction.</p> <p>In addition to the specific actions or discussion items listed here, the Board may request or receive updates on enrollment, retention, personnel, academic programs, strategic planning and initiatives, campus construction projects, and adjustments to campus policies, among other pertinent topics at any time. Additionally, this calendar does not serve as a binding requirement on the Board and items may be shifted as appropriate or necessary.</p>	<i>Board Retreat TBD, as needed</i>	Approve Faculty Sabbatical / Paid Leave (ACAF)	Student Trustee-in-Training Nominations Received (CAML)	Confer Degrees to Graduating Students (ACAF)
		Receive Title IX and Clery Act Reports, if any (CAML)	Review & Accept the (Prior Fiscal Year) Auditor's Report & Financial Statements (FIA)	Approve Faculty Tenure & Promotion (ACAF)
		Revision of the (Current Fiscal Year) Current Fund Operating Budget (FIA)	Approve Tuition, Fee, Room, and Board Rates (FIA)	Review Academic Program Snapshots (ACAF)
		Reconciliation of the (Prior Fiscal Year) Plant Fund Budget (FIA)	Approve Commencement Speaker & Honorary Degree Recipient (TGOV)	Approve Preliminary (Upcoming Fiscal Year) Current Fund Operating Budget (FIA)
		Approval of the (Current Year) Performance Accountability Report (FIA, ACAF, CAML)	Approve (Upcoming Fiscal Year) Plant Fund Allocation (FIA, TBG)	Approve Cultural Diversity Plan (CAML)
		Approve Trustee Candidates for Recommendation to the Governor, if any (TGOV)	<i>Legislative Session Initial Report (Full Board)</i>	Approval of the (FYxx to FYxx) State Capital Budget Proposal (FIA, TBG)
				Approve Facilities Condition Index (TBG)
				Elect Officers (TGOV)
				Confer Trustee Emeritus Status, if any (TGOV)
				Approve Ark & Dove Candidates, if any (TGOV)
				Review & Approval of Authority Matrix (Full Board)
				<i>End of Legislative Session Report (Full Board)</i>
	<i>Standing Placeholder: Policy Review/Approval</i>	<i>Standing Placeholder: Policy Review/Approval</i>	<i>Standing Placeholder: Policy Review/Approval</i>	
<p>Committee Acronyms: ACAF – Academic Affairs; AFA – Admission and Financial Aid; CAML – Campus Life; EXEC – Executive; FIA – Finance, Investment, and Audit; IA – Institutional Advancement; TBG – Technology, Buildings, and Grounds; TGOV – Trustee Governance.</p>	<p style="text-align: center;">Faculty Senate Fall '26 Meeting Schedule: September 9th, September 30th, October 14th, October 28th, December 2nd.</p> <p style="text-align: center;">Staff Senate Fall '26 Meeting Schedule: 1st Wednesday of the month at 10:30am</p> <p style="text-align: center;">Student Government Association Fall '26 Meeting Schedule: Every Tuesday at 8pm</p>			



**BOARD OF TRUSTEES
TRUSTEE GOVERNANCE COMMITTEE MEETING**

**OPEN SESSION
MINUTES**

Date of Meeting: February 2, 2026

Status of Minutes: Approved

Trustee Governance Committee Members Present: Board Chair John J. Bell '95, Committee Chair Kristen Greenaway, President Rhonda Phillips, Aaron Tomarchio '96, Heidi Murdy-Michael, John Wobensmith '93, Melanie Rosalez '92, Ray Wernecke

Committee Members Absent: N/A

Staff Members Present: Brandon Engle (President's Office), Robert Artiga-Valencia (President's Office)

Others Present: N/A

Executive Summary

The meeting was called to order at 1:01 p.m. Trustees discussed potential candidates to serve as the Commencement Speaker and potential recipients of an honorary degree as part of the 2026 Commencement Ceremony proceedings. Trustees also discussed progress made by the Shared Governance Working Group. At 1:16 p.m., the meeting was closed to discuss potential candidates to serve on the College's Board of Trustees following the expiration of terms for current Trustees. The meeting returned to open session to summarize closed session discussion items at 1:37 p.m. and adjourned at 1:39 p.m.

Discussion Items

Spring 2026 Commencement – Honorary Degree Recipient

Dr. Phillips provided an update regarding the potential recipient of an honorary doctorate from SMCM as part of the 2026 Commencement Ceremony. While a specific recipient has not yet been identified and approved, candidates are under active consideration by the Board.

Spring 2026 Commencement – Commencement Speaker

Dr. Phillips provided an update regarding potential keynote speakers for the 2026 Commencement Ceremony. Several candidates have been identified, and an invitation has been prepared and sent by the President's Office.

Shared Governance Working Group Statement

Trustee Murdy-Michael provided an overview and update of the Shared Governance Working Group's progress since its establishment in Fall 2025. The Working Group's first action was to develop a Statement on Principles of Shared Governance to identify guiding and operating principles of shared governance which align best practices with the unique mission and status of St. Mary's College of Maryland. Following consideration and approval of this Statement by the Board of Trustees, the Working Group will then identify specific recommendations to further improve shared governance at St. Mary's College of Maryland.

A motion to recommend the Statement for consideration by the full Board was made at 1:14 pm by Trustee Wernecke and seconded by Trustee Wobensmith. No dissenting votes were cast.

Motion to Close

A motion to close in accordance with Maryland General Provisions §3-305 (b) was made at 1:16 pm by Trustee Wernecke and seconded by Trustee Wobensmith. No dissenting votes were cast.

Return to Open Session and Adjournment

After returning to open session to summarize closed session discussion items, including the discussion of potential candidates to serve on the College's Board of Trustees following the expiration of terms for current Trustees. Neither a vote nor any official action occurred during closed session. At 1:37 p.m., a motion to adjourn was made by Trustee Wernecke and seconded by Trustee Murdy-Michael. The meeting adjourned at 1:39 p.m.

**FINANCE, INVESTMENT, AND AUDIT COMMITTEE
MEETING OF MAY 12, 2026**

**OPEN SESSION
AGENDA**

I. CALL TO ORDER

II. MOTION AND VOTE TO CLOSE THE MEETING

Vote to close the meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article, the Open Meetings Act, for the purposes set forth in the closing statement to review Campus Store RFP, ERP Conversion and personnel changes.

III. MOTION AND VOTE TO RECONVENE THE MEETING IN OPEN SESSION

IV. Meeting Minutes of 02/17/26 and 02/24/2026

V. DISCUSSION ITEMS

- A. FY26 Financial Results (Budget vs Actual) as of March 31, 2026

VI. ACTION ITEMS

- A. Approval of the Preliminary FY27 Current Fund Operating Budget
- B. Approval of FY28-FY32 State Capital Budget Proposal
- C. Approval of the Revised Policy on Secondary Employment (Dual Employment)
- D. Approval of the Revisions to the Conflict of Interest Policy
- E. Approval of the Authority and Responsibility Matrix

VII. INFORMATION ITEMS

- A. Revisions to the Indirect Cost Distribution Policy
- B. Update of Caroline Hall Modernization Project
- C. Moody's Bond Rating and Credit Opinion Update
- D. St. Mary's College of Maryland Foundation Report
- E. FY27 To Date Legislative Session Financial Impact
- F. Status of Strategic Investments from Bond Proceeds
- G. Reportable Procurement Items
- H. Joint Investment Activities
- I. Dashboards

VIII. ADJOURN MEETING



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

ACTION ITEM 2526-29

APPROVAL OF THE FY28-FY32 STATE CAPITAL BUDGET PROPOSAL

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland of the FY28-FY32 State Capital Budget Proposal. The Technology, Buildings and Grounds Committee met on April 2, 2026, and endorsed this recommendation, of the attached FY28-FY32 State Capital Budget Proposal.

The proposed FY28-FY32 state-funded capital budget request includes funding for the design and renovation of Montgomery Hall, various Campus Infrastructure Improvements, the Schaefer Hall Laboratory & Greenhouse Replacement.

RATIONALE

The attached chart summarizes the College's FY28-FY32 state capital budget request and provides a comparison to the governor's Five-Year Capital Improvement Plan (CIP).

Campus Infrastructure Improvements

This budget request continues to fund infrastructure improvements annually in multiple phases. The projects proposed for FY28-FY32 include Kent Hall Infrastructure Improvements, Landers Library/OIT generator and transfer switch replacement, Campus wide Roof Replacement (Library & Athletic Recreation Center), Campus Center Boiler replacement & Electrical upgrades and other projects. The total request for infrastructure projects is \$9.6 M.

Montgomery Hall Renovation

The Governor's Capital Improvement Program (CIP) allocated \$2.84 million in FY25 to initiate design. An additional \$0.96 million requested by the College in FY26 to advance design has been deferred by the Department of Budget Management (DBM) to FY27, aligning with the updated project schedule.

DBM has further approved full project funding to support the renovation, including \$21.55 million in FY29 for design, construction, and equipment; \$20.63 million in FY30 for construction; and \$14.47 million in FY31 for final construction and equipment. The total projected cost of the Montgomery Hall renovation is \$60.45 million.

Schaefer Hall Laboratory & Greenhouse Replacement

A Program Part I was submitted to the Department of Budget and Management (DBM) in October 2024, and the figures included in the State capital budget request reflect the estimated project costs at that time. DBM subsequently recommended that the College submit a combined Program Part I and II to address a full renovation of the facility. The College plans to submit the complete Program to DBM in March 2027. The capital budget request will be updated once revised cost estimates are available.

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

ACTION ITEM 2526-30

APPROVAL OF THE PRELIMINARY FY27 CURRENT FUND OPERATING BUDGET

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached preliminary current fund operating budget for FY27.

RATIONALE

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the FY27 preliminary current fund budget will allow the College to continue its mission of providing a high quality, public, post-secondary education.

Preliminary Expense Priorities

FY27 expense growth reflects required investments in the academic and other administrative areas, including enterprise systems, personnel, student support, and the incorporation of ongoing obligations from the prior year(s) into the FY27 base operating budget. Major assumptions include:

Enterprise Systems, Technology, and Modernization

- ERP Conversion Costs – Year 1 of 7: \$1.3M
- Anthology post-integration support: \$500K
- Prior year item: Anthology ERP yearly service of \$565K
- Student-focused technology projects funded by new technology fee revenue: \$312K

Personnel, Workforce, and Compensation

- Increase in FY27 payroll expenses (base and benefits): \$634K
- Funding for new mission-critical positions (salary and benefits): \$390K
- Police certification transition – Year 1: \$20K
- Increase to Visiting Faculty funds: \$28K

Base Budget Incorporations and Strategic Initiatives

- Prior year item: Ongoing expenses from the 2020 Bond Issue moved to operating budget: \$660K
- Year 1 funding for new Strategic Plan initiatives: \$250K
- Addition of departmental operating budget requests (SRI): \$495K

Student Support and Services

- Increase in Scholarship budget: \$594K
- Increase in Dining Services budget: \$215K

- National Merit Scholarship Corporation Program: \$54K

Offsetting Adjustments

- Decrease in bond payment from FY26 to FY27: (\$275K)

Total changes in FY27 Preliminary Expenses over FY26: \$5.8M

Preliminary Revenue Growth

Revenue growth assumptions supporting the FY27 budget include:

- Increase in State appropriation: \$2.7M
- Increase in comprehensive fees of 3% (tuition, fees, room & board) of 3%: \$811K
- Addition to Student Technology Fee: \$312K
- Decrease in other revenue due to elimination of bond-related interest earnings: (\$177K)

Total changes in the FY27 Preliminary Revenue over FY26: \$3.7M

Other Actions That Helped Balance the Budget

In addition to revenue growth and expense prioritization, the following actions contributed significantly to achieving balance in the FY27 preliminary budget:

- Budgeted vacancy factor in wages and benefits: \$500K
- Holding current unadvertised vacancies until 01/01/2027: \$362KK
- Holding current unadvertised vacancies entire FY27: \$421K
- Repurposing of two vacant, unadvertised positions to support mission-critical positions: \$168K

To support these actions, a revised budget development process was implemented for FY27 that emphasized transparency, collaboration, and strategic decision-making. Rather than requiring divisions to reduce requests by an arbitrary percentage, budget requests were reviewed holistically and prioritized based on institutional impact, operational necessity, and alignment with the Strategic Plan. This approach allowed leadership to make informed trade-offs and achieve a more strategic and mission aligned budget outcome.

Separately, a formal position control process will be implemented beginning in FY27 as a direct result of budgeting a vacancy factor into wages and benefits. This process will establish a structured review of vacant positions to determine whether they should be filled immediately, temporarily held, repurposed, or eliminated. The position control process provides stronger governance over staffing decisions, supports long term workforce planning, and ensures that personnel resources are allocated to the highest institutional priorities while maintaining fiscal discipline.

Five-Year Comparison of Budget Data

A five-year comparison of operating budget data is provided for the Board's review and discussion. This comparison includes actual operating results for FY25, the approved operating budget for FY26, the preliminary operating budget for FY27, and early, high-level operating budget estimates for FY28 and FY29. The FY28 and FY29 projections are preliminary in nature and reflect initial planning assumptions that will continue to be evaluated and refined.

Key assumptions incorporated into the early projections for FY28 and FY29 include the following:

- A comprehensive fee increase of 3% annually, inclusive of tuition, fees, room, and board
- Undergraduate enrollment assumed to remain modest, with slight growth over the two-year period
- Graduate enrollment assumed to remain stable but flat
- Part-time credit hours are assumed to remain stable but flat
- Estimated State appropriation increases, based on the established funding formula, of \$1.29 million in FY28 and \$1.33 million in FY29
- Operating expense growth assumed at 3% annually
- Dining Services expense increases by 3% in both FY28 and FY29
- An estimated \$50,000 increase in insurance expense associated with ownership of the Marine Science Vessel
- Decreases in debt service of \$113,000 in FY28 and \$691,000 in FY29 based on the debt service schedule. Currently the projection does not contemplate any new debt issuance.
- Estimated personnel wage and benefit increases of 3% annually
- Tuition waivers assumed to remain flat
- College scholarship funding increased by 3% annually
- Inclusion of ERP conversion costs for year 2 (FY28) and year 3 (FY29)
- Cybersecurity and server replacement investments assumed to remain flat at \$250k
- Strategic Plan initiative investments assumed to remain flat at \$250k

These projections are intended to support early strategic planning and will be updated as enrollment trends, cost drivers, and funding assumptions are further clarified.

St. Mary's College of Maryland
Five-Year Summary of Operations
(FY25-FY29 Actual and Budget)

Category	FY25 Operating Budget Actuals (Audited) 3.0% T, 3.0%F, 3.0% Room, 3.0% board	FY26 Approved Operating Budget 3.0% T, 3.0%F, 3.0% Room, 3.0% board	Early-Estimate FY27 Operating Budget 3.0% T, 3.0%F, 3.0% Room, 3.0% board	Early Estimate FY28 Operating Budget 3.0% T, 3.0%F, 3.0% Room, 3.0% board	Early Estimate FY29 Operating Budget 3.0% T, 3.0%F, 3.0% Room, 3.0% board
Revenues					
Tuition	\$ 22,346,873	\$ 23,157,046	\$ 23,968,500	\$ 24,690,347	\$ 26,011,321
Fees	3,702,766	3,839,336	3,987,496	4,107,120	4,230,334
State Appropriations	40,559,403	42,888,180	45,621,738	46,913,895	48,244,817
Auxiliary Enterprises					
Bookstore Operations	1,087,469	1,093,000	1,188,000	1,223,640	1,260,349
Other Auxiliary Revenue (Residence Halls, Dining Svcs, Other)	19,915,505	20,622,600	21,100,330	21,731,990	22,382,600
Other Revenue Sources	3,042,904	2,112,544	2,153,536	2,153,536	2,153,536
Total Operating Revenues	\$ 90,654,920	\$ 93,712,706	\$ 98,019,600	\$ 100,820,528	\$ 104,282,957
Revenues Beyond Normal Operating Budget (Strategic Initiatives)	3,941,379	4,646,370	2,878,742	-	-
Total Revenue (Operating + Additional)	\$ 94,596,299	\$ 98,359,076	\$ 100,898,342	\$ 100,820,528	\$ 104,282,957
Expenses					
Operating Expenses					
Contractual Payroll (includes student payroll)	\$ 4,398,720	\$ 4,178,745	\$ 4,521,746	\$ 4,657,398	\$ 4,797,120
Contractual Services	9,431,415	8,504,102	8,773,377	\$ 9,533,578	\$ 9,819,586
Other Operating Expenses	11,269,958	10,785,475	11,232,979	11,569,968	11,917,067
Sub-Total, Operating Expenses	\$ 25,100,092	\$ 23,468,322	\$ 24,528,102	\$ 25,760,945	\$ 26,533,773
Auxiliary Expenses					
Dining Services (Bon Appetit costs)	\$ 5,103,477	\$ 5,085,000	\$ 5,300,000	\$ 5,459,000	\$ 5,622,770
Bookstore Operations	1,313,741	1,322,534	1,315,249	\$ 1,354,706	\$ 1,395,348
Sub-Total, Auxiliary Expenses	\$6,417,219	\$6,407,534	\$6,615,249	\$6,813,706	\$7,018,118
Other Expenses	4,023,078	3,753,579	3,773,579	3,711,054	3,020,059
Scholarship/Waiver Expenses	9,517,999	9,317,259	9,911,710	10,185,492	10,467,487
St. Mary's College Personnel Wages and Benefits	46,582,430	49,701,536	50,335,575	51,845,643	53,401,012
Total Normal Operating Expenses	\$ 91,640,818	\$ 92,648,230	\$ 95,164,215	\$ 98,316,840	\$ 100,440,449
Additional Expenses Beyond Normal Operating Budget	3,643,077	5,445,026	5,484,127	1,950,000	2,200,000
College Operating Budget Contingency			250,000	250,000	250,000
Total Expenses, Normal and Beyond Normal	\$ 95,283,895	\$ 98,093,256	\$ 100,898,342	\$ 100,266,840	\$ 102,640,449
Surplus (Deficit)	\$ (687,596)	\$ 265,820	\$ (0)	\$ 553,689	\$ 1,642,508

ST. MARY'S COLLEGE OF MARYLAND

SMCM FY27 Preliminary Operating Budget

	FY26 Approved Operating Budget	Preliminary FY27 Operating Budget	Preliminary FY27 Operating Budget
	3.0% T, 3.0%F, 3.0% Room, 3.0% board	3.0% T, 3.0%F, 3.0% Room, 3.0% board	Variance from Approved FY26 Budget
Undergraduate*	1549 (404 F); (75 Transfers)	1536 (415F); 90 Transfers)	
In-State Full-Time Student Head Count	1398	1392	(6)
DC Resident Full-Time Student Head Count	17	12	(5)
Out-of-State Full-Time Student Head Count	134	148	14
Part-Time Student Count (Per Credit Hour)	2027	1986	(41)
Graduate			
MAT Program Student Head Count	24	24	0
St. Mary's College Revenues			
Tuition Revenue			
Undergraduate			
In-State Full-Time Student Tuition	17,447,040	17,894,160	(447,120)
DC Resident Full-Time Student Tuition	382,160	274,260	107,900
Out-of-State Full-Time Student Tuition	3,891,092	4,426,680	(535,588)
Part-Time Student Tuition (Per Credit Hour)	790,530	714,960	75,570
Non-Degree Seeking Tuition Revenue	12,600	12,600	-
Graduate			
MAT Program Tuition	408,624	420,840	(12,216)
Subtotal Tuition Revenue	22,932,046	23,743,500	(811,454)
Tuition Waivers Received from Other Institutions	225,000	225,000	-
Total Tuition Revenue	23,157,046	23,968,500	(811,454)
Fees			
Mandatory Fees Undergraduate & Graduate	5,099,254	5,545,240	(445,986)
Mandatory Fees Part-Time Students	101,857	102,776	(919)
Other Fees (Course, Graduation, Parking, Athletics, etc.)	659,720	659,720	-
Reduction for Mandatory Fees Transferred to Technology Fund		(310,400)	
Reduction for Mandatory Fees Transferred to Student Government Association (SGA)	(421,470)	(419,040)	(2,430)
Reduction for Mandatory Fees Transferred to Plant Facility Fund	(1,600,025)	(1,590,800)	(9,225)
Sub-Total Fees Revenue	3,839,336	3,987,496	(148,160)
State Appropriations			
General Fund	39,134,897	43,071,898	(3,937,001)
FY2026 COLA & Collective Bargaining Unit Merit Salary Adjustment	1,203,443	-	1,203,443
HEIF	2,549,840	2,549,840	-
Sub-Total State Appropriation Revenue	42,888,180	45,621,738	(2,733,558)
Auxiliary Enterprises			
Residence Halls	12,737,304	12,583,450	153,854
Dining Services	7,840,296	8,471,880	(631,584)
Bookstore Operations	1,093,000	1,188,000	(95,000)
Other Auxiliary Revenue (One Card General Revenue, Study Aboard Study Tours)	45,000	45,000	-
Sub-Total Auxiliary Revenue	21,715,600	22,288,330	(572,730)
Other Revenue Sources			
Sales & Services - Educational	400,000	500,000	(100,000)
Quasi-Endowment (4% Spending Allocation of Cash Equities)	163,545	210,191	(46,647)
Interest Income from Cash at State	1,000,000	1,000,000	-

	FY26 Approved Operating Budget	Preliminary FY27 Operating Budget	Preliminary FY27 Operating Budget
Treasurer Note Interest Return from Bond	223,999	-	223,999
Foundation Unrestricted Support	75,000	75,000	-
Foundation Athletics Support	-	59,060	(59,060)
Foundation Advancement Support	-	59,285	(59,285)
Other (Career Center, Registration fees, Faculty Housing Revenue, Miscellaneous.)	250,000	250,000	-
Sub-Total Other Revenue Sources	2,112,544	2,153,536	(40,992)
Total Operating Revenues	93,712,706	98,019,600	(4,306,894)
St. Mary's College Expenses			
Operating Expenses			
Contractual Payroll (includes student payroll)	4,178,745	4,521,746	343,001
Travel	1,419,304	1,542,798	123,494
Utilities and Fuel	4,009,600	4,005,000	(4,600)
Contractual Services	8,504,102	8,773,377	269,275
Supplies	1,925,905	1,931,197	5,292
Equipment	1,346,601	1,377,045	30,444
All Other Operating Expenses	2,084,065	2,376,939	292,874
Sub-Total Operating Expenses	23,468,322	24,528,102	1,059,780
Auxiliary Expenses			
Dining Services (Bon Appetit costs)	5,085,000	5,300,000	215,000
Bookstore Operations	1,322,534	1,315,249	(7,285)
Sub-Total Auxiliary Expenses	6,407,534	6,615,249	207,715
Other Expenses			
Institutional Expense	600,000	600,000	-
Debt Services	3,153,579	3,173,579	20,000
Sub-Total Other Expenses	3,753,579	3,773,579	20,000
Scholarship/Waiver Expenses			
Tuition Waivers	785,658	785,658	-
Total Scholarships	8,531,601	9,126,052	594,451
Sub-Total Scholarship/Waiver Expenses	9,317,259	9,911,710	594,451
Sub-Total SMCM Expenses (Non-FT Personnel)	42,946,694	44,828,640	1,881,946
St. Mary's College FT Personnel Expenses			
Personnel - Wages	35,472,889	35,874,641	401,753
Personnel - Benefits, Wage Changes, Savings, Miscellaneous Items, etc.)	14,228,648	14,460,934	232,286
Sub-Total FT Personnel Expenses	49,701,536	50,335,575	634,039
Total Expenses	92,648,230	95,164,215	2,515,985

	FY26 Approved Operating Budget	Preliminary FY27 Operating Budget	Preliminary FY27 Operating Budget
Additional Expenses Beyond Normal Operating Budget			
FY26 Security Cameras Annual Lease	234,266		(234,266)
FY26/27 ERP Final Implementation Costs (FY26 - Add'l Post Integration Requirements)	650,000	500,000	(150,000)
FY27 ERP Conversion (Year 1)		1,300,000	1,300,000
FY26/27 Modernization of Residence Halls	125,000	-	(125,000)
FY26 Cybersecurity Initiatives	250,000	250,000	-
FY26/27 OIT Server Replacement (Phase 1 & Phase 2)	150,000	150,000	-
FY26 PG Hall Modernization Project; FY27 Caroline Hall (Bond)	1,250,000	1,540,850	290,850
FY26 OIT Infrastructure Enhancements for Library (Bond)	325,000	325,000	-
FY26 Marine Science Research Vessel (Bond)	513,000	207,777	(305,223)
FY26/27 Strategic Initiatives to the Bond - One Time Expenses	672,260	263,500	(408,760)
FY26/27 Strategic Plan "The Rising Tide" Initiatives to the Bond	1,027,500	200,000	(827,500)
FY26 Strategic Plan "The Rising Tide" Initiatives to Operating Expenses	248,000	-	(248,000)
FY27 - Additional Operating Budget Initiatives		101,544	101,544
FY27 - Estimated Strategic Plan Initiative Expenses - For new plan		250,000	250,000
FY27 - Estimated ongoing bond expenses from 2020 bond		395,456	395,456
Sub-Total Additional Expenses Beyond Normal Operating Budget	5,445,026	5,484,127	39,101
Additional Revenues Beyond Normal Operating Budget			
Strategic Initiatives to the Bond	3,618,870	2,640,242	978,628
Bond Funds for Strategic Plan Initiatives FY26/FY27	1,027,500	238,500	789,000
Sub-Total Additional Revenues Beyond Normal Operating Budget	4,646,370	2,878,742	1,767,628
College Operating Budget Contingency	-	250,000	
Grand Total of Revenue (Total Operating Revenue + Additional Revenue)	98,359,076	100,898,342	(2,539,266)
Grand Total of Expenses (Total Operating Expenses + Additional Expenses)	98,093,256	100,898,342	2,805,086
Surplus/(Deficit)	265,820	(0)	265,820



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

ACTION ITEM 2526-31

APPROVAL OF THE AUTHORITY AND RESPONSIBILITY MATRIX

RECOMMENDED ACTION

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

RATIONALE

The Authority and Responsibility Matrix was developed to provide an accurate and clear summary of the responsibilities delegated to the Board of Trustees, the President, and to the Officers of the College, regarding various functions and operations. The Authority and Responsibility Matrix highlights actions that require Board of Trustees approval, as well as those that require Board of Trustee notification. The Authority and Responsibility Matrix last received Board of Trustee approval on May 10, 2025.

The Committee is recommending the following updates:

- Changing the title of AVP of Finance to AVP of Business and Controller
- Changing the title of Director of Procurement to Director of Procurement Services
- Changing the title of VP for Academic Affairs/Dean of Faculty to Provost and Dean of Faculty
- Changing the title of Director of Institutional Research to AVP of Institutional Research and Planning
- Changing the preparer for the Cultural Diversity Report to AVP of Institutional Research and Planning
- Updating recommender for the Cultural Diversity Report from VP Equity and Strategic Initiative to Director of Government Affairs

St. Mary's College of Maryland
 Authority and Responsibility Matrix
 Last Approved by the Board of Trustees on May 10, 2025

Administrative Area	Prepare	Recommend	Approve	Notify
Budget & Finance				
Fiscal Year Budgets - Operating and Capital (Plant)	VP Business/CFO	President	Board	
Rates: Tuition, Fees, Room and Dining Plan	VP Business/CFO	President	Board	
Auditors' Report and Audited Financial Statements	VP Business/CFO	President	Board	
Operating Budget Revision: Revenues = or > Expenditures		VP Business/CFO	President	Board
Operating Budget Revision: Revenues < Expenditures	VP Business/CFO	President	Board	
Plant Budget Revision < \$200K		VP Business/CFO	President	Board
Plant Budget Revision > \$200K	VP Business/CFO	President	Board	
Liquidation of up to 10% of Quasi-Endowment		VP Business / CFO	President	Board
Spending Authority above 5% of Annualized Budget		VP Business / CFO	President	Board
Contingency Budget Spending	AVP-Finance AVP of Business and Controller	VP Business/CFO	President	
Banking / Bond Issues				
Issue Revenue Bonds / Bank Loans	VP Business/CFO	President	Board	
Bond Refinancing	VP Business/CFO	President	Board	
Procurement and Memoranda of Understanding				
Procurement Policy	VP Business/CFO	President	Board	
Procurement >\$100K			VP Business/CFO	President/Board
Procurement >\$1.0M	AVP-Finance AVP of Business and Controller	Director of Procurement Services	VP Business/CFO and Board of Public Works	President/Board
Procurement: State Capital Funds		AVP-Finance AVP of Business and Controller	VP Business/CFO and Board of Public Works	President
Facility and Service Agreements with HSMC	Director of Procurement Services	VP Business/CFO	President	Board
Various Memoranda of Understanding and Agreements	Unit/Department Head	Impacted VP and VP Business/CFO	President	
Information Technology				
IT Master Plan (Required by State)	AVP Office of Information Technology and VP Business/CFO	President	Board	
IT Security Plan (Required by State)	AVP Office of Information Technology and VP Business/CFO	President	Board	
Facilities				
Facilities Master Plan	VP Business/CFO	President	Board	
Building Designs	VP Business/CFO	President	Board	
Building Programs	VP Business/CFO	President	Board	
Acquisition/Disposal of Real Property	VP Business/CFO	President	Board	
Annual Facilities Condition Report	VP Business/CFO	President	Board	
Appointment - Staff (Department Head and Below)		Unit Head	VP of unit	President/Board
Appointment - Staff (Assistant VP and Above)		VP of Unit	President	Board
Appointment - Faculty		Division Head	VP for Academic Affairs Dean of Faculty- Provost and Dean of Faculty	
Termination - Staff		VP Business/CFO	President	Board
Termination - Faculty (IAW Bylaws)	Division Head	VP for Academic Affairs Dean of Faculty- Provost and Dean of Faculty	President	Board
Contract Renewal - Probationary Status to Permanent FT Employees		Human Resources	VP of unit	President/Board
Create New Position		VP Business/CFO	President	Board
Union Agreement AFSCME		VP Business/CFO	President	Board
Administrative Area	Prepare	Recommend	Approve	Notify
Staff Salary Plan	VP Business/CFO	President	Board	
Employee Handbook Revisions	VP Business/CFO	President	Board	
Modifications to Retirement Plans	VP Business/CFO	President	Board	
Staff Senate Bylaw Revisions	Staff Senate	VP Business/CFO	President	
Various Human Resources Policies	VP Business/CFO	President	Board	
Faculty Bylaws	Faculty and VP for Academic Affairs Dean of Faculty- Provost and Dean of Faculty	President	Board	
Reporting to Government Agencies				
Managing for Results Submission (MFR)	AVP Director of Institutional Research and Planning	VP Business/CFO and President	Board	
Performance Accountability Report (PAR)	AVP Director of Institutional Research and Planning	VP Business/CFO and President	Board	
Cultural Diversity Report	Chief Diversity Officer and VP Equity and Strategic Initiatives AVP of Institutional Research and Planning	VP Equity and Strategic Initiatives Director of Government Affairs and President	Board	
Academic Affairs				
Faculty Reappointment, Tenure, Promotion	VP for Academic Affairs Dean of Faculty- Provost and Dean of Faculty	President	Board	
Curriculum Changes, Majors and Minors	Faculty and VP for Academic Affairs Dean of Faculty- Provost and Dean of Faculty	President	Board	
Study Abroad Sites, SMCM as primary operator		VP for Academic Affairs Dean of Faculty- Provost and Dean of Faculty	President	Board
Academic Policy Changes	Faculty and VP for Academic Affairs Dean of Faculty- Provost and Dean of Faculty	President	Board	
Student Affairs				
Student Trustee-in-Training Selection	VP Student Affairs	President	Board	
Clearly and Crime Statistics Reporting	Public Safety	VP Student Affairs	President	Board
Title IX Policy Changes	VP Student Affairs	President	Board	
Advancement				
Capital or Comprehensive Campaigns	VP Advancement	President	Board	Foundation Board
Named Opportunities Less than Building	VP Advancement and VP Business/CFO	VP Advancement	President	Board
Named Opportunities Building	VP Advancement and VP Business/CFO	President	Board	
Note 1: Requires final approval by Board of Public Works				
Enrollment Management				
Admission Policies	VP Enrollment Management	President	Board	
Financial Aid Award Policies	VP Enrollment Management	President	Board	
Other Policies				
Revision of any Policy Approved by the Board of Trustees	VP of Unit	President	Board	
Order of the Ark and Dove Award		President	Board	
Conferral of Degrees	VP for Academic Affairs Dean of Faculty- Provost and Dean of Faculty	President	Board	
Honorary Degree Recipients		President	Board	

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



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

ACTION ITEM 2526-32

APPROVAL OF REVISIONS TO THE CONFLICT OF INTEREST POLICY

RECOMMENDATION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees of the St. Mary's College of Maryland Revisions to the Conflict of Interest Policy as presented.

RATIONALE

The Conflict of Interest Policy has been revised to more closely align with the State of Maryland's Conflict of Interest Policy, St. Mary's College of Maryland (SMCM), and SMCM's Secondary Employment Policy. The Conflict of Interest Policy last received Board of Trustee approval on May 9, 2025.

The Committee is recommending the following updates:

- Addition of the following verbiage to the Policy Statement:
 - "...at St. Mary's College of Maryland (SMCM or "the College")."
 - "Compliance with this policy therefore reduces the risk of actual or perceived conflicts of interest."
- Addition of the following verbiage to section (1) item (D) of the General Provisions:
 - "...at SMCM, without receiving written permission from the unit head, area Vice President and the President, or their designee. In certain circumstances, Secondary Employment or Dual Employment must also be reviewed and approved, in advance, by the Maryland State Ethics Commission."
- Alignment of listed examples with those identified by the State of Maryland (section (2) of the General Provisions)
- Addition of section (3) to the General Provisions addressing requirement for new approvals should there be changes in supervisory authority

ST. MARY'S COLLEGE OF MARYLAND

CONFLICT OF INTEREST POLICY

(a) Purpose and Scope

(1) Purpose

The purpose of this policy is to comply with the state of Maryland Ethics Law governing conflict of interest.

(2) Scope

- (A) This policy enforces the State of Maryland Ethics Law, [MD Ethics Law](#), regarding conflict of interest and the requirement for financial disclosures for state employees serving in certain job positions.
- (B) This policy applies to all state employees:
 - (i) Permanent (PIN) St. Mary's College of Maryland ("the College") employees who are paid through the Central Payroll Bureau of the Comptroller.
 - (ii) Employees covered by a collective bargaining agreement
 - (iii) Contractual employees (non-PIN)
- (C) This policy does not apply to:
 - (i) Vendor contractors (1099 workers contracted through the Business Office).

(b) Policy Statement

The Conflict-of-Interest provisions of the Maryland Code Annotated, General Provisions, Title 5, Subtitle 5, apply to ALL State Employees at St. Mary's College of Maryland (SMCM or "the College"). The provisions govern the behavior of all State employees and a violation of any of these principles may result in disciplinary action, up to and including termination from State employment. Compliance with this policy therefore reduces the risk of actual or perceived conflicts of interest.

(c) General Provisions

(1) Consistent with Maryland Public Ethics Laws, Annotated Code of Maryland, General Provisions Article, Title 5:

- (A) Employees shall not hold financial interests that conflict with SMCM Bylaws, Policies and Procedures.
- (B) Employees shall not, except as permitted by applicable law or regulation or by position description, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the College, another Maryland Institution, whose interests may be substantially affected by the performance or nonperformance of the employee's duties.
- (C) Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.
- (D) Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, which conflict with the duties and responsibilities of their primary position at SMCM, without receiving written permission from the unit head, area Vice President and

ST. MARY'S COLLEGE OF MARYLAND CONFLICT OF INTEREST POLICY

the President, or their designee. In certain circumstances, Secondary Employment or Dual Employment must also be reviewed and approved, in advance, by the Maryland State Ethics Commission.

- (E) Employees shall endeavor to avoid any actions creating the appearance of any impropriety or violating applicable law or the ethical standards in applicable regulations.
- (F) Upon leaving State service, College employees shall be bound by the restrictions of the Annotated Code of Maryland, General Provisions Article, Section 5- 504, with respect to lobbying and other forms of representation.
- (G) The College shall provide training regarding all applicable provisions of the Maryland Public Ethics Law to all staff and administrators appointed at the level of director or above within six months of such appointment and at least once every five years. Online [training](#) provided by the Maryland State Ethics Commission for individuals who file financial disclosure statements may be substituted for the training required under this policy.

(2) Examples of the Conflict-of-Interest provisions

- (A) An employee may not participate in a matter in which he or she has an interest. This prohibition also applies where an employee's relatives (spouse, children, brother, sister or parents), or certain entities has/have an interest. Non-participation includes any discussion, advising or deciding of the matter and requires disclosure of the conflict.
- (B) An employee may not participate in a matter when one of the parties is a business entity in which he or she has an employment, contractual or creditor relationship. This prohibition also applies when certain relatives (spouse, children, brother, sister or parents) have such a relationship. Non-participation includes any discussion, advising or deciding of the matter and requires disclosure of the conflict.
- (C) An employee may not participate in a matter in which he or she is negotiating employment with a party to the matter. This prohibition also applies where certain relatives are negotiating employment with a party to the matter.
- (D) In most instances an employee may not have a financial interest in, or be employed by an entity subject to, the authority of the employee, or of SMCM, the agency with which he or she is affiliated.
- (E) In most instances an employee may not have a financial interest in or be employed by an entity having or negotiating a contract with SMCM, even if the employee is not involved in that business agreement.
- (F) An employee may not hold any employment relationship that would impair his or her impartiality or independence of judgment.
- (G) An employee may not intentionally use the prestige of his or her office for personal gain or that of another. This prohibition means an employee may not use any influence he/she may have to obtain a special benefit for himself/herself or another or use state resources for personal benefit or to benefit another. This includes but is not limited to: influencing the award of a State or local contract to a specific person; initiating a solicitation for a person to retain the compensated services of a particular lobbyist or firm; or using public resources or title to solicit a

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political contribution.

- (H) An employee whose duties include matters substantially relating to the subject matter of any contract with SMCM may not become, while he or she is an employee of the College, an employee of the party contracting with SMCM.
- (I) An employee may not assist or represent a party for contingent compensation in any matter involving SMCM, or any State agency or political subdivision other than in a judicial or quasi-judicial proceeding.
- (J) A former employee may not assist or represent anyone other than the College for compensation in a case, contract or other specific matter involving SMCM, if that matter is one in which he or she significantly participated as an employee.
- (K) An employee may not solicit any gift for him or herself or for others. Subject to certain exceptions, an employee may not knowingly accept any gift directly or indirectly from any person whom the employee knows or has reason to know:
 - (i) is doing or seeking to do business of any kind with SMCM or his/her department;
 - (ii) is engaged in activities that are regulated or controlled by SMCM or his/her department;
 - (iii) has financial interests that may be substantially affected in a specific way by the employee; or,
 - (iv) is a lobbyist with respect to the matters within the employee's functional jurisdiction.

There are limited exceptions for certain nominal gifts addressed in Md. Code Ann., General Provisions § 5-505.

- (L) An employee, or a former employee of the College, may not disclose or use for personal economic benefit, or that of another, confidential information acquired by reason of his or her position at SMCM.
- (M) An employee may not retaliate against an individual for reporting or participating in an investigation of a potential violation of the Public Ethics Law.
- (N) An employee subject to the Ethics Law may not also be registered as a lobbyist.

When New Approvals Are Required

It is the employee's sole responsibility to seek new approvals from the department head, unit Vice President, and College President or their designee in the event of a change to an employee's supervisor and/or chain of command. Any prior approvals granted under this policy must be reviewed by the new supervisor(s) within three (3) months of the effective date of the change. The new supervisor(s) may affirm, modify, or revoke the prior approval in accordance with this policy. Failure to notify your supervisor, in accordance with this policy, may result in disciplinary action.

(d) Financial Disclosure Requirement

- (1) Certain employees of the College are required to annually file a financial disclosure with the State of Maryland Ethics Commission. Not all State employees are required to file financial disclosure. If you are unsure whether a position is required to file,

ST. MARY'S COLLEGE OF MARYLAND CONFLICT OF INTEREST POLICY

contact the Office of Human Resources (OHR) and refer to the Financial Disclosure Filer Identification Manual, [MD Financial Disclosure Manual](#).

- (2) The financial disclosure forms require the filer to identify real estate interests, equity interests, and other relationships such as employment, debts and gifts so that the public can be assured that the impartiality and independent judgment of those officials and employees will be maintained.
- (3) Annual ethics filing is required by employees serving in a position that meets the two-part test for inclusion of salary and duties:
 - (A) Public Official includes an individual employee who receives compensation at a rate of at least state grade level 16, annual salary exceeds that rate.
 - (B) The employee, acting alone or as a member of an executive unit, has discretionary or decision-making authority or acts as a principal advisor to one with authority in making state policy in an executive unit or in exercising quasi-judicial, regulatory, licensing, inspecting, or auditing functions and the individual's duties are not essentially administrative and ministerial. The position has discretionary and decision-making authority.

(e) Ethics Law Enforcement

- (1) Anyone may file a complaint with the Commission, [MD Ethics Law Enforcement](#), alleging a violation of the Public Ethics Law by an employee, official or lobbyist. Information related to the complaint, including the identity of the complainant and respondent, may not be disclosed by the Commission, its staff, the respondent or the complainant.

(f) Not a Contract

This policy does not constitute or create an express or implied contract. It is not intended to, and does not, create contractual obligations with respect to any matter it covers.

Approval Date: May 9, 2025

Amended Date: May 15, 2026

Approved By: SMCM Board of Trustees



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

ACTION ITEM 2526-33

**APPROVAL OF REVISIONS TO THE REVISED SECONDARY/DUAL
EMPLOYMENT POLICY**

RECOMMENDATION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees of the St. Mary's College of Maryland Revised Secondary Employment Policy as presented.

RATIONALE

A Revised Secondary Employment policy will ensure compliance with Maryland Public Ethics Law § 5-502, which requires disclosure of secondary employment and prohibits state employees from engaging in employment that conflicts with their official duties. This policy helps the College maintain transparency, avoid conflicts of interest, and uphold public trust. The policy protects both the integrity of the College and its employees from ethical violations. The Secondary Employment Policy last received Board of Trustee approval on May 9, 2025.

The Committee is recommending the following updates:

- Revision of scopes to now align with those listed in the Conflict of Interest Policy
 - This policy applies to employees covered by a collective bargaining agreement
 - This policy does not apply to part-time contractual employees (non-PIN)
- Required review of approvals should there be changes in supervisory authority
- Addition to section (1) of the General Provisions addressing requirement for new approvals should there be changes in supervisory authority
- Revision of section (7) of the General Provisions to state "Violation of any provisions of this policy may result in disciplinary action up to and including termination from the College."
- Addition of the following verbiage to the Exceptions:
 - "...that does not contravene state law."

ST. MARY’S COLLEGE OF MARYLAND
POLICY ON SECONDARY EMPLOYMENT (Dual Employment)

(a) Purpose and Scope

(1) Purpose

The purpose of this policy is to define a uniform practice for the reporting and approval of secondary employment. This includes any employment with St. Mary’s College of Maryland that is in addition to the primary state position or external to St. Mary’s College of Maryland.

(2) Scope

(A) This policy applies to:

- (i) Permanent (PIN) St. Mary’s College of Maryland (“the College”) employees who are paid through the Central Payroll Bureau of the Comptroller.
- (ii) Employees covered by a collective bargaining agreement.

(B) Full-time Contractual employees require approval (non-PIN). This policy does not apply to:

- (i) Part-time Contractual employees (non-PIN).
- (ii) Vendor contractors (1099 workers contracted through the Business Office).

(b) Definitions

(1) **Unit Vice President (VP)** — For units, the head of the unit where the employee works.

(2) **Employment** – Any activity which generates or seeks to generate financial compensation or reward of any kind, including, but not limited to, bonuses, commissions, fees, salary, sales, tips, or wages that is secondary to an employee’s primary job duties and permanent (PIN) employment functions.

(3) **Office of Human Resources (OHR)** – The department within Business and Finance that is responsible for, but not limited to, the following functions for State employees at St. Mary’s College of Maryland (hereafter referred to as “the College”): human resources policy development, administration, and interpretation; payroll; talent acquisition; employment and orientation services; employee benefits; position classification and salary administration; and employer-employee relations, including labor relations.

(c) Policy Statement

The College recognizes that employees may seek additional employment outside their normally scheduled workday to earn additional income or to develop new skills and experience. Upon request, and receipt of written permission from the employee’s supervisor¹, department head, unit VP and President, an employee may engage in limited self-employment for remuneration outside of the College, provided that such activities on the part of the employee do not overlap or interfere with the employee’s primary duties at the College.

¹ An employee’s supervisor may or may not be a department head, unit VP, or President.

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POLICY ON SECONDARY EMPLOYMENT (Dual Employment)

Despite any secondary employment, a St. Mary's College of Maryland employee's permanent job should be their primary employment responsibility. The College does not consider other employment to be an excuse for poor performance, tardiness, absenteeism, or refusal to work overtime or travel when required.

(d) General Provisions

- (1) An employee requesting employment other than their permanent position with the College either at the time of hire or any time throughout their employment must obtain prior/advance authorization from the College prior to accepting any secondary employment as defined within this policy. It is the employee's responsibility to notify the Office of Human Resources by completing the [Request for Review of Secondary Employment](#) which requires approvals* from the department head, unit Vice President (VP) and the President.

When New Approvals Are Required:

It is the employee's sole responsibility to seek new approvals from the department head, unit Vice President and College President in the event of a change to an employee's supervisor and/or chain of command. Any prior approvals granted under this policy must be reviewed by the supervisor(s) within three (3) months of the effective date of the change. The new supervisor(s) may affirm, modify, or revoke the prior approval in accordance with this policy. Failure to notify your supervisor, in accordance with this policy, may result in disciplinary action.

- (2) The Office of Human Resources will consult with employee's supervisor, department head and the unit's VP to ascertain whether or not the other employment may violate Section (d) (4) of this policy. The State Ethics Commission will be contacted, if necessary, to determine whether the employee's other employment meets all the provisions.
- (3) An employee (faculty or staff) who has other compensable employment with the College that is not included in the description of their permanent position, and requires them to be away from their permanent position during business operation hours of the College (for example such as teaching adjunct classes), must adhere to the following:
- (A) Complete all requirements set forth in this policy and
 - (B) Use, and document on the timesheet, annual leave when working during normal business operation hours.
- Note: Employees who work outside of their regularly assigned work schedules are not required to use leave. However, regardless of when the work is performed, secondary employment must not create a conflict of interest or interfere with the employee's responsibilities to the College.*
- (4) An employee is prohibited from engaging in any business, trade, occupation, profession, or activity that the College determines will:
- (A) Bring the College into disrepute;
 - (B) Discredit the individual as an employee of the College;
 - (C) Interfere with the performance of the employee's College duties;

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POLICY ON SECONDARY EMPLOYMENT (Dual Employment)

- (D) Present a real or perceived conflict of interest (see [St. Mary's College of Maryland Policy and Procedures](#));
 - (E) Result in misuse of College property or funds;
 - (F) Violate College policy or procedure.
- (5) An employee may not use College property in the pursuit of non-college business or other employment.
- (6) Secondary employment or outside employment that does not meet the provisions of this policy will require the employee to discontinue, either their secondary employment or their primary employment with the College.
- (7) Violation of any provisions of this policy may result in disciplinary action up to and including termination from the College.

(e) Exceptions

The College's Senior Administration may make exceptions to any provision of this policy that does not contravene state law. All exceptions must be documented in writing and approved by the unit Vice President and College President, or designee.

(f) Not a Contract

This policy does not constitute or create an express or implied contract. It is not intended to, and does not, create contractual obligations with respect to any matter it covers.

(g) Ethics Commission

To complete this process employees must complete the [Request for Review of Secondary Employment](#) then submit the completed form to Human Resources. In situations where the proposed secondary employment may present a potential or perceived conflict of interest, Human Resources may consult with the Ethics Commission for guidance.

Request for Review of Secondary Employment

Date: _____

To:	Human Resources
From:	
Supervisor:	

SUBJECT: Request for Permission to engage in secondary employment pursuant to Public Ethics Law § 5-502, I am submitting my request to engage in secondary employment.

1. Identifying Information:

Name:		Position Title:	
Department:		Office Phone No.:	
Agency:		Email Address:	
Employee Mailing Address:			
State Supervisor's Phone No.:		State Supervisor's Email Address:	

2. Brief description of employee's duties and responsibilities at SMCM:

3. Brief description of function of SMCM:

4. Proposed Outside Employer:

Name of Entity:		Phone No.:	
Supervisor's Name:		Supervisor's Title:	
Entity			

Name of Entity:		Phone No.:	
Supervisor's Name:		Supervisor's Title:	
Mailing Address:			
Brief description of Business Conducted by Entity:			

5. Position title, duties and responsibilities of secondary employment:

6. Hours per week to be spent with secondary employment:

7. Work schedule (specific hours of work for secondary employer):

8. Will any of the work hours of the secondary employment overlap with the primary work hours/schedule at the college? (Select only **one**.)

- Yes No

9. If yes to #8, what form of paid or unpaid leave is being requested? (Select only **one**; N/A if no to #8.)

- Annual Leave Unpaid Time Off N/A; No Overlap

Employee Signature

Recommendation of Department Head:

- Approve
- Disapprove (state specific reasons for denial)

Comments:

Department Head Signature

Date

Department Head Printed Name

Date

Recommendation of Unit Vice President or College President:

- Approve
- Disapprove (state specific reasons for denial)

Does the entity do any business with or is it regulated by your Department/Agency? Please check the Maryland Funding Accountability and Transparency website at <https://vendorpayments.maryland.gov/#!/year/default>. **Please explain the nature of any business or regulatory relationship between the outside employer and your agency. The Public Ethics Law prohibits a State employee from holding secondary employment with an entity that does business with or is regulated by the employee's agency unless the Commission grants an exception. If the agency does not provide information about the relationship, the Commission cannot grant an exception and the secondary employment is prohibited.**

Comments:

Unit Vice President or College President Signature

Date

Unit Vice President or College President Printed Name

Date

Request will NOT be considered unless both current and requested position descriptions are attached.

Approval Date:

Effective Date:

Amended Date:

Approved By:



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

**OPEN SESSION
MINUTES**

Date of Meeting: February 17, 2026

Status of Minutes: DRAFT

Committee Members Present: Committee Chair John Wobensmith '93, Nicolas Abrams '99, John Bell '95, Susan Lawrence Dyer, Heidi Murdy-Michael, Faculty Finance Delegate Silvio Borrero, President Rhonda Phillips

Committee Members Absent: Ray Wernecke, Anirban Basu

Staff Member: Eileen E. Petula, Vice President for Business/CFO

Others Present: Anne Marie Brady, Paula Collins, Katie Gantz, Mary Grube, David Hautanen, Jerri Howland, Jenell Sargent, Marcy McKinney, Leslie Mangold, Jenn Kersch, Jackie Wright, Gretchen Phillips, Charlie Wilson, Paula Collins, Micheline Estrada Lopez, Wanda Fenwick, Monique Booker

Executive Summary

Finance, Investment, and Audit Committee Chair John Wobensmith called the open session meeting to order at 9:10 a.m. Participation was via videoconference.

Discussion Items

II.A. FY25 Auditor's Report and Audited Financial Statements

A brief was presented by SB & Company regarding the audit of June 30, 2025, financial statements, Maryland Higher Education Commission Enrollment Report for June 30, 2025, recommendations and observations noted during the audit process and SB & Company's availability for year-round consultation if needed.

II.B. FY26 Financial Results (Budget vs Actual) as of December 31, 2025

As of December 31, 2025, the College's FY26 operating budget is performing in line with

expectations. Based on current trends, St. Mary's College of Maryland is projected to end the fiscal year with a modest surplus. With an expenditure summary attributing savings driven by:

- Vacancies and benefit-related personnel savings
- Underspending within selected operating areas
- Timing delays in strategic initiative projects
- Professional and contractual services are trending above budget but are offset by savings elsewhere.

III. Motion and Vote to Close the Meeting

IV. Motion and Vote to Reconvene the Meeting in Open Session

Action Items

V.A. Acceptance of the FY25 Auditor's Report and Acceptance of the Audited Financial Statements

Statements reflecting the financial transactions for the period July 1, 2024, through June 30, 2025, were prepared in accordance with accepted accounting principles. The committee reviewed the audit report and opinion of the independent auditing firm, SB & Company, LLC. The committee agreed motioned to and approved to accept the FY25 auditor's report and the audited financial statements of the College. The committee motioned to approve was agreed upon by all.

V.B. Approval of the FY27 Plant Fund Budget

The Technology, Buildings, and Grounds Committee vetted and prepared a list of priorities for capital projects. A cost breakdown by priority categories and a listing of FY27 plant projects were presented to the committee. The committee agreed and motioned to and approved to accept the FY27 Plant Fund Budget. The committee motioned to approve was agreed upon by all.

V.C. Approval of the FY27 Tuition, Fees, Room, and Board

Due to inflationary impacts and the need to continue to support the advancement of academic programs, the committee recommends approval of a 3% increase in tuition, mandatory fees, room rates, and board (dining) rates for FY27 (Academic Year 2026–2027), including the addition of a restricted Technology Fee of \$100 per student per semester as part of the mandatory fees. The committee agreed, motioned to, and approved to accept the FY27 tuition, fees, room, and board. The committee motioned to approve was agreed upon by all.

V.D. Approval of Obtaining a Term Sheet for A Line of Credit

In support of institutional operational needs, and near-term infrastructure improvements the committee recommends approval for administration to obtain a term sheet for a \$5,000,000 revolving line of credit. This will ensure uninterrupted operations. The committee agreed, motioned to, and approved to obtain a term sheet for a line of credit. The committee motioned to approve was agreed upon by all.

V.E. Approval of Residence Hall Modernization

As part of the College's multi-year Residence Hall Modernization Plan, the next phase of the modernization plan focuses on Caroline Hall, which continues to serve a substantial portion of

residential students and requires upgrades to address outdated interior finishes, bathrooms, flooring, etc. Completing this work during Summer FY26 ensures the hall is fully operational for Fall occupancy and aligns with the institution's long-term facilities renewal strategy. The committee agreed, motioned to, and approved the residence hall modernization project. The committee motioned to approve was agreed upon by all.

Information Items

Committee Chair Wobensmith informed committee members to review all information items and materials available within the Onboard portal.

Motion to close meeting made by: Chair John Wobensmith

Seconded by: Board Chair John Bell

All Members voted aye.

Opposed: None

Abstaining: Absent: Ray Wernecke, Anirban Basu



Office of Government Relations 2026 End of Legislative Session Report

Introduction

The Maryland General Assembly adjourned its 449th legislative session at midnight on Monday, April 13th, 2026. Despite a projected deficit of nearly \$1.5B at the session's beginning, the legislature passed structurally balanced FY27 operating and capital budgets and considered more than 3,400 pieces of legislation. Approximately one-quarter of these proposals passed both chambers and have been sent to the Governor for his signature or veto, including 13 impacting St. Mary's College of Maryland (SMCM).

During and prior to the 2026 session College leadership delivered presentations to the Maryland Higher Education Commission, the Department of Budget & Management, and the Department of Legislative Services regarding SMCM's FY27 operating and capital budget request. Moreover, President Phillips, Board of Trustees Vice Chair Collins, Trustee Tomarchio, and Director of Government Affairs Engle met with key legislative leaders – including the Senate President and Speaker of the House of Delegates; the Chairs of the Senate Budget & Taxation Committee and Education, Business, & Administration Subcommittee; the Chairs of the House Appropriations Committee and Education & Economic Development Subcommittee; the Chairs of the Senate Capital Budget and House Capital Budget Subcommittees; and local representatives from St. Mary's County – to discuss the College's legislative priorities. Finally, in addition to these one-on-one meetings, President Phillips testified before both the Senate Budget & Taxation Committee and House Appropriations Committee as part of the annual Higher Education Overview, as well as the College's annual budgetary hearings.

Fiscal Year 2027 Operating and Capital Budget

As introduced by Governor Moore, the state's FY27 operating budget fully funded the College's General Fund Grant and allotment from the Higher Education Investment Fund for a total of \$45.6M in state support, rising approximately \$2.7M from FY26 levels. The College's funding formula remains intact for FY27 and beyond, and, as a result of legislative action, the College will also receive funds to support an additional 1.5% cost of living adjustment for state employees. These funds will be calculated and disbursed to the College by the Department of Budget & Management at the beginning of FY27.

On the capital side, the Governor's FY27 Capital Improvement Plan provided approximately \$959,000 to support the next tranche of planning and design efforts for the College's Montgomery Hall Renovation Project, as well as approximately \$2.271M in accelerated funding to support the St. Mary's Hall Restoration Project as part of the College's Campus Infrastructure Improvements line-item. These funds were approved by the legislature and will be disbursed to the College in FY27.

For a full summary of the College’s proposed FY27-FY31 Capital Improvement Plan, see Table 1.

Table 1: Summary of the FY27-FY31 Capital Improvement Program for St. Mary’s College of Maryland

	Prior auth.	FY27	FY28	FY29	FY30	FY31
Campus Infrastructure	\$ —	\$2.271M	\$ —	\$2.0M	\$2.0M	\$2.0M
Montgomery Hall	\$2.844M	\$0.959M	\$ —	\$20.866M	\$20.632M	\$14.352M
Total	\$2.844M	\$3.23M	\$ —	\$22.866M	\$22.632M	\$16.352M

Joint Chairmen's Report

The Joint Chairmen’s Report on the Fiscal 26 Operating Budget placed two Committee Narrative requirements on the College. These included a report summarizing corrective actions taken in response to an audit by the Office of Legislative Audits, as well as the annual faculty workload report. These reports were drafted and submitted ahead of their respective deadlines, and restricted state funds were disbursed to the College following review and certification by the Department of Legislative Services. In FY27, the only Committee Narrative requirement for SMCM is submission of the annual faculty workload report and no state funds have been withheld or restricted from the College.

Bills of Interest

During the 2026 legislative session the College tracked over 90 pieces of legislation, including the FY27 budget and personnel measures, admission and academic program approval measures, as well as legislation related to procurement, public health, Title VI, and more. The following section describes the 13 pieces of tracked legislation which passed this session and which will impact the College’s day-to-day operations.

Academic Affairs

HB 106 / SB 6 – State Personnel – Collective Bargaining – Nontenure Track Faculty

Provides collective bargaining rights to full-time, part-time, or adjunct nontenure track faculty whose primary assignments involve academic instruction and research; excludes faculty whose positions are funded through a research or service grant or contract, or through clinical revenues. *SMCM Impact: Enables nontenure track faculty to establish a separate collective bargaining unit.*

HB 479 / SB 529 – Southern Maryland Early College Teacher Pathway Program Workgroup – Establishment

Requires the University System of Maryland to develop, in consultation with MSDE and MHEC, recommendations for a Southern Maryland Early College Teacher Pathway Program; establishes the Southern Maryland Early College Teacher Pathway Program Workgroup to develop and report recommendations to certain committees of the General Assembly by June 30, 2029.

SMCM Impact: As requested in an amendment by the College, the President (or designee) will serve as part of this workgroup.

Business and Finance

HB 261 / SB 157 – State Procurement – Competitive Proof of Concept Procurement

Establishes competitive proof of concept procurements as an authorized procurement method; providing for multiple phases of evaluation; requiring a unit of state government to obtain approval of the Chief Procurement Officer or designee before conducting such procurements.

SMCM Impact: Enables use of competitive proof of concept procurements at the discretion of the College's Procurement Officer.

HB264 – Maryland Data Privacy and Protection Act of 2026

Limits the personal information that may be collected, maintained, processed, and retained by units of state government; requires certain personal information to be deleted or de-identified; requires each unit to post a privacy notice on its website and subject to certain requirements; requires each unit of state government to designate a Privacy Officer.

SMCM Impact: Alters and updates existing data privacy and protection requirements and requires the College to update its existing data privacy and protection policies to meet certain standards.

HB 461 / SB 300 – Economic Development – Rural Readiness Program & Rural Maryland Capacity Building Fund – Establishment

Establishes the Rural Readiness Program within the Rural Maryland Council to enhance capacity for economic development initiatives through certain grant programs.

SMCM Impact: Offers expanded programmatic grant funding opportunities for economic development initiatives conducted by or near the College.

HB 604 / SB 28 – Arbitration Reform for State Employees Act of 2026

Alters the collective bargaining process for state employees; requires the annual budget bill submitted by the Governor to contain necessary appropriations to implement certain memoranda of understanding; alters the matters that may be included in collective bargaining negotiations.

SMCM Impact: While higher education is generally exempt from this legislation, it is not exempt from provisions which enable negotiations to include fringe benefits (excluding pension benefits) and health benefits, nor from provisions which require the Governor to fund certain memoranda of understanding. Contingent upon approval of a proposed constitutional amendment.

SB 6 – State Personnel – Collective Bargaining – Nontenure Track Faculty

Provides collective bargaining rights to full-time, part-time, or adjunct nontenure track faculty whose primary assignments involve academic instruction and research; excludes faculty whose positions are funded through a research or service grant or contract, or through clinical revenues.

SMCM Impact: Enables nontenure track faculty to establish a separate collective bargaining unit.

Student Affairs

HB 6 / SB 420 – Public Institutions of Higher Education - Pregnant and Parenting Students - Plan and Reporting

Requires public institutions of higher education to collect parental status data of students and report to MHEC annually.

SMCM Impact: Establishes a new reporting requirement for the Division of Student Affairs.

HB 457 – Institutions of Higher Education – Provision of Menstrual Hygiene Products

Requires each institution that provides on-campus housing to provide, free-of-charge, menstrual hygiene products in student health centers on or before August 1, 2028.

SMCM Impact: De minimis; SMCM's Wellness Center already provides these products.

HB 1076 / SB 532 – Higher Education – Over-the-Counter Contraception – Access and Reporting

Requires each institution to submit a report on contraception access to MHEC each year.

SMCM Impact: Establishes a new reporting requirement for the Division of Student Affairs.

Enrollment Management

HB 3 / SB 212 – Maryland Fallen Heroes Tuition Benefits Act

Exempts spouses and financially-dependent children of state or local public safety employees who pass away as a result of, or in the course of performance of, duties from paying out-of-state tuition at a public institution of higher education in the state.

SMCM Impact: Establishes a new tuition exemption program.

HB 231 / SB207 – Higher Education – Guaranteed Access Grant Program – Applicability

Delays the decentralization of the Guaranteed Access Grant Program until the 2029-2030 financial aid award year.

SMCM Impact: De minimis.

HB 700 / SB 324 – Higher Education – Public Senior Higher Education Institutions – Direct Admission Program and Study

Establishes an voluntary direct admission program at participating institutions beginning in the 2028-2029 academic year; requiring MHEC, MSDE, and individual institutions to establish eligibility requirements for the program.

SMCM Impact: De minimis.

HB 982 / SB864 – Higher Education – Tuition Exemption for Foster Care Recipients – Eligibility

Alters the definition of a “foster care recipient” to mean individuals who resided in out-of-home placement on or after their 8th birthday rather than 13th birthday for purposes of determining eligibility for an existing tuition exemption.

SMCM Impact: De minimis.

HB 1530 – Higher Education – Undocumented Students – Out-of-State Tuition Exemption Eligibility

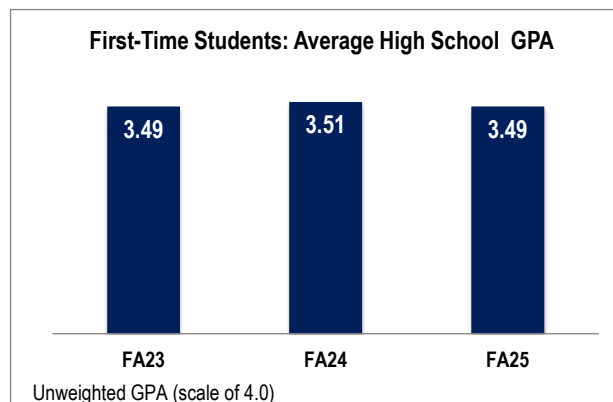
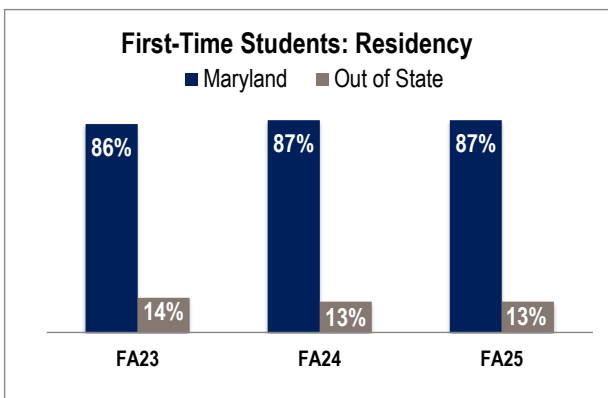
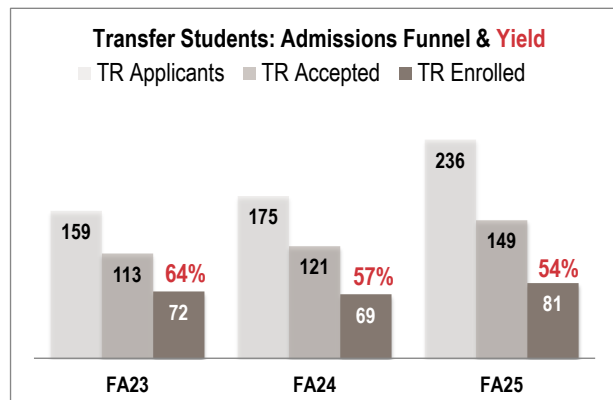
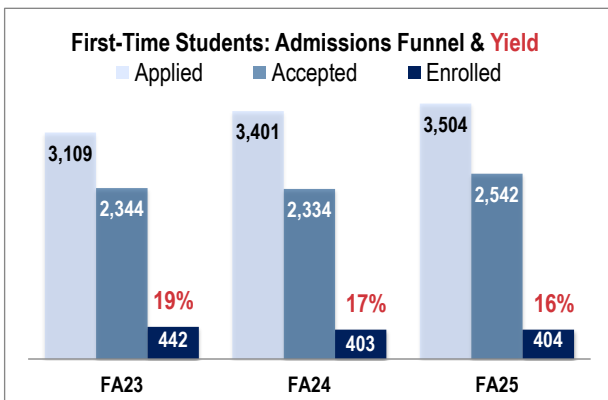
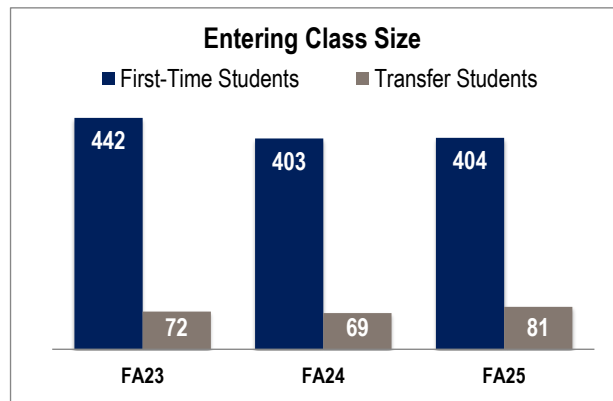
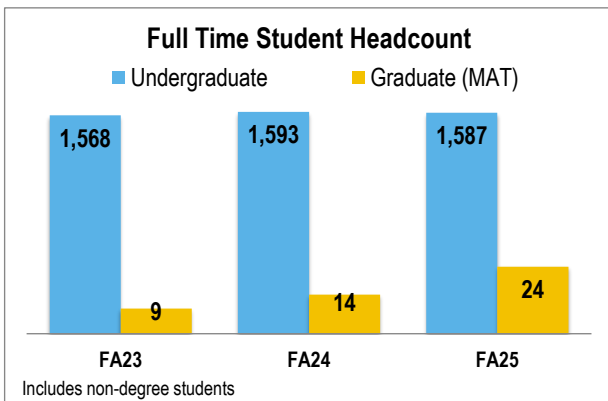
Alters the number of years for which an individual or the individual’s parent or guardian must file taxes before the academic year to qualify for an out-of-state exemption at a public institution of higher education

SMCM Impact: De minimis

Board of Trustees Dashboard - May 2026

Student Characteristics in Enrollment

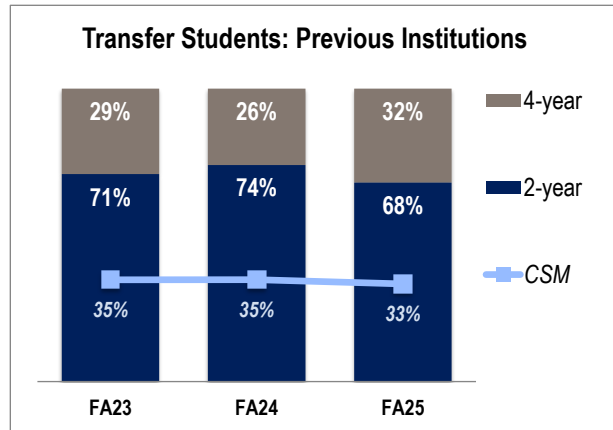
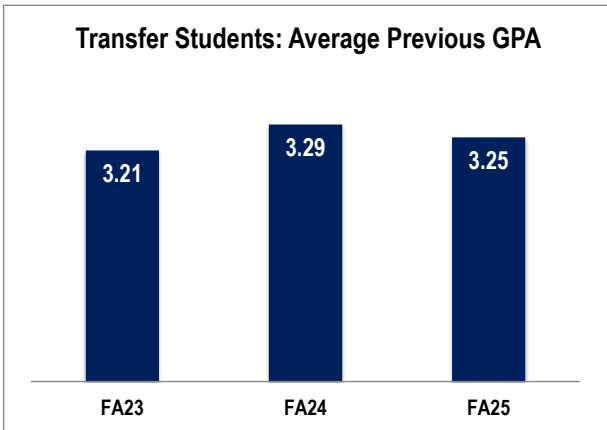
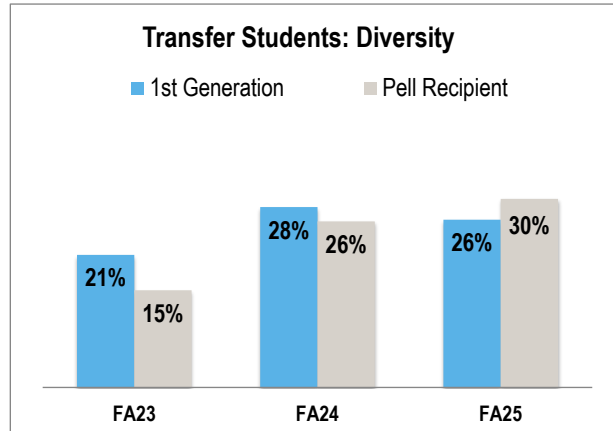
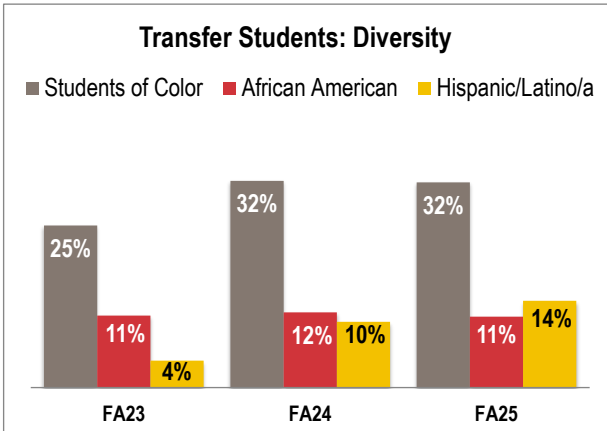
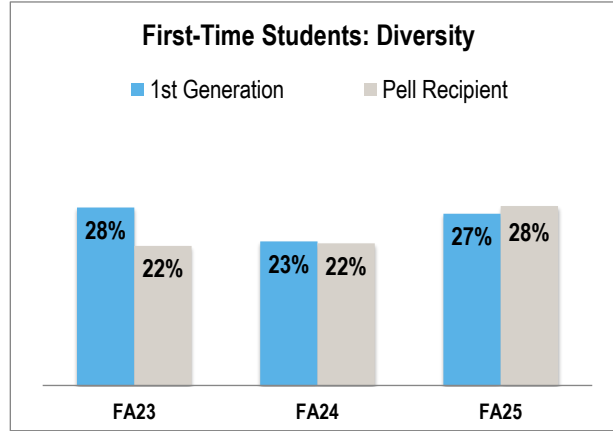
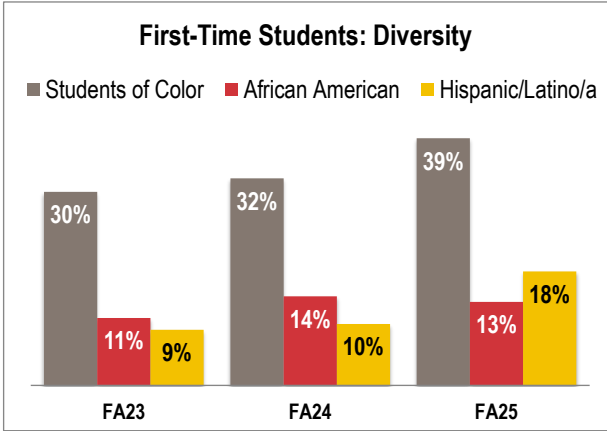
Fall 2025 figures based on final census data, 9/29/2025



Board of Trustees Dashboard - May 2026

Student Characteristics in Enrollment

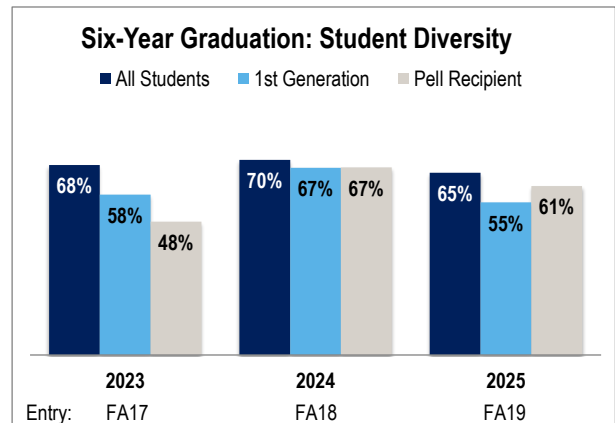
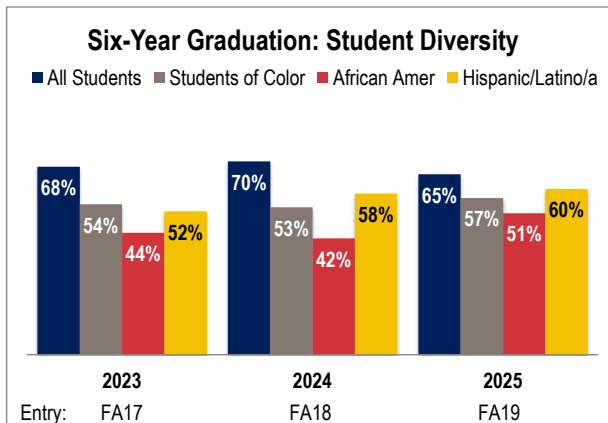
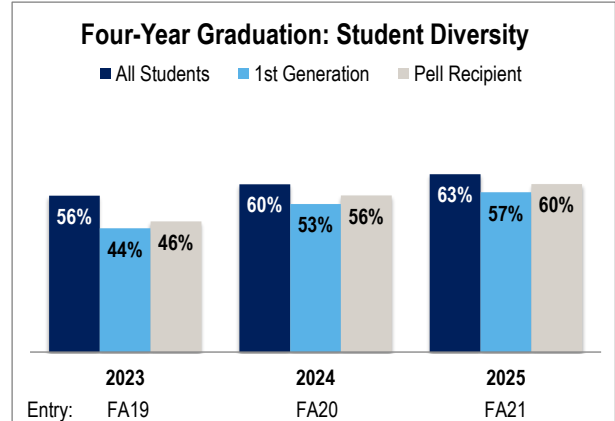
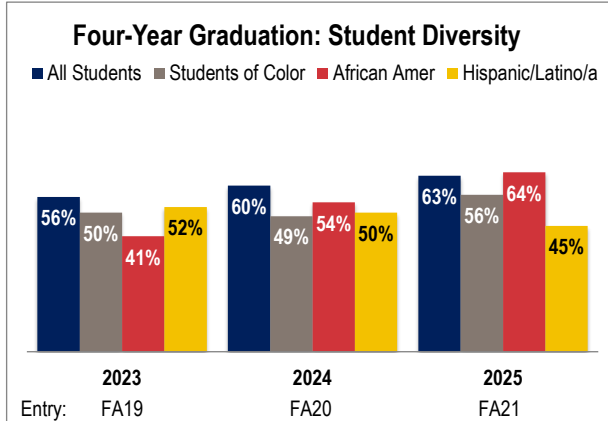
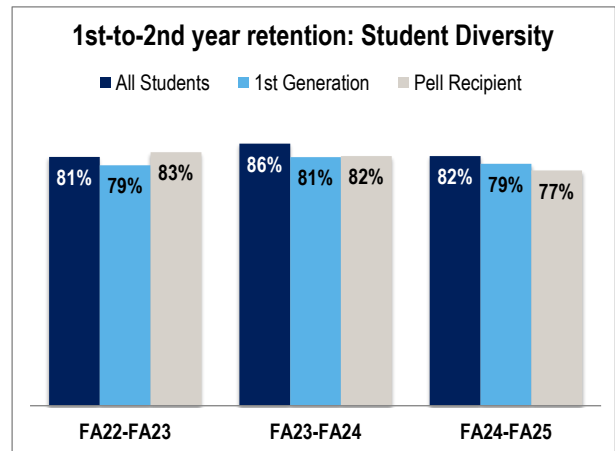
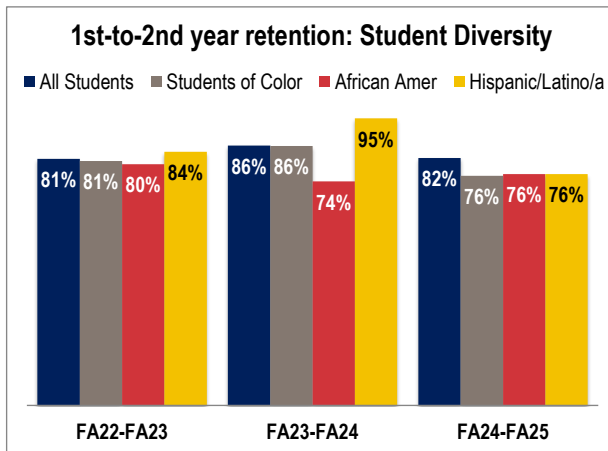
Fall 2025 figures based on final census data, 9/29/2025



Board of Trustees Dashboard - May 2026

Student Retention and Persistence (First-Time Students)

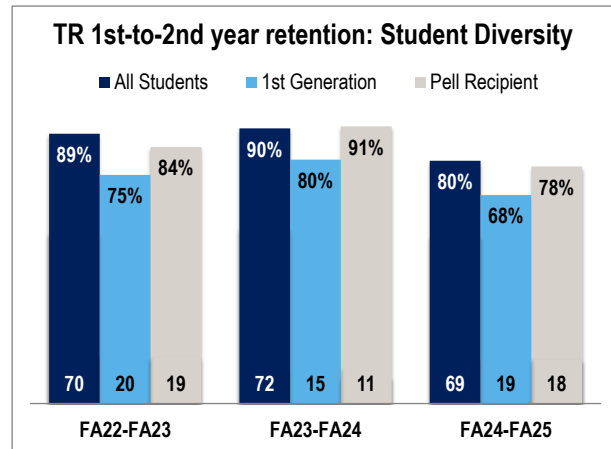
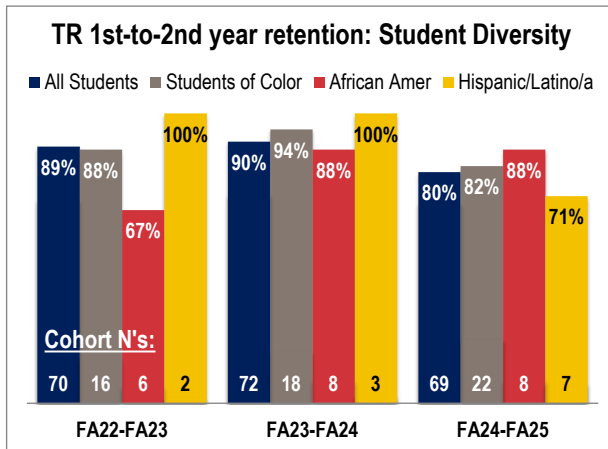
Fall 2025 figures based on final census data, 9/29/2025



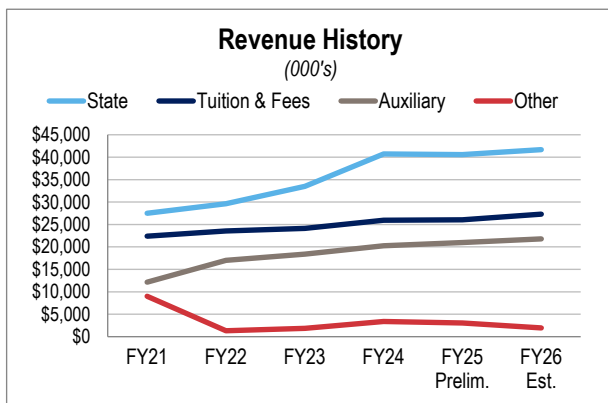
Board of Trustees Dashboard - May 2026

Student Retention and Persistence (Transfer Students)

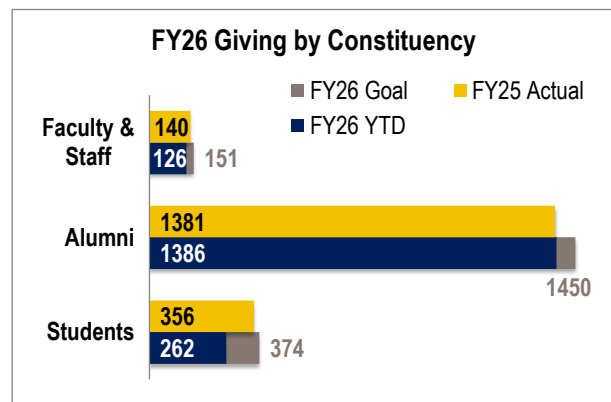
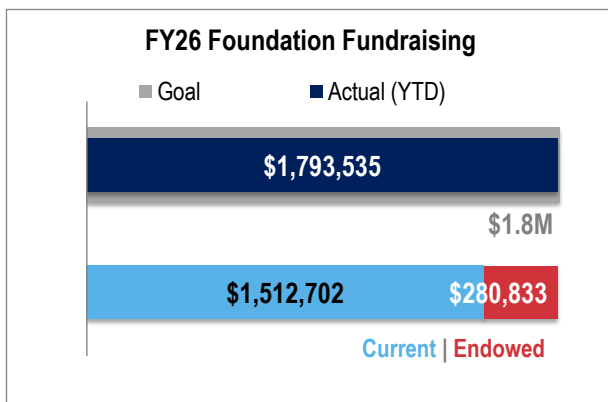
Fall 2025 figures based on final census data, 9/29/2025



Revenue and Fundraising



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



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Spring Semester Enrollment and Persistence

Spring 2026 figures based on final census (freeze) data, 2/17/2026

